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Thematic module for training of entrepreneurs on "Sales"

within the framework of project

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Nature and evolution of selling.

Types of sales activities. Theories of selling.

1. Nature and evolution of selling

The activity of selling is vital to the development of society. Trade is an intermediate link between production and consumption and its role in the realization of all economic development is very large. Sales is the shortest path to success in business. Sales representatives are the face of the company. They embody the image of the company. Selling is an interpersonal process of persuasion, of influencing the purchase decision of customers.

Personal selling is the process of finding people who have a specific need, helping them discover it, demonstrating how a particular product or service will satisfy that need, and persuading them to make a decision to use that product or service. This definition is broad enough to include all types of selling in a variety of situations. It describes the commercial aspect of selling goods or services and all activities related to selling ideas by representatives of all professions (politicians, designers, coaches, etc.).

Personal selling is dynamic, flexible and optional. Its meaning can be divided into three categories:

1. Economic - creates the income on which the development of the business system depends, supplies consumers with goods and services for the necessary quality of life. Effective selling is important for economic growth and societal development.

2. Competitive - not all sellers manage to sell all their goods. In the conditions of market competition, therefore, a lot of effort is needed. Marketers are the foot soldiers of marketing. A lot of marketing research and sales support is required using such weapons as advertising, promotions and public relations. But the most active remain the traders. Every salesperson knows that knowing and discovering needs is the key to sales success. Important aspects of selling are relationships with regular customers and the parallel launch of new products on the market.

3. Public - consumer-oriented selling. Free competitive business ensures the supply and demand relationship. Marketers contribute to the development of society by identifying consumer needs. Aggressive marketing is sometimes very necessary to discover the connection new needs - new products. The historical development of personal selling covers four periods:

Early traders - even in ancient times - Rome and Greece. Characteristic for them is the ownership of the goods, which in most cases are produced by their families. Traders also carried out some kind of marketing functions - transport, storage and sales activities. The goods were not of particularly high quality, the customers did not trust the traders.

Revolution in selling - 17th and 18th century - development of manufacturing and factory production. The industrial revolution corresponded with the sales revolution. Historians have not adequately described the vital role of personal selling. Merchants at that time were known as agmen (bagmen). They sell from samples that customers buy from.



Commercial passengers:

a) peddlers - traveling salesmen. They are from colonial times. Traveling emigrants across North America selling to settlers;

b) greeters - at the beginning of the 19th century. These are wholesalers who travel through cities and towns. They settle in the hotels and retailers contact them to buy from the goods being carried;

c) drummers - commercial agents - XIX century. They call on retailers in their stores or sell directly to consumers;

d) commercial travellers - the end of the 19th century. They still exist now. These are the typical salespeople who sell to customers, compete with each other, but are the main unit in securing sales.

What these categories have in common is that the sales were carried out on a "saveat emptor" basis (at the buyer's risk).

Professional sellers - XX century - two stages:

a) seller's market - characterized by a relatively scarce assortment of goods and pressure of buyers;

b) buyers' market - the goods are many and varied.

Selling has its ethical and legal basis. Just as doctors take their Hippocratic Oath, salespeople must swear to: protect the interests of consumers; will not engage in collusion with other merchants against them; will always recognize the rights of customers and that prices should reflect the value of goods. Effective selling is first and foremost about communication. Selling is important in everyday life. Buyers need to know how traders operate, know the different sellers, their selling strategies and tactics.

Selling, on the other hand, creates many jobs due to the variety of different sales positions such as wholesalers and retailers, brokers, dealers, insurance agents, real estate agents, etc.

Selling is a universal activity in society. Everyone involved in sales is busy with something at different times. The combination of different actions in time helps to realize the entire process of goods movement from the place of production to the place of consumption. Selling is the lifeblood of the economy. As already noted, selling is an interpersonal process of persuasion to influence people's purchasing decisions. If everyone sells at some point, does that mean everyone is a trader? The answer to this question is multifaceted. It depends on whether the sale is considered in a narrow or broad sense.

Selling in a narrow sense - traditional understanding of selling. It is part of the exchange process in society. Traders are interested in the continuous improvement of the quality of products and services for the purpose of sale.

Although today's professional salespeople are sophisticated itinerant salesmen and traveling salesmen, the role of sales is the same. Their primary task is to present consumers with goods and services that will satisfy their needs and wants. Selling is the primary task of salespeople despite the variety of activities that have dramatically changed sales and will continue to change it for years to come.

Selling in a broad sense - by definition, selling must be extended to include non-profit activities.

Advocates of the expanded definition of selling say that all organizations, whether private or public, for-profit or not-for-profit, sell. School principals, political candidates, the military and other government institutions sell their concepts and ideas in practice. In the expanded definition, salespeople can also be involved in situations where selling is not the primary task. According to this definition, everyone at different times sells ideas, plans, even the enthusiasm needed to make the contacts.

2. Types of sales activities

There is no single type of sales profession. There are various sales activities. It is difficult to compare sales between companies, between different production branches, even sales of the same company.

Some traders can be called "generalists" (universal traders). They sell various goods of the companies to all categories of consumers.

Product-oriented marketers concentrate on a single commodity, commodity group, or product line.

Another category of marketers are **consumer oriented**. Some user groups or market segments are important enough that it is necessary to specialize in these sales personnel.

Classification:

1. Primary duties and responsibilities (by products, consumers, geographic areas, sales levels).
2. Allocation of efforts (sales objectives, new and repeat business, service and sales activities).
3. Types of target users.
4. Technical requirements for the products.
5. Expanding consumer knowledge.
6. Service and follow-up policy.
7. General marketing philosophy of the company.

The actions contained in the staff sales job are not permanent. They are a combination of routine work with new changes in marketing and commerce. But no matter how different sales jobs are, there are a few basic postulates:

- The need to understand the client's problem.

- The need for generally accepted knowledge, including technical, about the product.
- The ability to turn product features into benefits and address the customer's problem.

The types of salespersons selected for certain sales positions depend on sales operations and other factors such as pricing policy, product line expansion and complexity, type of distribution channel, and type of advertising. Thus, taking into account these factors, sales activities can be classified into five groups:

Responsible selling.

Merchandising activity.

Missionary Sales.

4. Technical sales.

Creative selling.

According to the classification of sales work, five categories of sales specialists who can perform them can be identified:

- sales representatives of manufacturing companies or of wholesale trade;
- sellers, specialists in details (for example, for drugs with pharmaceutical education);
- traders with engineering or technical education;
- sellers specializing in a group of goods;
- sellers of specialized services - insurers, consulting services, educational, etc. Sales work can be categorized in another way:

1. Creative and service selling.

2. Selling to consumers and selling to organizations.

3. Proactive, supportive and attractive selling.

4. Sales field and sales administration.

According to the first classification, **selling is creative**. In a given sales situation, staff do their best to research needs and wants to solve customer problems. Salespeople who work creatively know how to convince about the benefits of products or services, they lead customers, analyze their actions, take sales actions and usually successfully close the sale.

The other pole is **service selling**. It is defined as assisting customers to make sales without the active intervention of the salesperson. Such traders act routinely and accept customer orders as sales administrators. Order takers implement the transaction mechanism when processing orders. They sell information on prices, terms, expected days of delivery. Obviously, however, many salespeople fill both roles - a salesman-admin whose function is strict, and a salesman who secures the new business. The identification of the sales job as creative or service selling depends on the particular sales mix for the situation.

The second classification is according to the criterion of selling to consumers and organizations. Sales in stores, real estate and insurance, telemarketing to direct consumers are service activities. But more and more, the element of creativity enters the routine commercial activities - use of telephones, computers, sales of locking systems, increasing the level of professionalism in sales. The seller-buyer relationship is expressed mainly in two directions: selling to direct consumers and selling to organizations. The second direction can be multifaceted: selling to people who will sell: retailers, dealers and various participants in the marketing channels of distribution and to people who will produce. The last are the industrial buyers and they are the next producers of products.

Dealers who sell to industrialists are a vital marketing unit and have promotional contacts on a permanent basis. Here, important parameters are product qualities, delivery date, design, durability, degree of customer satisfaction. These traders must necessarily have a technical qualification. In the practice of foreign trade activity, many of the sellers are engineers by education.

The third classification divides selling into initiative, attraction, and support. It is based on the selling price criterion.

In **proactive selling**, the goal is to overcome buyer inertia. Staff have the initiative to develop primary product demand by showing how the new product fills a particular need. The qualities of the new product are compared with the old product (plastic with steel).

Persuasive selling is usually related to product differentiation, business conversion, or features from competing products are used. The main task of the staff is to capture new needs and develop the product. New needs can also develop; new customers can be created in different sales situations.

And in **support selling**, there is an orientation towards service and maintaining the company's reputation. Reinvestments are made and already known products of the company are sold. The staff is responsible for increasing the volume of sales from the company's regular customers. Long-lasting buyer-seller relationships are created. They rely more on service functions.

A fourth way of classification is by place of operation. There is a concept of "sales pitches". Traders can do their work outside their company - at the customer's place, have their own residences or in the sales halls of the shops. This is especially important for the sale of investment goods. Sales administrators make the contacts of customers with suppliers.

Sales management mainly involves three major objectives:

continuity of sale,

achieving a certain volume of sales,

ensuring a contribution to the company's revenue. The sales manager influences decisions about marketing strategies.

The requirements for the sales manager are different depending on the type of companies and the position he occupies. In all cases, however, there are responsibilities typical of sales leadership regardless of management level.

Typical management functions are the organization, planning, control, operational management of sales personnel, communications. The sales manager must be prepared to deal with many and varied problems and above all with the planning and management of various marketing operations. He must be able to determine newly emerging facts in problem situations and evaluate their relative importance. The most important thing is to have an arsenal of analytical weapons for making management decisions.

Practical experience in selling, as well as knowledge in such specific fields as advertising, marketing research and sales promotions, go a long way to the success of the sales manager and his team. Effective selling depends a lot on the organization of the company's internal and external communications.

3. Theories of selling

The fundamental task for which sales personnel are hired is to maintain the existing business and expand it by winning new customers. This task involves much more than taking orders.

Sales engineers, and technical advisors, and marketing specialists, and consultants can deal with selling. The assessment of types of selling depends on the situation, specific circumstances, stages, etc.

For most salespeople in practice, the discussion of selling theories is merely a definition of the individual stages. But discussion helps to assess the essence of popular concepts and the effectiveness of individual alternatives.

An individual sales person can use a variety of behaviors, from a highly stylized technique to drive the sales process to an unplanned presentation. In most cases, these two extremes are not reached, but a plan for orders or sales in general is desirable and useful.

There are several theories of selling.

A. Incentive theory.

With it, direct selling is preferred, with a previously prepared presentation of the goods and accepted terms of responsibility on the part of the sellers. The basis of this theory is that salespeople should always tell the truth and properly motivate buyers. Such an approach is useful when the sales process is simple and straightforward, the outcome is a sale or no sale, the product is low-priced, and the time available is short.

From this theory arises the formula of selling - АЯА, where:

A – **attention** ;

I - **interest** ;

D – **desire**;

A - **action**.

This mnemonic is often used to explain the communication process at the time of the sale. It was first introduced by Sheldon (1902) as AIDR, where R - resolve - means to decide. Then in 1925 it was modified by Strong to AIDA in his book Psychology of Selling. Later, S - **satisfaction** was added to the formula. These steps indicated by the formula are known as the hierarchy of communications effects.

Most selling situations take place between participants who know each other well and who know the product or service - The stylized selling formula must be modified to suit the buyers and the sales context. The essence of selling is solving customer problems, not selling an existing product at all.

Newbies in sales using this formula often attack with an over-engineered game, out of step with buyers' requirements.

B. Theory of Problem Solving.

Variations on the selling formula are often known to sales practitioners and sales coaches. The most famous of this kind is the FAB formula, where;

F - feature - the distinguishing features;

A - advantages - advantages;

B - benefits - are the benefits,

Later, the meaning of this formula changes and the model refers first to customer needs and then to benefits or revenue generation. Rackham in 1987 discovered another suitable strategy for organizing buying, and in particular for large sales. It collects data from numerous sales and situations.

The selling formula is not typical for most situations. It's hard for buyers to commit to a company they haven't heard of or a product they don't know. In Rackham's model, salespeople ask multiple questions to uncover needs, solve customer problems. These questions are classified as situation questions, problem questions, application questions, and needs and reward questions. The needs themselves are implied and categorical. The sales manager must have a good understanding of the nature of the interaction between buyers and sellers. The importance of this impact is as a signal lamp for overall behavior in sales situations.

C. The similarity "buyers - sellers".

Vgosc in 1965 found retail situations with greater similarity in the behavior of buyers and sellers. For large sales (mainly investment goods) selling is expert. This was also confirmed by Geenberg in 1976 in life insurance sales and by Tossy in 1966 in pharmaceutical sales. Guiper in 1968, researching different theories of selling, proved that the qualitative assessment (since quantitative is impossible) of these theories depends on 4 factors;

- satisfied needs;
- the company's resources and capacity;
- the nature of the market and especially of the competition;
- the product itself.

D. Need satisfaction theory.

Here, the process of buying is seen as the reverse of the process of selling, but it is essentially the same process. Only the points of view are different. Selling theory is incorporated into the buying process, or the interaction between buyers and sellers is incomplete without it. As early as 1925, Strong identified this inadequacy and modified his model of the sales process into a more accurate formula. It creates the buying formula using the hierarchical structure, the elements of which are as follows:

N - needs - needs;

S - solution - solution;

P - purchase - purchase;

S - satisfaction - satisfaction.

All four theories listed can be successfully applied in selling depending on the selling situations. It is necessary to study consumer behavior to increase sales effectiveness.

Topic 2

Sales and marketing concept

The marketing concept

Every organization has a core philosophy and business mindset. If the philosophy is not clearly defined or inadequately communicated to staff members at different levels of responsibility, work groups will develop their own "unwritten" philosophy as a basis for their activities.

Unfortunately, such a philosophy is almost always adapted to the narrow focus of the company's business. Conflicts arise from the clash of the interests of individuals, the group and the company interest as a crossing of goals. Communications get blocked because people make their judgments based on their perceptions and their operating philosophies. These conflicts often occur in companies where some sales managers work within the marketing concept and other salespeople follow the narrow sales concept. Integrated marketing system means customer satisfaction and profit is seen as the degree of their satisfaction. The sales concept focuses on the products themselves, which must be moved and promoted through advertising and promotions. Expected profit is seen as a result of sales volume.

Operating on a broad marketing concept, rather than a narrow sales one, is what makes salespeople true professionals. A firm cannot only adopt the marketing concept as its philosophy; sellers must understand it and adopt it as their behavior.

The marketing concept focuses the attention of every single business activity on consumers - Sellers ensure that all goods and services are available to consumers to satisfy their needs. The concept sounds simple, but it is realized only through the chain: marketing research - production - delivery - satisfaction. Salespeople are the vital part of this chain and they must discover that ten different consumers have seven different needs and twenty different wants and make it possible to meet these demands through the company's products and services. Salespeople serve as the eyes and ears of the company and are very sensitive to whatever consumers want. As the primary link between the company and customers, salespeople help better understand their needs and wants, often hidden in the subconscious, and demonstrate how the company's products will satisfy them. They help in the purchase decision making process. When sellers do everything right, they should:

- Customer needs are met.
- Customers are satisfied and come to buy again.
- The volume of sales is high.
- To make a profit.
- To have information indicating the future plan for the production of the products.

Marketing and selling

The aim is to understand the role of selling in the light of the marketing concept. Selling is part of the overall marketing of companies. There are three categories of essential importance; sales management, personal selling and sales people. The sales force has a primary role. He makes the greatest contribution to making sales and achieving the company's marketing and corporate goals. The difference between marketing and selling is clear when comparing the elements of marketing - advertising, market research, product development. In a sense, selling can be considered theoretically and empirically as part of marketing education and training. Selling has not been superseded by marketing. It is only changed by him. Marketing and selling are not mutually exclusive. Marketing starts with the consumer. In this sense, salespeople are necessary for quality customer service. Most salespeople do repeat business. The rating for sellers as dishonest is not passed. No buyer would buy again from such a seller. A professional trader cares about his good name. As with most professions, there are good and bad salespeople, professionals and amateurs, honest and dishonest people. In time aspect, only professional honest traders last. In the business environment, the marketing objective is to determine consumer needs and wants, monitor market trends, make product and service management decisions, and implement as many effective actions as possible.

Selling is the lifeblood of marketing. The point of sales and advertisements depends on it. Sales are the face of the company. An important indicator is the repeatability of sales (purchases) and commercial transactions. The function of the sales force is to sell the company's products to a large number of retailers, to direct consumers or to consumers from manufacturing enterprises. In modern markets, supply exceeds demand. There, the saturation index is above one, and therefore it is necessary to accompany the implementation with strong marketing actions. A firm's adoption of a marketing philosophy means producing what can be sold, not selling what has already been produced. The change in methods and channels of distribution and the great competition are changing the role of selling, which is now a necessary part of marketing success. The effect is obtained when selling is part of the marketing plan and through the application of various sales techniques. Selling isn't dead, it's just different. The effectiveness of marketing management integrates personal selling and other means of promotion in accordance with the organization and the influence of environmental factors. Personal selling is the final link in the chain of the exchange process - it covers the seller-buyer relationship. A suitable definition of personal selling is: personal contact of one or more buyers with a seller for the purpose of making a purchase-sale. Part of this contact is defined as the sellers' initiative to provide buyers with information, to persuade them, to motivate them to make purchasing decisions.

Personal selling is part of the promotional mix. The communication mix is the fourth part, which in turn is divided into four elements: advertising, publicity, promotions and personal selling. The role of personal selling is expressed in the following:

- a) persuasion - in a competitive economy, most traders have regular customers. The goal is to convince new and expand markets;
- b) promotion - face-to-face contact with a buyer. Sellers are oriented towards the needs of their customers, looking for a solution to their problems, to their long-term interests;
- c) a key element of the marketing mix - the company's success depends on personal sales. Personal selling is also the biggest feather in a company's marketing budget, which has been proven by empirical research. The expenses for salaries of the sellers and the companies are about 7-8% of the revenues. The relative importance of the elements of the marketing communication mix for different groups of goods: industrial goods, consumer goods - durable and short-durable goods - is very large.

Relative importance of the marketing communication mix

Comparison between advertising and personal selling

Advertising is cheaper than personal selling, more long-lasting and a greater sales effect is obtained through good professional salespeople. Finally, be aware that every sales situation is unique.

In sales management, the decision-making process is heavily influenced by marketing. The decision-making stages are problem identification, goal setting, information need determination, collection, processing and internal conclusions. The sales department works closely with the marketing department. All marketing research analyzes are provided to the sales manager for operational management decision making. On the other hand, for long-term periods, marketing research is taken as a basis for determining the marketing, and in particular the sales, policy of the company. Research such as market measurement, market segmentation, market potential and realization potential, product research, market trends, customer motivation, positioning, market niches and market windows, marketing distribution research are very useful in the job to the sales manager. At the same time, it is necessary that the information collected by the salespeople from the market where they work every day is used to the fullest by the marketers in their research.

Sales and marketing strategy

Every company plans its marketing strategy. The steps of marketing planning are seven: analysis of market opportunities, setting goals and objectives, development of a marketing strategy and implementation of the marketing mix, interaction between sellers and customers, evaluation and control of performance.

Step 1. Every marketing opportunity starts with a concept - an idea about the product or service.

The need for them can exist or be created. External and internal environmental factors are considered. External influences that are uncontrollable in the short term include: the competitive situation in the market, availability of raw materials and necessary skills for production and marketing, the existing economic situation, political-legal and socio-cultural environment.

Here, at this stage, the consumer market segment is defined as a homogeneous group of customers to whom the company wants to sell goods or services. Different market segments are measured, their potential is determined and sales forecasts are made.

Step 2. Marketing objectives.

Company plans are short-term - 1 year, medium-term - up to 3 years, and long-term - 5 years and more. Marketing objectives

are closely related to sales objectives. In planning, a hierarchy of objectives is obtained, which can be expressed as follows (see again Fig. 2-3);

1. Goals of the company:

- improving product quality;

- for the company to become a market leader;
- sales to be profitable.

2. Marketing objectives:

- to find a market segment where the company is a leader;
- to increase the volume of sales and reduce costs.

3. Objectives of the promotion:

- to increase the number of permanent users;
- to increase the number of target markets;
- to increase the quality of the promotion.

4. Sales objectives:

- to increase the volume of goods sold to current consumers in the target markets;
- to increase profit from sales;
- to create supporting sales programs;
- to find new customers in target markets.

Although goals vary from company to company, major goals can be: market share, ROI, image, social goals, profit, sales volume.

There are different methods of achieving sales goals. Marketing decisions boil down to two basic questions: which consumer groups or market segments to serve and how marketing successes are achieved. Both strategies are mainly used. The first is also called the pull strategy and is based mainly on advertising, which, applied to end users, stimulates their demand. Mainly used for new products. Consumer demand moves from the end user through marketing channels to the manufacturer.

The second strategy, also called the push strategy, is based mainly on personal selling. It moves the product along the marketing channels - production - wholesale - retail - to the end users. The role of competitive marketing is very interesting. It changes the meaning of personal sales. They become an active part of marketing and through them the aspiration is to increase the market share. The tasks of competitive marketing are several:

- maintains a significant market share in a mature market;
- protects sales and market share against competition;
- develops a competitive product;
- increases sales of the product and increases its market share.

Step 3. Development of a marketing strategy.

Marketing strategies are critical to a company's success. It is important for the company to have a plan of attack. The marketing strategy selects the target segment and the competitive advantages of the firm in it. The three main elements of strategy are **organizational structure, resource allocation, and the elements of the firm's marketing mix**. After setting the marketing goals and determining the marketing strategy, such a marketing structure should be designed to help their implementation. The organizational relationship should be clearly defined and support the set goals. Resources - financial and labor - must be allocated realistically. The overall strategy includes when, where, for whom, and at what cost resources are brought in to enable the execution of marketing and sales operations. Resources typically include: staff sales skills, materials, buildings, equipment, financial capital and time. Maintaining resources involves planning and coordinating marketing objectives with those of other departments to ensure administrative support and smooth flow over time. Organizational structure and resource allocation are the strategic means of creating the marketing mix.

The focal point of each element is the target user, and they all work synergistically to bring the desired benefits to the user. Professional selling, along with mass advertising, public relations, and sales promotions, is in the communication component.

In marketing communications, sales are extremely important. Salespeople's ability to present and demonstrate products, to persuade customers to buy remains the best communication tool. "Face-to-face" sales are direct, flexible, with feedback, lead to the creation of new ideas for the product, for the way of customer service. Together with advertising and promotions, they bring the company to the desired success.

Step 4. Implementation of the marketing mix.

Once the basic marketing strategy is formulated, the marketing or sales manager is responsible for its implementation- Many combinations of the marketing-mix variables are possible. The goods have many properties - color, packaging, materials, guarantees - everything is presented. Mass media are also in several classes: radio, television, press, outdoor advertising, etc. Services include transport, delivery, installation, repairs. The manager must determine the distribution channels, the intermediaries, select

the personnel, the internal need for salespeople, the use of independent sales agents, etc. Implementing a marketing plan is an activity that requires daily decisions and is at the heart of professional selling.

Step 5. Interaction between sellers and customers

As the old saying goes, "Nothing happens until someone sells something." The success or failure of the entire marketing planning process can be entirely dependent on the effectiveness of the interaction between salespeople and customers. Their importance is great when salespeople are the most diligent and hardworking in the company.

Step 6. Evaluate the performance.

The measurement is subjective and means how well the market need is met. Further, the measurement of the salesperson's performance always involves a comparison between what is actually done and the standards set in the marketing objectives. Therefore, this step includes:

- setting performance standards;
- verification and reporting of marketing performance;
- measuring actual performance against standards;
- making decisions about corrections.

Step 7. Constant control (monitoring).

Feedback is done through internal communication, as each step requires information to fine-tune the marketing plan in order to adjust it to be executed.

Topic 3

Personal selling

Personal selling

Personal selling is defined as an interpersonal communicative process in which the seller reveals and satisfies the needs of the buyers with significant long-term benefit for both parties. The definition emphasizes that personal selling is more than making a sale or taking an order. The task is to create a partnership relationship - This selling includes: helping users identify problems, offering information on potential solutions and providing after-sales service for long-term customer satisfaction. Influence and persuasion are only part of selling.

Personal selling is a business activity performed by salespeople. But the principles of personal selling are useful for everyone in business and for non-profit organizations. It means influencing people and creating long-term good relationships that lead to positive results. Therefore, the principles of selling are useful even when you do not plan to work as a seller.

We learn the first sales techniques as children in our desire to get our parents to buy us a toy. As students, we have also used much more sophisticated techniques to convince professors that we actually know much more than we have shown so far. After graduation, everyone will immediately face a very important sales job - to sell themselves to the entrepreneur. To do this effectively, he will go through the same steps as in the sales process. Because of the importance of selling to various areas of business, many people study it without planning a career in it. They realize that in everyday life, everyone in their business uses the principles of selling. Accountants "sell" a new cost control program to production managers, engineers "sell" a research budget to management for approval, industrial directors use the principles in bargaining with labor unions.

People in nonprofits also practice these principles. Political candidates ask for votes, the church appeals to the faithful, etc. People gifted with influence over others are leaders in their society. Personal selling is the key element in the marketing program of most businesses. The four elements of the marketing mix, in the communication mix part, are used in different proportions for different types of goods. The firm communicates with consumers using all four promotional elements to highlight the benefits of the product or service. Many people mistakenly believe that advertising is the most important component of a marketing program. Even at Procter & Gamble, which spends more than \$1 billion a year on advertising, personal selling plays a big role. Information about the perception of the product by the customers is obtained through the sellers. All Procter & Gamble marketers are with the sellers to learn as much as possible about the needs.

Personal selling has some advantages over advertising. Personal selling is the most expensive method of communicating with consumers. Advertising for one user is many times cheaper. But personal selling is much more effective and it works much better than all other communications. Salespeople send unique messages to each customer and can do market research by asking questions and listening carefully to each consumer. The results are used for sales pitches tailored to the needs and benefits of the individual consumer. Sellers can also observe "body language" and, discovering that the customer is interested, react very quickly.

Advertising managers, in contrast to salespeople, undertake more formal market research and can only assist large groups of consumers (market segments) rather than individual ones. The advertising messages are designed for the typical user in the segment, and this does not sit well with many users who view the ad. Time is also limited. It can take months for ad managers to discover discrepancies. Businesses can use the telephone and mail for communications more easily than television. Personal

selling is more effective than any other means because it shows the specific benefit and reactions of customers. For example, telemarketing misses out on visual opportunities. Telemarketers cannot demonstrate products or read a customer's "body language". Only personal selling allows for adaptability in presentation. Selling effectiveness depends on being able to practice adaptive selling and use uniqueness in presentation. Adaptive selling is alternative salesperson behavior during customer interaction based on information about the nature of the sales situation. The role of professional selling is changing to become an interactive process. It is expressed in solving the client's problems, where the seller acts as a psychologist, consultant and adviser.

Salespeople play an important role in society. They provide the goods and services that improve the lives of the population. They add value to products by solving customer problems. Personal selling makes manufactured products available to customers by deploying a local sales network.

Salespeople solve problems in the business world. They develop and implement innovations. Salespeople play a critical role in new product introduction and development, standing in a unique position to observe needs.

By communicating with many users, they can conduct market research and provide information to the company. Personal selling offers interesting opportunities because it has extraordinary freedom and flexibility. It's not like working eight hours at a desk. Most traders make their own decisions and set their own working hours. Some days they are busier. They are like entrepreneurs in their freedom. The seller is responsible for his territory. Salespeople's compensation depends on their skills and job requirements. For example, wholesalers are paid better than retailers because the wholesaling process is more complex and difficult. Traditional selling is being replaced by consulting. In it, a sales conversation is conducted, in which the reasons for the discrepancy between the desired and the current state, causing the need, are established. Gather information about the customer's needs, explain the benefits of the product, and solve the problem. In this regard, there are certain requirements for the qualities of the seller:

- intern-salesmen - at the entry level they learn about the company's products, services and policy for the preparation of the regular process;
- mid-level sellers - "regular" sellers with selling experience acquired and validated since they were beginners. They initially contact customers and rise to more experienced salespeople with extensive knowledge of the product (service), sell in their territory and find new users;
- top-level salespeople - top-level salespeople who know the basics of the company's products, services and policies. They have many years of experience and are known as the main carriers of the turnover, they have their own independent territories;

- sales managers - veterans who lead others by virtue of their experience and ability. Their primary function is to direct the activities of their sales force (and sometimes train the sales force).

What does sales management offer as an opportunity? It is difficult to generalize how a senior management position is achieved.

Directors in the electronics industry have a different experience and professional background than directors in finance. The importance of customer orientation in preparing for a managerial position is evident from a study showing that 28% of presidents of 1,000 US companies have a marketing background.

Corporate executives are well aware of the importance of sales experience.

Sales can be considered part of an employee's career, many entrepreneurs worked in sales before starting their own business.

2. The role of salespeople for business

The actions of sellers depend on the type of selling. The liability of selling airplanes is different from that of selling cosmetics or bookstores. But the main sales activities are the same regardless of the type of selling, the type of product or the organizational form of the company. In both face-to-face and telephone sales, all salespeople must serve and report on their performance.

Personal selling includes discovering new customers, increasing sales from existing customers, sales presentation, product demonstration, price negotiation and delivery terms, order writing. But these sales activities are only part of the job. The trader works an average of 9 hours a day. There is almost no lunch break for traders as they often have business lunches.

The trader's working hours are distributed as follows:

20% waiting and travel

16% telephone sales

10% administrative tasks

33% face-to-face selling

5% internal meetings

16% accounting and finance.

Customer service includes more than just sales and service. Sellers must be sure that customers benefit from the product. They are responsible for securing supplies. They must be received on time, equipment must be carefully installed, operators must be trained to operate, and all customer questions and objections must be addressed. Performing these services is essential to developing a long-term partnership. Reporting includes providing information to company management by salespeople about costs, visits made, business conditions, unmet consumer needs. The user feedback information about the changing fashion, new styles, new design, new offers etc. are very important for making sales decisions.

When describing the sales work, the following factors should be taken into account:

1. Consumers' relationship with the seller's company.
2. Obligations of Sellers.
3. The importance of the purchase decision to the consumer.
4. The seller's place of contact with the buyer.
5. The products or services sold.
6. The role the seller plays in securing consumer consent.

The **first factor** means above all whether the relationship with the user is old or new. Some jobs in sales involve finding new customers and selling to them. In the new company, this is mandatory. The rest of the work focuses on existing customers. Selling to new customers requires different skills. Convincing them through prospectuses to buy a product they haven't seen and used requires self-confidence, aggressiveness and flexibility. Current customer salespeople put more effort into servicing and building relationships than selling.

Under **the second factor**, obligations are related to selling and servicing. Some sales activities primarily focus on service.

The **third factor** is related to the purchase decision process and how important it is to the customer. Buyers and industrial customers make purchasing decisions daily and periodically throughout the year. Some are important to them, other decisions are less important. For example, buying machinery is more important than buying spare parts. The place of contact is at or inside the seller's company or outside - at the customer's.

Outside salespeople spend their time at customers' locations. The salespeople inside work in their company and contact customers by phone or letters. Outside sellers are more sought after. They

interact more intensively with customers. They are involved in their problems. Inside salespeople work mainly at the initiative of customers.

The **fifth factor** is securing consent, and here the role of the salesperson is essential. The types of work depend on the alignment. For example, pharmacists do not write the prescriptions, they only fulfill them.

Here are some forms of sales jobs: retail sales, wholesale sales, missionary sales, and capital goods sales. Many retailers sell to walk-in customers. Often buyers know what they want and sellers just mark and serve. In other cases, retailers convince customers, solve their problems. Many retailers have interesting, challenging and well-paid work.

Wholesalers increase sales of their company's products by influencing retailers and distributors. They work more with current clients. They have schemes of calls and visits, distributed by territory. Here are some activities: full distribution, inventory maintenance, pricing, product shelf and shelf position, displays, supporting advertising.

Sales through missionaries is usually shown through the classic example of a salesman who works for a pharmaceutical company. These companies give information about their medicines to doctors, pharmacists and other persons licensed to provide medical assistance with medicines in a given territory. The missionary calls 3-6 pharmacies and at least 8-10 doctors. With the doctors, he conducts about a 15-minute conversation with accurate information about new drugs. Conversations with pharmacists are longer and include information about medicines, stock renewals, special promotions, credit repayments. In addition, there may be calls to doctors and nurses in hospitals, polyclinics, dentists, etc.

Sales of capital goods are mainly for production equipment and computer systems. They are not bought often. Selling large clients with large investments. Buying decisions are important. Negotiations require many agreements on quantitative and non-quantitative benefits, prices, discounts, future profits, etc.

Types of sellers

Almost everyone knows the sellers of products or services in neighborhood stores. Behind them, however, stands an entire army of salesmen working for the company. By the time it reaches the store, the product goes through various phases. Different types of transactions take place in distribution channels. Differences in selling arise from the different roles of salespeople in distribution channels.

A distribution channel is a network of people or organizations responsible for moving products from producer to consumer. The channels for industrial products are mainly two:

- direct sales to business users;
- sales through distributors.

In the first case, buyers from the consumer manufacturing company contact the selling manufacturing company. In the second case, manufacturers hire salespeople to sell to distributors. These are wholesalers because they resell products, not use them or sell them to end users. Distributors sell goods directly from manufacturers to other industrial manufacturers.

Many companies use more than one channel of distribution and employ several types of salespeople. For example, General Electric has salespeople who sell to distributors and salespeople who in turn sell directly to industrial firms. The missionaries are noticeable in the industrial ones. They work for the manufacturer and present the products to other companies. But these firms buy the products from the distributors or other manufacturers, not directly from the firm's sellers. Missionaries usually work together with local distributors. Missionaries often contact people who influence purchasing decisions but do not take the orders. For example, "Dupon" salespeople call clothing designers to encourage them and recommend fabrics - artificial or natural, etc. For example, "Gillet" use salespeople with whom they sell directly to Wall Mart stores and to distributors who sell to small traders.

The types of traders who develop the sales process: retailers, wholesalers, commission agents, traders of industrial components, of industrial equipment. Some merchants are independent - who work on commission for all goods sold. They do not own the product. They recommend the products, sell them or simply pass the orders on to the manufacturer for fulfillment.

There are many differences between selling industrial and consumer goods. There are different types of salespeople - "hard working" and "smart working", emotionally mature and with special knowledge.

"Healthy workers" work all day. Most of the sellers work outside and without supervision. Under such conditions, they can get up late, have a long break and stop early. But that's not how successful salespeople work. They start themselves - from early morning to late evening. Their golden rule is; "The more visits you make, the more orders you will make!" Healthy work is mostly with missionaries and wholesalers. Customer service is more important to them.

But working all day is not enough. "Smart workers" use their time efficiently. They are in constant contact with customers. They minimize their journeys and waiting time. The key to working smart is practicing a marketing concept: being responsive to customer needs. They must be good communicators. But talking is not enough. Salespeople must be able to listen to what customers say and ask about unresolved issues. A successful salesperson is aware that the approach to selling for different customers is not the same - it needs adaptation to each sales situation. The salesperson must be sensitive to what is happening and flexible enough to make it on time at the sales pitch. Finally, working

smart means studying the work. Successful salespeople are constantly improving their skills and analyzing past performance. They use their mistakes to learn about possibilities.

To be successful in selling, they must be emotionally mature and confident in their abilities. Sellers must instill respect in their customers and expect orders. Sellers are active, patient with customers. When there are complaints about delivery delays or product defects, sellers have a natural reaction - to fix the mistakes. Successful salespeople have the emotional maturity to take responsibility and solve the problem.

In some sales, such as used car sales, salespeople rarely work with a single customer. In business-to-business selling, where the seller and buyer are in a long-term partnership, the sellers are more interested in the interests of the buyers for next year and what orders they will place in the future.

Customers develop long-term cooperation only when sellers are reliable and trustworthy. If the sellers say that the equipment is quite reliable, they continue their relationship in business. But if the reliability and security requirements are not met, the customer will never turn to that seller. Honesty and integrity are an important part of reliability. In the long run, customers will know they can trust the seller. Sales also has its ethical side.

In most sales jobs, salespeople need to know how the product works, what it can do, and how the product's features relate to consumer needs. Many high-tech sales jobs require engineering experience. 30% of the sales representatives hired by IBM to sell computers have a bachelor's degree. The main responsibility of the sellers is to solve the technical problems of the users.

Selling skills can be learned. People can train themselves to work hard, plan their time and adapt to needs. Salespeople must have knowledge of the technical aspects of the products and their performance. Research shows that personality traits, gender and height do not affect sales performance. In fact, companies demonstrate the ability to teach sales skills and spend \$5 billion a year on training programs. Staff learn marketing, effective sales techniques and other important skills. Professional salespeople do not aim for immediate profits, but to master the art and science of selling

Topic 4

Sales classification

Major differences in sales situations

In a modern context, selling is the result of the marketing process. Salespeople, along with marketers, work better with individual customers than with groups of customers or market segments. The sales process is seen as solving customer problems.

The sales force should understand the customer's problem better than doing long and extensive marketing research to evaluate a new product or market.

For large, high value sales, future business continuity is very important. For goods with low value and low risk, purchases are traditional and sales are classic. Sales techniques are based on the internal responsibility of salespeople.

Contingent liability exists when staff are trained in advance to work with problems and ensure a successful outcome. For example, in direct insurance sales. Contingent means to use a technique or prepared representation. It has its advantages. The sales history is the same, the answers to the questions are familiar, similar questions are asked.

Trained in sales are faster and more economical in time, feedback is received immediately. There are also disadvantages: motivation. The customer may be convinced but later cancel the transaction.

Direct selling is important to many businesses, but one-time selling is not normal. Sales techniques are based on internal responsibility, salespeople must know the customers' problems and their job is to respond with understanding. They have training, adequate behavior and knowledge about the product and the market. For every salesperson, the sales situation contains challenges, but also gives great satisfaction. The work is very varied and not boring. Each merchant has the right to decide for himself how to act. The best approach is chosen according to the situation and the client.

Success depends on the ability of sellers to respond. Research in capital goods sales shows that cooperation and increased labor productivity of designated salespeople are necessary. Sales success must match consumer requirements and support the firm's marketing strategy.

Sales should help the marketing policy for market segmentation, increase the role of distributors and the positioning of the product in the market. The idea is not only to modify selling, but also to structure sales forces based on small and large customers, new products and new markets. Sales management has two main tasks: maintenance and development of sales. Many sales people are competent in maintenance. They work with existing distributors (in wholesale and retail) and customers. They seek to expand existing business: improve and expand service, create environment, competitive advantages for product, price, service. Other people with other skills manage to find new customers, new products, develop new markets. These are highly competent specialists who develop sales. They have special skills: they create contacts with suitable associates from the buying companies, they have knowledge at a high technical level. They have communication skills, high intelligence, creative energy and motivation. Selling new products in new markets is extremely difficult and therefore requires all these special qualities. Sales development enables change. In the industrial situation, business often loses. Therefore,

sellers need to create the conditions, the circumstances for developing specific advantages. Marketers are the agents of the change process.

Sales classification

A. Derek Newton's Classification (1969).

An extensive study by Prof. Derek Newton of Harvard University gives an advanced classification of the types of selling, as he calls them, in 4 ways: trading, missionary, technical selling and new business. The criterion by which he develops these four ways is to measure the performance of the sales people.

Commerce. It means the classic way of trading - taking orders, making sales, maintaining long-term relationships with customers. Salespeople are helpful, service-oriented, but not technical experts, nor are they sales pioneers.

Missionaries. This selling is typical of pharmacists associated with doctors. The latter prescribe the drugs, but do not own them, so they send people to pharmacies. This is typical of the system – family doctor and neighborhood pharmacy. Another type of missionary work is in the construction industry. Building material sellers have specific knowledge and work closely with construction companies. The specificity of the missionary trade is work in a certain territory, in a certain commodity branch and with a high turnover.

Technical selling. Technical sales have a marked professional level. These sellers are technically competent, know a lot about the product, know how to demonstrate it. Young people with engineering and other technical education are suitable.

4. New business.

This selling requires sales development. People must have more special qualities, which were discussed in the previous part of the chapter. It is necessary to master the basics of marketing, the use of marketing strategies, sales techniques, creativity and flexibility, decision-making in different situations.

B. Classification of selling types according to McMurray

The classification is built on the development of the service spectrum in 9 categories - from routine to difficult creative selling.

1. Internal order taking. Retailers serve a constant contingent of consumers. Big stores that sell all kinds of goods are easy from the point of view of business development - many customers - many products, and there is something for everyone. Supplier companies deliver large batches and easily realize large

Съдържанието на този материал за обучение е отговорност единствено на РЦПО към ТПП-Благоевград и по никакъв начин не може да се приема, че отразява вижданията на Европейския съюз, участващите държави, Управляващия орган и съвместния секретариат.

quantities of goods. For example, a home goods manufacturer delivers to RUM. The orders of such large stores are trivial and repetitive.

Providers. This function of commerce is primary. The goal is the physical delivery of the goods from the place of production to the place of their sale. The importance varies depending on the relationship between buyers and repurchasing organizations and sellers. Goods can pass through several units until they reach the place of final sale and their physical consumers.

External acceptance of orders. In this category, merchants accept orders but do not deliver. They only document the transactions, exercise control over the state of stocks, maintain good relations with manufacturers - suppliers and retailers.

Missionaries. These are pharmacists or sellers of individual goods such as building materials, etc. They have good knowledge of the product, stimulate its use, work in direct cooperation with other professionals related to this branch.

Very important in their work is their indirect sales impact on customers.

5. Technical selling.

Often times they do not act as salespeople, but as technical consultants to customers, providing professional assistance. Evaluating their activity is difficult, because in addition to the volume of sales, their competence must also be taken into account.

6. Creative selling - achievable.

Direct sales of such products as encyclopedias, art objects, etc. are included. Special expertise is required.

7. Creative selling " untouchable.

This means not selling goods that can be seen and touched, as unsuspecting customers like. Here we are talking about intellectual property such as training programs, business projects, etc. or a particular type of sales of insurance, securities, etc. The peculiarity of this type of selling is the ability of the sales agent to convince the client of the benefit of owning the symbol, idea, security for the future until the realization of an idea or the reworking of the luck of the client himself.

8. Political selling.

This is not direct selling in any way. We are talking about meetings of prominent political figures, where, in principle, arrangements are made for deeper cooperation or help and assistance in the field of the

economy of both countries. In this way, the contracts for the supply of oil and gas, for coal and other natural raw materials are subsequently concluded.

9. Multiply selling.

This kind of selling can be done in case of long-term cooperation between two companies. For example, a company sells airplanes or turbo engines, but also provides consulting or auditing or provides financial services.

C. Modern classification.

1. Direct selling to consumers.

These are very famous sales, but generally do not represent the majority. Direct sellers fulfill orders relying on their own sales. Pay is commission-based or performance-based. There is a lot of discussion about this type of selling. There is a myth about born salespeople. Those who enjoy working with people and meeting their needs possess the quality of persuasion. Formal qualification and little input control required. These are people who quickly make money, earn promotions and recognition.

Direct selling to manufacturing companies.

This category of traders fulfills orders. The difference is in the scale and value of purchases, the period of negotiation, the organization of delivery. This mainly includes the products machines, tools, cutting tools and raw materials. The skills required here are a high level of negotiation techniques and business acumen. Especially in capital goods trading, skill acquisition takes months, even years.

Direct selling to government and community organizations.

This category is similar, but differs in the organization of the purchase process. This includes central and municipal councils and organizations, hospitals and other health facilities, schools, colleges, universities. There is a wide variety of purchases, different requests for various unique goods. Sometimes government regulations and orders of individual ministries fix how to sell to these establishments. For merchants, sales work is related to rules and procedures by agreement, approval scale - assortment, quality control and criteria set by the manufacturer. There are many problems for traders when starting a negotiation.

Indirect selling to consumers. This category is one of the most common - Manufacturers sell to retailers or dealers. There are many examples of businesses selling fast-moving consumer goods in this way - food, soaps and detergents, and tobacco products. Selling is done on a recurring basis by creating contacts.

Indirect selling to industrialists. While there is a lot of similarity between industrial and consumer marketing, active support of distributors is important. Here the point of sale is not so important yet. Different forms of cooperative supplies and different elements of the marketing mix - product, price and distribution - are used.

Commission trading. It is sold as a percentage of the goods sold. This is a hard sell, it depends on the buying decision. Unrealized goods remain at the expense of the commission agent.

Brokers. This idea is not new. In the West, the representation of companies by agents, especially in the food industry in chain stores, is very well developed. Food brokers act as agents for several producers. In most cases, the tasks are related to promotions, where the costs individually would be very high. The skill of the broker consists in balancing the individual products in the stores to meet the requirements of the buyers.

Telesales. The high costs of face-to-face sales sometimes require other forms of selling, such as over the phone. The advantages of the telephone are time saving, contact with more customers, supply of information especially for industrial selling. Phone ordering is effective, it can be delivered directly and customers can be targeted to be retained through promotions.

9. Systematic selling.

It is done through a sales team, where everyone fulfills their function. For example, a computer sale of three people in a team - a sales director for financial matters, a technician to install the computer system and a software engineer to sell the software. System selling shifts the perspective of sales - not selling itself, but serving the customer and understanding their individual needs. This leads to a strengthening of the advisory role.

10. Franchising.

It is a combination of sales and service. Franchising is used in car distribution, servicing, etc.

11. International Selling.

Selling to international markets. Different countries have different selling rules and you should know them very well. It is also necessary to know the specific needs of the population of the country where it will be sold. The classifications listed do not include all types of selling. The typical marketing scheme for realization - the so-called marketing vertical system, includes: production, wholesale, retail and consumers. Other unmentioned forms of trade are door-to-door selling, so typical of selling milk or newspapers in the West, where people have paid in advance for these daily necessities. There are also independent sales agencies. Several factors are taken into account: the firm's resources, the market

potential, the industrial firm's agents, the product, and knowledge of local markets. Agents are used for their industry knowledge and professionalism. Trading through agents comes out with less costs.

Topic 5

Interaction between buyers and sellers

Buying process

The study of the buying process is necessary to comprehensively understand the motivation of buyers, to compare individual and organizational buying, to clarify the effect of the differentiated behavior of sellers towards individual buyers. The buying process is not easy and simple because customers have to choose between different products and in a variety of circumstances. The decision to buy is only part of the process, as is the exchange of goods for money. In reality, the process of buying it is just as long and complicated as the process of selling it. Some of the actions are routine and at a lower level of complexity. But one must be well aware of the difference between consumer needs and the buying process itself. It consists of five steps:

User search

Assessment

Purchase

Usage

Identification of users

The identification of needs is the start of the process. Buyers usually have many and varied needs, i.e. in the language of sellers - problems to solve. The task of salespeople is to discover the reasons for these needs, develop them and satisfy them. Search enhances the experience of shoppers in their quest to satisfy their needs. They collect information. The results depend on various factors, including their knowledge and experience. The evaluation is done on the alternatives. A choice is needed for the best, i.e. which is the most appropriate product to meet their needs. The information is about products, companies and trademarks. It is normal to make the purchase after the evaluation. The purchase decision can change mostly under the influence of quality and price factors. Usage is very important and the next purchase depends on it. In addition, word of mouth referrals to potential future buyers may follow. There are different patterns of consumer behavior. Their authors are Howard (1969), Angell (1973) and Rogers (1982).

Rogers classifies consumers based on sociological and marketing research into 5 categories:

- a) innovators - they buy first from the market. It is usually young cosmopolitans who develop the markets;
- b) early adapters - they are opinion leaders, they are remarkable and they follow them if they succeed;
- c) early majority - early adapters follow. But they are sensitive to quality and prices and are waiting for the positive results of the market they have tried before;
- d) late majority - they don't take risks, they buy based on public opinion;
- e) lazy buyers - the last to adopt new products.

Dividing customers into these five categories shows that the early and late majority predominate - But each category has its advantages. The former can get profits, the latter buy at very low prices. The factors that determine the categories are: relative advantages, comparability and complexity.

Components of buyer behavior

The buying process describes the mechanism of buying, but does not fully explain the behavior of buyers as a result of the various factors and influences. The features, attributes and benefits of products and services must match the needs of buyers, and sellers are agents in this process.

The factors that influence the buying process are:

personal

psychological,

social.

A. Personal factors in buyer behavior

1. Age

It is best to use here the famous classification of Angel (1973), which is made both by age and by stage of family life:

- bachelors;
- young married couples without children;
- young married couples with children up to 6 years old;
- families with school children;

- families with large but economically dependent children;
- families where the children have left;
- an elderly single person.

The seven categories have a pronounced specific consumption corresponding to age and marital status. So, for example, the consumption of families with children up to 6 years of age is one thing, and the consumption of a single adult is quite another.

2. Occupation (profession).

Consumer behavior depends on a person's profession. Status, social standing determines the clothes one wears or the car and home one lives in.

3. Income, standard of living - this is the so-called economic status.

The amount of savings, the use of loans, the monthly salary - all these factors are of particular importance for the size and structure of consumption.

4. Residence.

For developed countries, the place where a person lives also determines the way of consumption of his family. People of low economic status live in the city center or working-class suburbs. Conversely, outside the city in the villa areas, in the nice houses with yards live the economically stable people. Long distances to the workplace are overcome with the help of family or company cars. There is an English classification, also known as ACORN, including 11 categories by place of residence:

- agricultural areas;
- modern family houses;
- old houses with terraces;
- very good consular quarters;
- less good consular quarters;
- poor areas;
- neighborhoods with residents of more than one race;
- high-status housing for singles,

- suburbs;
- homes for the elderly;
- unclassified.

5. Lifestyle.

B. Psychological factors

These are the dynamic and direct forces that influence the purchase decision. They are good indicators of consumer behavior early in the process. Some of them are very direct - directions, behavior, training.

Personality - a configuration of individual characteristics and ways of behavior that determine the uniqueness of each person.

Motivation - the second dynamic force that makes a person satisfy his needs, achieve his goals, satisfy them through purchase. Maslow's pyramid of needs is very important here.

Guidelines - these can be about product attributes - quality, price, service, image. Product ratings can be individual, group and public. Various factors can be used for evaluation criteria ~ needs, motives, experience, role and environment.

Behavior - is summed up in the belief, the individual support of people, the various actions taken in one or other situations.

Training - the last factor in this group. It expresses a change in behavior, and mainly a positive one, which can be seen in the results achieved.

C. Social Effects of Consumer Behavior

1. Culture - a combination of values, interests, ideas.
2. Social class - a reliable indicator of consumer groups.
3. Affiliation - club, party, etc.

Organization of the purchase

The organization of consumer behavior includes some forms, such as buying centers. These include the following: wholesalers and retailers, government agencies, healthcare, education and other organizations that buy in bulk. In shopping malls, the difference is mainly between individuals and businesses. This is the number of people influencing the decision. Different people are involved in the

purchase decision as consumers - the plant engineer, the labor manager, the security guard, the law doctor, the accountant and the company director. For this reason, very good organization and planning are necessary. Webster's (1972) dictionary classification identifies the members of the buying center as:

- users - the department of production, marketing, accounting. As consumers, they rarely make bulk purchases, but influence income and the purchase decision;
- directly influencing - these are the engineers and technical staff;
- what exactly needs to be bought for the production process;
- buyers - they submit the orders. They have formal and informal status and take risk;
- those who decide - the management of the company, the procurement manager;
- gatekeepers - employees - have an important role. They directly influence communications, control the process.

Models and management

A. Buyer Lattice Model (Robinson Model).

The model brings together the buying process (8 phases) and the buying classes (three different cases).

For example, the first phase - knowledge of the problem and a common solution, can also be considered in relation to the most complex situations, when there are a large number of participants in decision-making and different options.

The three buying classes also define different behaviors:

- a) new tasks - the purchase is new, for the first time and a large amount of information must be collected, analyzed and evaluated;
- b) modified purchase - different from the previous one. Alternatives should be reassessed in terms of supply in terms of new quality, price, consumption costs, etc.;
- c) direct buying - this is a routine decision making process. The buyer-seller relationship is traditional and it is difficult for new market participants to intervene here.

Robinson model

All eight stages of buying in this model are seen as intuitive and causal.

In 1987, Andersen, in his book "Professional Selling", developed them further by making four assumptions:

1. Maintenance of obligations - for both parties - suppliers and buyers.
2. Complexity of the process - the environment is diverse and affects all eight phases of the buying process.
3. Center of gravity - each of the phases affects the other. The first is the most important. But each of the others can affect her.
4. Changes in buying influence - in different phases environmental factors can undergo different changes, because the market is generally very dynamic, Andersen summarizes that the most important factors for buying industrial goods are quality, economy, service, reputation, reciprocity, multiplier effect and some personal factors. The author also draws several important conclusions based on empirical research:
 - a) buyers are not ready to switch suppliers, even when competition has lowered prices by up to 10%. The security of lasting traditional relationships is preferred over the small discount in price;
 - b) secure delivery is preferred over fast delivery;
 - c) products often have a more perfect design than the project.

B. Compactness model

The second model is based on the concept of the buyer-seller dyad. In the management of the model, the motives of the buyers, the skills of persuasion are studied. Especially when buying investment goods, competition, sales support, chains are important. Responsibility here is not individual. The compactness model expresses the interrelationship between the capacities for understanding, adaptability, influence and integration and courses of action. The seller-buyer dyad contains 6 elements:

- characteristics of sellers;
- buyer characteristics;
- behavior of sellers;
- buyer behavior;
- forms of communications;
- relations between sellers and buyers.

Control directions

Directions for Restrictions

Physical Behavior - System Assessment

Understanding

Adaptability

Ability to influence

Ability to integrate

Engagement

C. Organizational buying model

It examines both sides - buyers and sellers - and their interaction. The pages are structured in four sections. With buyers, it is important to set goals, identify needs and see interests. And from the point of view of sellers, the main thing is to determine the groups of buyers and the influencing factors.

Sales management examines the characteristics of buyers as part of a dyad. It is necessary to understand the dialectical unity of the two sides of the dyad and the similarity between sellers and buyers. Factors matter; risk, level of expertise and reference authority.

D. Contingency Model

The model contains, in addition to the characteristics of sellers, selling behavior and task characteristics in relation to buyers. Effects include:

- (a) the ability of sellers to adapt to buyers with permanent rather than contingent relationships;
- b) the level of expertise of the sales staff;
- c) the adaptive attitude of buyers.

The contingency model means a systematic arrangement of the buying process, which is the flip side of the selling process.

Modern selling focuses on organizational buying and marketing. The traditional concept states that the purchase decision is the result of the active manipulation of passive buyers. The more common formulation is that both buyers and sellers are looking to solve problems. Modern selling is based on

building strong relationships with customers. A vital part of successful strategic marketing planning is the definition, analysis and management of supplier-customer relationships.

On the first step, personal contacts are made. The second requires things to be done "correctly". This means that the actions of the sellers should be aimed at satisfying the wishes of the buyers. At the top, the third step, is doing "right things." This means effective and long-term business, conducted according to all the rules of the trade.

Throughout this time, a relationship of cooperation, not adversarial, should exist between suppliers and consumers.

In conclusion, some of the changes in modern selling are due to the multifaceted nature of the situations in which buyers and sellers enter. Improvement is sought not only in the characteristics of sellers, but also of consumers. The study of consumer behavior is vital to understanding the very work of selling. The center of this process is the seller-buyer dyad, taken as a whole. And this is the best application of sales management.

Topic 6

START OF THE SALES PROCESS

Prospecting and qualifying

Prospecting in the sense of sales management means finding potential customers. Among the population of customers there is a sales leader. The question of who is driving the sales and prospecting is important. The salesperson must be able to identify the sales lead. This is the prospective customer. It is necessary to know precisely his needs and desires for a relevant product or service. The salesperson identifies the lead sale as a prospect - a need, desire, satisfaction for a product or service. Qualifying is evaluating the prospect's capabilities and responsibility to buy the product - Qualified prospects are the customers who buy. Therefore, there is an opportunity and responsibility to purchase the good or service.

The process takes place in seven steps:

1. Prospecting and qualification.
2. Preliminary preparation.
3. Presentation.
4. Demonstration.

5. Actions.

6. Completion.

7. Creating the future

Weekly plan of the seller

The process by which qualified prospects become customers and continue to buy from the company and become repeat customers is very important to sales success.

Indicators for the success of sales activities are as follows:

Phone calls for appointments

Sales order calls

Sales pitch

Printed materials by mail

Productive time to sell

Mileage for sale

Areas to focus on:

Making appointments by phone

Customer service calls

Discussing new deals

Sales calls

Printed materials by mail

New directions

Offers

Time spent at the point of sale

Kilometers

The importance of qualified prospects in starting the sales process is enormous.

Telephone Skills - Assessment Sheet:

Expressed individuality

by phone call

Preparing for a phone call

Voiceover

Empathy for the customer

Attitude

Opening words

Expressing enthusiasm

Professional approach

Grabbing attention

Getting information

Execution of the sale

Dealing with objections

Completion of the sale

Dealing with complaints

Settlement of accounts

Effective listening

human relationships

Telephone trust

Evaluator's Notes

Prospecting gives sellers a leg up on the competition. An adequate field of prospective customers has been found. The sources of potential sales must be sought in many ways. The main ones are:

- a) customers - satisfied with purchases, they will share with friends and relatives. The recommendation method is used, which is a variant of prospecting;
- b) requirements - companies receive routine direct requirements for their products or services;
- c) company sources ~ marketing, sales management, administration, marketing research;
- d) "cold research" - secures potential customers through attempts to conclude contracts by sales representatives with unknown customers;
- e) friends, social contacts and acquaintances - also called the "key influence" method. It is a method of prospecting that uses people with power at work, professional or social groups;
- f) contacts in organizations - to stick to the most fashionable products. Relationships with merchants are encouraged;
- g) surveyors - people who make special surveys (surveys) to assess the needs of potential customers. They work part-time;
- h) sellers of derivative products - contractors or real estate agents;
- i) trade by mail - there is a prospectus list and advertisements are sent to the addresses by mail. The list can be continued with invitations. There are companies that sell only by mail order;
- k) information about society - magazines, newspapers, commercial press. Any information about the company's products and services can be given in it;
- l) other prospectuses - interviews, chain of prospectuses. In the chain, the salesperson tries to make a prospect out of one or more interviews;
- м) професионални срещи и демонстрации - изложби, търговскишоута, панаири.

Why is it important to qualify prospectuses? This contributes to increasing production efficiency, to identify the needs for new products. Salespeople must understand all stages of the sales process. Qualifying potential customers is done in three steps:

1. To state the qualifying factors.
2. To determine whether the potential customers possess these qualifications.

3. To decide whether they approach the prospectus.

It is best to use computers to create prospectus files. They contain data on potential customers, which ensures future sales success.

The ten most used customer prospecting methods are:

1. Recommendations.
2. Center of influence.
3. Group prospecting.
4. Scheduled cold visit.
5. Direct mail.
6. Monitoring.
7. Civil communities (groups).
8. Networking (on the Internet).
9. Directories.
10. Company Initiated Events.

Recommendations are the names given to us by customers, friends and others who like and recommend the company's products.

The center of influence is the person who is convinced of the success of the product and who helps to strengthen the image of the company. Group prospecting brings multiple customers together at the same time and place at trade shows, fairs, trade shows, meetings, etc.

A planned cold visit is without scheduling an appointment and without knowing anything about the person to be visited.

Direct mail is choosing the address of a person with the necessary authority and sending a letter, the stage for establishing a relationship. Surveillance - Prospective customers are everywhere, so eyes must be kept open. To read local newspapers, trade publications, opening new outlets, etc. Civic communities - membership in various such clubs and communities gives salespeople the opportunity to meet people who can become customers.

Networking - sellers from all businesses share information on the Internet and exchange data about the business climate and information about potential customers.

Directories - help uncover possible prospects and get information about buying potential.

Company initiatives - organizing interviews for prospecting new clients.

2. Preparation for sale

It is believed that salespeople must have prior knowledge about the product, about the customers and about the competitors in the market. The seller must be an expert in his profession and have unlimited knowledge of the product. It shows when he talks about it or demonstrates it. Product knowledge divides sellers into amateurs and professionals.

Comprehensive product knowledge covers b main areas:

Characteristics of the product - each product has different characteristics that distinguish it from other products. However, it is important to know that it is not the product itself that is sold, but the perception of the product.

The benefit of the product to the customer - it is the seller's duty to determine the reason why the customer will buy the product. Through his knowledge and skills, he must connect the benefit of the product with the motives of the customer. It should be kept in mind when selling that the benefit should:

- to solve a customer's problem;
- to save time or money;
- reduce consumption costs;
- to improve the prestige of the holder;
- to satisfy a precisely defined need of the client.

3. The use of the product - in many cases this knowledge is the most important - Especially for technical goods, the professional salesperson must demonstrate how the product will solve the customer's problem, how it will satisfy his requirements or satisfy his need. Many sellers can explain how their products meet common needs. The professional goes one step further and demonstrates how they will meet the specific requirements of a specific client.

4. The price - the seller must be able to sell the value of the product, and this means selling quality. The seller must know the prices of his competitors. When faced with the objection that his goods are too expensive, he must be able to prove that the product is worth most of the money. When the price is too low for the customer, the seller must prove that the product is at least of the same quality as the competitor's.

5. Product ingredients - information about the customer, what materials the product is made of, how it was assembled, method of transportation. An increase in the cost of raw materials may eventually affect the selling price of the product.

When this is explained to the customer, he is more willing to accept the increase in his price. The seller's ability to explain the terms and limitations of the warranty is important to making the sale at all.

A large number of customer service calls and complaints arise from improper use of products.

In many cases, these can be avoided with a little more explanation from the seller.

6. Knowledge of the market of similar products - accurate knowledge of what is on the market at any given moment - how many and what kind of competitors who sell similar products and at what prices - Salespeople should also know what's going on in the industry - trends, forecasts, ideas. What has been implemented and what is about to hit the market. It is necessary to gain an edge over the competition.

Another group of knowledge is that of customers. Sellers must be familiar with the psychology of buyers. Whenever a product is purchased, it satisfies a need or want. When showing the benefits of the product to the customer, the main motivations for purchase must be known. They can only be revealed by asking probing questions. After discovering the customer's problem, they can be told additional reasons to buy.

In general, purchase motives are divided into two large groups: emotional and rational.

Emotional causes include:

- fear - of competition or of falling behind;
- envy - of the success of others;
- vanity - seeking recognition from others;
- love - family, friends;
- entertainment - for fun, for relaxation;

- sentimentality - family traditions, dear memory;
- pride - to realize yourself;
- pleasure - it can also come from the appearance of the new purchase.

The logical reasons to buy are:

- profit - the main motive for purchase for many individuals;
- health - there is nothing more important than health;
- security - purchased from well-known brands;
- convenience - use with less effort, saves time;
- caution - longevity of the product, with fewer service calls, etc.

It is quite possible that a customer buys for many reasons and most often a combination of emotional and logical reasons.

It is also necessary for sellers to be trained on how to deal with possible competition. Too rarely does a customer make a purchase without first checking with competitors. Salespeople are invariably asked questions, comparisons or objections by the customer. How the seller handles the sensitive issue of competition will determine who gets the order. There is also the danger of defamation by the competition and of indicating that a given company is the main competitor.

Here are some quick tips on how to deal with the competition:

1. Don't advertise your competitors for free. If someone mentions your competitor, you can limit yourself to saying, "Very nice people," "Knows that company," "Yes, I've heard of that," etc. By these remarks you acknowledge their existence without committing yourself in any way. But you don't need to say more about them, because this way you will give them free advertising.
2. Treat competitors with respect - a golden rule in sales is: "Never slander your competition!" Even in the most subtle way - "I've never heard of them," will sound harsh. And if the competition is weak, if you speak against it, buyers will think: "He's afraid!"
3. Watch your behavior - don't show your emotions. Buyers can also be professionals, and some of them quite consciously observe the seller's reactions when the competitor's name is mentioned.

4. Response to the client's reply: "The competition has slandered you." An acute reaction is understandable. But from a professional point of view it is unacceptable and once uttered, it will work against you. The customer will make a purchase from you if you show complete calmness and that you are not alarmed by such remarks.

5. Maintaining high trading standards - this solves everything. Based on personal experience, competitors can be categorized as strong and weak. Some salespeople are too concerned with comparing their own companies to others.

6. Do not specify a specific competitor - this is direct targeting of the client to him. It is usually demonstrated that there are numerous competing companies in the industry. One message to a customer, for example, that he has to visit 27 other similar companies, makes him give up and buy from the first one, i.e. from yours.

Preparation of the visit related to the sale.

In preparing the visit, two important actions are taken: approaching and probing and again buying. Approaching is expressed in preparation - setting the time for the call. Probing is finding the right person through a sales interview. This is done differentiated depending on the status of the client. Repeat buying is a situation where customers continue to buy at a current or higher level of sales.

Approaching is an activity in which the sales representative seeks to meet the individual, the buyer, respectively the consumer demand. Approach preparation helps the salesperson know more about potential customers. Here's what a seller should know:

- position in the country of decision-making;
- primary data - price, service, product quality;
- personal interests and hobbies;
- Responsiveness of the sales presentation.

The content of the presentation should be made according to one algorithm:

- when the value of the product is presented, the customer is challenged to evaluate the benefit;
- the question of whose product is better is rarely asked, and knowledge about the product is demonstrated more;
- the marketer talks about the benefits for the customer, not just the product;

- should not brag or excuse the price;
- the ideal combination is a very high quality technical product and a super product strategy;
- the customer must be dazzled with product knowledge.

From the customer's point of view, the buying process takes place in five phases:

- identification of needs;
- creating a product specification;
- selection of a seller;
- price negotiation;
- proof of costs.

We cannot use only one sales technique. It depends on the specific situation. There are times when you need to sell aggressively. When only one visit is made, maximum aggressiveness should be exercised. This is the only chance. But it all depends on the interests of the customers. Product knowledge is opposed to customer knowledge. Salespeople, planning sales, must take into account the life cycle of the product. When the product is new to the market, the seller needs to know more about the product than the customer. It is the main source of knowledge for the buyer. The longer the product is on the market, it becomes a closed shell, and the seller needs to know more about the customer - how he consumes the product, what modifications he has, etc. In this case, the client does not need much information, but becomes a source of information. Sounding is a very important activity in the preparation of visits. Before attempting an interview, the salesperson should double-check the prospect. Once detected, several techniques should be tried. These can be cold research, telephone, third party input and letter writing.

The opening of the sale includes a good first impression for a smooth transition from the preparation to the actual part of the sales negotiation. The first impression is very important when making contacts. It also creates differentiation in selling. The advantage of the first visit and subsequent visits is that the client is given time to think. Approximately 14 days between the first and second visits. Sales reps can't rely on personality alone. Proper prospect discovery is also based on product knowledge, product utility, and other important things for the customer.

Sheet for preparation of the on-site treatment report

Appearance and behavior

Sales planning and administration

Attitude towards colleagues and managers

Attitude towards the company and its policy

Attitude towards customers and their problems

Product attitude

Time allocation

Territorial management

Ability to make a decision

Using imagination

Product knowledge

Knowledge of the competition

Customer knowledge

Ability to receive new orders

Technique of working with the phone

First impression it makes on the customer

Opening words

Establishing a connection

Determining reasons for buying

Balancing the conversation

Offering

Dealing with objections

Completion of the sale

Last impact

After sales service

Analysis after the call

Are the materials used appropriate?

Materials condition

Examiner's notes

Selling skills can be learned. People can train themselves to work hard, plan their time and adapt to needs. Salespeople must have knowledge of the technical aspects of the products and their performance. Research shows that personality traits, gender and height do not affect sales performance. In fact, companies demonstrate the ability to teach sales skills and spend \$5 billion a year on training programs. Staff learn marketing, effective sales techniques and other important skills. Professional salespeople do not aim for immediate profits, but to master the art and science of selling.

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Topic 7

SELLING BY PHONE

Need for the phone

The question is debatable. There are many pros and cons to using the phone in sales. Authors who are big on face-to-face meetings don't condone selling over the phone. Through unscheduled visits, salespeople can cover a large territory fairly quickly, but this may result in a small number of actual leads. Phone appointments, on the other hand, need to be carefully planned to avoid going from one extreme to the other. Hard appointments are not desirable unless you are sure you will arrive on time. Many clients will agree to an approximate appointment time of late morning or early afternoon. Perhaps the best compromise is to make at most two firm appointments - one in the morning and one in the afternoon. The rest of the day can be used for flexible meetings that do not have an exact time or are related to non-pre-arranged sales. And so those who are in favor of the phone recommend it as a means of making an appointment without it replacing the in-person meeting. Before making a business call, clarify the exact purpose of the call. Obviously, you'll want to make an appointment at a time that's

convenient for you, so you need to be clear in advance about what you're going to offer the prospective client. The log must be in front of the seller at all times. The place of the meeting should be considered - whether you want to visit the customer or invite him to your representative office or exhibition hall. Anticipate the prospective client's possible objections to meeting with you and plan your response in advance. It must be remembered that the first phone call does not make a sale, so the objectives should be:

- to win the attention of the future client with a tight business start;
- interest the future client by explaining what you can help him with;
- to conclude with the meeting arrangement with proposed alternatives for the place and time.

In short - call, clarify and close.

Due to the increasing costs of customer visits, using the telephone as a substitute for a visit is very effective. Scheduling an appointment over the phone is considered a mini-sale. The phone call for such an appointment should be considered a true sales activity, not a mere act. The mini sale is expressed in the fact of conveying the idea to the client for this meeting; the goal is not to sell the product or service over the phone.

Using the telephone is not a method of prospecting. It follows and is after enough information has been gathered about the prospect. Calling a customer should be a carefully considered action. In practice, it is sold as in the classic way - the benefit of the product. The client must be convinced that the meeting is in his interest. Preparation is like homework for the seller. The first impression is also important. The first 30 seconds of a phone call are crucial. They predetermine whether there will be a scheduled meeting.

2. How to deal with secretaries on the phone

In most cases, secretaries are the filter for admission to a meeting with the client. For this reason, sales representatives often deal primarily with their secretaries. Although secretaries rarely influence a buying decision, they can make it difficult to get to their boss and salespeople would be unwise to ignore them.

Therefore, here are some practical tips on how to behave with the secretaries of our future clients:

- learn their names and treat them with respect;
- make them feel important;

- seek their help and opinion by using phrases such as "Can I use your influence?", "Would you give me some advice" etc.

When the secretary picks up the phone, the voice should be friendly and firm at the same time. The sellers insistently and politely ask the secretary to make an appointment for them.

In general, the following three situations can happen here:

- a) they tell you that the boss is away or currently busy. You say thanks politely and say you'll call again;
- b) they ask you about the purpose of the call. Phrases are very important here.

They can be "on the occasion of a previously sent letter", "I am calling on behalf of...", "I have been asked to contact..." etc. Names listed must be influential enough. If you don't have all of these, just ask the secretary to make an appointment with the client, but give an important reason. As a last resort, make it clear that if she doesn't contact you on her own, her boss has a lot to lose. This is the crucial part of the phone call. This is when encounters are won or lost;

- c) connect you immediately directly to the one you want.

You should have a preliminary script to start the conversation. For example:

1. Greet the customer.
2. Introduce yourself and your company.
3. Thank him for agreeing to talk.
4. Ask for a few minutes of your free time.
5. State the reason you are calling.
6. Ask for a meeting and suggest a different time.
7. Anticipate objections.
8. Overcome objections.
9. Ask to meet again.
10. End the conversation with a greeting.

Once you have achieved your goal, write down details of the conversation in a notebook or special card for the future client. Record the meeting place and time in your diary. If you are unable to get a meeting,

it is important to leave the door open for another conversation in the future. Your attitude when ending the conversation should be professional and businesslike.

3. Selling by telephone

Here are some of the cases where the phone can be used to sell:

For: arranging meetings;

calls without prior appointment.

Followed by:

bidding;

materials sent by post;

sales surveys

letters;

exhibitions and trade shows.

Receive: repeat orders;

clarifications on orders;

market information;

additions to already accepted orders.

Dealing with:

unpaid bills;

complaints;

overdue accounts;

service problems;

customer questions.

Like any other means, the telephone has many limitations and will never replace face-to-face communication. For example, it is unwise to sell high-tech products over the phone. However, a salesperson who wishes to increase sales effectiveness must master the art of telephone sales.

The steps to successful telephone sales are:

1. Preparation and planning. Get all the information you need:

- sales assistants;
- price list;
- brochures;
- market information;
- information about competitors.

2. Phone call plan:

- decide who you will call;
- what is the purpose of the call;
- what is the purpose of the call;
- determine the opening words;
- write things down in a logical sequence;
- anticipate objections;
- choose alternatives to end the call;
- concentrate for two minutes after the call ends

3. Introduction to the conversation:

- introduce yourself and the company;
- ask to be connected with the one you want;
- when you are contacted, explain the reason for the call;
- ask the customer for their name if you do not know it.

4. Search for information:

- ask open questions - why, what, who, what, whose, when, how, where, etc.;
- get the customer talking about their business;
- write down information useful for the sale;
- lead the conversation and ask questions skillfully;
- determine the wishes, needs and problems of the client;
- think about how you would solve his problems.

5. Discuss and determine the client's needs:

- summarize and organize the information received so far;
- ask yourself: what will you gain if you solve this problem.
- listen and allow the customer to show their motivations for buying.

6. Sell your product:

- explain the benefits of your product when solving the customer's problems;
- confirm your statements with examples;
- if your solution is unique, tell the customer so;
- give the customer only appropriate buying advice;
- listen for buy signals;
- talk enthusiastically about your product;
- discuss each question with the client;
- ask for an order and let the customer speak first.

7. Dealing with Objections:

- when the customer objects, listen, listen, listen;
- do not change the tone of your voice;
- avoid quick caustic responses;
- ask "Besides these objections, is there anything else?";
- use phrases like: "I understand you perfectly, but...";
- be careful in your answer;
- use an appropriate technique for dealing with objections;
- request an order again,

What else should be observed in telephone sales? There are three areas that sellers should pay particular attention to. On an organizational level: always have a notebook and a pen with you. It makes a bad impression to interrupt the conversation about getting them. Other important documents should also be at hand during the interview. Place the device so that there is room for writing. Find the right distance to hold the handset. On a substantive level: in-person and telephone presentation should be of a high standard. The beginning and the end of the conversation are important. The reason for the call is also important. It should be communicated concisely, business-like and intriguing. If the conversation starts, a meeting should be scheduled. If it remains for the customer to call, it's not a done deal.

Here are some of the ways the phone can be used to sell:

Completed tasks

Actions

Purpose of the phone

Arranging meetings

Calls without prior appointment

Bidding - offering offers

Materials sent by mail

Sales surveys

Letters

Exhibitions and trade shows

Roads to customers

Followed by:

Receiving:

Repeat orders

Order details

Market information

Additions to orders already taken

Increase: Sales orders

Dealing with:

Low return accounts

Complaints

Overdue accounts

Customer questions

At the level of speaking technique - with clear articulation. When the connection is bad, speak louder. Choose a normal speaking pitch. Speaking too loudly or too softly annoys the notebook and annoys the listener. Choose an average speaking speed. However, this does not mean monotony. Take pauses, change the tempo and pitch of your voice. Speak the important things more slowly and emphasize the main points. Formulate short sentences that best express the effectiveness.

On a psychological level - the fear of an unsuccessful conversation leads to overstrain. This can also be done over the phone. Under no circumstances should false information be given. You should not answer that you know about some things that you have not even heard of. The client can also check you - Be natural. Don't be overly friendly because that sounds fake.

Theme 8

EXECUTION OF SALES

1. Approach to customers

Съдържанието на този материал за обучение е отговорност единствено на РЦПО към ТПП-Благоевград и по никакъв начин не може да се приема, че отразява вижданията на Европейския съюз, участващите държави, Управляващия орган и съвместния секретариат.

The approach to customers is the most important part of the sales process. A salesperson who fails at this point is unlikely to make a sale. Research in this field shows that about 50% of all sales leads die in the beginning due to one of the following reasons:

- the seller does not have a clear goal when proceeding with the sale;
- opening words are boring and do not appeal to the client;
- in general, the approach is weak, there is no content;
- the client does not like the behavior of the seller;
- objections are not expected.

It's not just novice sellers who make mistakes. A large percentage of their more experienced colleagues often exhibit an inappropriate approach to customers. The problem stems from bad habits previously created that were not eradicated in time. Salespeople overestimate themselves, consider themselves good psychologists, and where they previously succeeded, try to succeed in the same way with another type of client. Oftentimes, salespeople are mediocre at this type of skill. It must be truly understood that the approach is necessary to stimulate the client and it must be directed to the needs and problems of the client.

When sales representatives visit a customer, they should ask themselves questions such as:

^ What industry do their customers work in?

^ Would it be reasonable to expect a sale as a result of one visit? If it usually takes at least two visits to close a sale, it would be wiser not to sell on the first call, but just to gather the necessary facts. Here is an algorithm for starting a meeting:

Greeting the customer

- polite and enthusiastic;
- using the customer's name.
- short and clear;

Introduction

- encouraging.
- straight to the point;

Purpose of the call

- the client's interests,

Way of finding facts - good;

- choice of questions.

It must always be remembered that the customer is not interested in the seller, the product or the company. He is only interested in what can be offered to him. Some salespeople prefer to shake the customer's hand when they leave rather than when they enter. This is a decision that each seller must make on their own. If compliments are to be given to the customer, they should be sincere. For example, if you are in his office - for his staff, for the design of his premises, for his achievements.

The best way to compliment is by referring to a third party that the customer respects. Communication should be at eye level. If the seller has to stand up straight and there is a height difference, just the distance will make the difference minimal. The biggest problem salespeople have with their approach is lack of confidence. That's why they need to develop a professional approach. This will increase their confidence and set them apart from other salespeople who refuse to pay attention to this important aspect of sales. The following abbreviation can serve as a reminder algorithm. Most important is his majesty the buyer. And so the first letters of the following advice to sellers form the most important word for them - buyers:

K - Tell me why you're calling me.

U - Do me a favor by solving my problem.

P - My needs are specific.

U - Smart has developed feelings (shows of concern).

C - My time should be used wisely (do not waste my time).

A - Now show me the evidence.

Ch - He often speaks to me in my language.

And - And make me feel important.

T - You relax (otherwise I will feel uncomfortable).

Well - Well, everything is fine now (skip the platitudes).

In this order, the salesperson's approach is expressed, if he considers the flow of the customer's thoughts in this sequence. In most cases, after this introduction, the salesperson will go on to sell the product or service, tell the customer how big his company is and why he is the market leader, listing things his product can do - before the customer has even had a chance to talk. This is a huge tactlessness, as the customer's reaction is most often: "So what?", which shows that it was unnecessary to talk this way. The seller must be able to listen to the customer. Salespeople should know that the most difficult problem to overcome usually occurs at the beginning of the conversation. This is the client's revelation of their specific problem. And the slightest weakness shown by the seller at the beginning of the conversation will be scathingly criticized by the client.

An effective approach has four key tasks:

1. To make a positive impression on the client.
2. To grab the customer's unengaged attention.
3. To develop a positive interest in the proposal.
4. Lead smoothly to fact finding or need discovery in the sales conversation phase.

The appearance of the seller is of great importance in creating the first impression on the customer. Regarding clothing, the following advice can be given: it can be part of the uniform that expresses the image of the company. In all other cases, it should be attractive with carefully selected accessories for it. The greeting to the client should be friendly, accompanied by a measured handshake. The customer's name must be used and repeated several times. At the beginning, a small general conversation is held on a known topic.

The beginning of the conversation can be done in several ways:

1. By introducing yourself and the company.
2. By showing the benefit to the customer.
3. Arousing the customer's curiosity.
4. Asking questions.
5. Paying a compliment.
6. By referral.
7. Shocking the customer.

8. Product Demonstration.

Regardless of how the opening is presented, it must be moved to the actual sales conversation where the salesperson must make the presentation of the product.

2. Offer to sell

Making the sale is an essential part of the conversation.

There are six main elements of a product pitch: plan, model, power, proof, image and empathy.

Plan - good product presentation is always planned. In the preparation process, the seller collects information about the customer.

Only material relevant to this client should be included in the conversation. Tying the sale to the customer's requirements shows that the sales message is primarily related to the customer's needs.

Model - the offer must follow a step-by-step logical sequence that guides the customer to the mental perception of the product. The rule here is to offer only what is needed.

Strength - the capabilities behind the offering. It's a combination of enthusiasm, planning, confidence and a positive attitude. Enthusiasm is often the reason for successful selling. The seller must remember that no matter what time he tells a story (presents a product), the customer hears it for the first time.

Evidence - a test for the seller. It is not enough for him to just say that his product is of good quality. Where possible, provide evidence for any claims that reinforce the product's merits. Most customers are distrustful or reserved when listening to salespeople. That's why letters, stories from third parties who bought and used the product convince customers much more.

Image - use of visual aids. Research shows that 90% of all information is transmitted to the brain through the eye. Visual aids help the salesperson control the offering and keep the customer's attention. The more things a customer sees, the more likely they are to remember them. But in practice, few salespeople take the time to develop their sales materials. From this point of view, sellers can be divided into three groups:

Group 1. Sellers who are not provided with materials for product presentation. They sometimes use ready-made product brochures. But most of them are designed for close reading, are not suitable for two-way communication and make the sales discussion difficult.

Group 2. Sellers who are provided with a set of materials, but do not have the necessary training to use them correctly. Difficulties are also created during the product presentation. They miss important moments of the conversation and customer reactions.

Group 3. Salespeople who make the best use of visual materials, tailoring them to their specific customer. They are very competitive. Customers appreciate salespeople's extra effort because it shows a degree of commitment to their needs.

There are some rules to follow when using visual aids and they are as follows:

- the leaflets with the company's sign are for the seller, not for the client, and they must be kept clean during repeated use;
- visual aids are arranged in advance so as not to make mistakes;
- avoid showing two things at the same time. This decenters the customer;
- show only what is necessary, it is seldom necessary to show everything you have.

Empathy - involving the customer in the presentation is important. He must be involved with actions and words- Salespeople observe the customer's reactions to the elements of the proposal and ask many questions. Any negative remarks, if any, must be answered before the presentation can proceed. When performing a product presentation, it is necessary to comply with requirements such as:

- do not bore the client with long demonstrations;
- do not use technical terms;
- make the most of every minute;
- start with questions that answer problems;
- never emphasize the weaknesses of your product;
- sell the "different" in the product;
- treat customers with respect;
- remember that you are selling the benefit of the product;
- avoid unrealistic and unreasonable guarantees;
- speak sincerely, with conviction and enthusiasm;
- be empathetic at all times.

It is very important when offering the sale to emphasize its uniqueness. Salespeople should know the features of the product very well and highlight them during the presentation. They must also know the

features of competitors' products and sell the "difference" that makes their own company's product unique. If a customer has specific requirements and you are the only one who can satisfy them, you can count on success only if the uniqueness of the sale is emphasized. Countless sales are failed every day by salespeople who ignore the unique features of the product and their importance in the sales process.

Presentation of goods and services

Effective presentation tactics are participation and demonstration.

1. Participation - the goal is to involve the customer during the sales process. Direct involvement is done by asking questions and listening to the customer's answers. Scheduling the questions to maximize client participation is to:

- identify needs;
- define the problem to be solved;
- find a solution to the problem by using the product (service);
- get agreement with the seller - for pie-good action;
- to obtain consent for the purchase.

2. Demonstration - an effective method to achieve the goals of the presentation. A good demonstration brings the following benefits:

- captures the customer's attention;
- strengthens the position of the seller;
- helps the customer understand the sales offer;
- stimulates the client's interest;
- stops the expression of a number of objections;
- helps close the sale.

There are five principles for planning the demonstration as part of the sales presentation:

- a) concentration of the customer's attention on the seller;
- b) demonstration of interest by the seller to the customer;

- c) demonstrating the benefits of the product;
- d) demonstrating exclusive or super qualities of the product;
- e) convincing the client.

Many aids are used during the demonstration:

- organizer - it records everything about the client;
- illustrator - material and advertising means;
- audio-visual means.

Topic 9

TERMINATION OF SALES

1. Rules of closing of sales

Every stage of the selling process is important, but final settlement is the only way to sell effectively. The receipt of orders is often the metric for reporting a merchant's performance. But many sales fail before it gets there. The reason for such a failure lies in the fact that the product introduction is not followed by a strong closing phase to settle the sale. For every salesperson, this is the moment of truth. Closing techniques need to be applied to maximize the benefits of the completed offer. When times are tough, with saturated markets and high competition, this professional survival technique is needed. Before offering the final settlement of the sale, the seller must check that all the points on which the customers must be satisfied are present:

- you are a professional, you represent a commercial company with an image and everything you say to the client is true and beyond doubt;
- the product or service is good and has all the qualities promised to the customer;
- the client is aware of what he is getting for his money and, just as importantly, understands what he is not getting;
- the client must be sure that in case of any problems arising after the sale, your company will fulfill its obligations on time without any other costs of time and money on his part;
- all questions must be answered in such a way that the customer remains completely satisfied and there are no other problems that would prevent the purchase apart from the decision itself.

When closing a sale, there are some rules that sellers should always remember:

1. Sell or starve.

When you decide to close the deal, you've already done 90% of the work, but there's still that 10% that you're being paid for. A trader who cannot close the deal with a positive result is not a trader, but a person who knows how to talk well.

2. The first time is the best.

No deal offer sounds as good as the first time. Close the sale when all the benefits are still fresh in the customer's mind. There is an old maxim in selling, "An order almost taken today, but postponed, is lost to tomorrow."

3. Finish professionally.

No matter how much it takes to close the deal, never ask the customer to buy. Only in rare cases does this method succeed, but you lose credibility and prospects for future business are slim.

4. Wait for the order.

Customers are unknowingly influenced by your behavior. Exude confidence (through demeanor, posture, and voice) that the order is imminent. The most important factor in closing sales is the salesperson's positive expectation that the customer will buy.

5. Watch for buy signals.

These are body signals. They can be caught and the seller can be sure of the customer's interest and willingness to buy. If none are available, ask the customer what they think about the product's color, size, and other characteristics.

6. Be polite, assertive and kind.

You shouldn't be aggressive or pushy, the customer doesn't like that. At the same time, you must show a calmness that banishes any thought that your survival depends on receiving the customer's order or that this is a unique event for you.

7. Remember the alphabet of selling: always be ready to close the sale.

There is no other moment quite like the psychological moment of settling a sale. For example, the buyer is informed in advance and is determined to buy from you, and you have planned a sales presentation

and want to make it happen at all costs. Then there is a danger that the bored customer will not want to listen to you and you will lose the sale.

8. Don't admit defeat after the first no.

This may mean that the order is offered too early and the customer needs more information before making a decision. The secret of great salespeople is that they always try again.

9. Avoid going off target.

Never offer to buy something that has not been discussed before, or offer something more to the main product before it has been sold. This will distract the customer from the most important part of the offer.

10. Whoever speaks first loses.

When you ask for an order, say absolutely nothing more. Most often, it is avoided to talk about the price. However, with two professionals in the deals, it is known that the one who offers the order must name its price.

11. Use appropriate closing words.

Finally, even a little humor can be used as long as it does not harm future business. There is also the danger that the whole offer may turn into a joke and the customer will walk away.

12. Prepare good closing words and use them regularly.

Regardless of how receptive a customer is to your offering, they always need prompting. Pre-prepared phrases sometimes go a long way in closing the deal.

13. Avoid questions that lead to negative answers.

It is wrong to react to the client in this way: "I guess you won't be interested in this, will you?" or "You don't care if you own this?" and expect him to kindly answer you: "On the contrary, I'm very interested." Such questions annoy the customer and do not encourage him to buy. Get the client to say yes as often as possible. This encourages a positive response when you ask him for an order.

14. Try to have something in reserve.

Many experienced salespeople keep one key trump card in their pitch so that if the customer says no, they can pull it out and make the sale final in their favor.

2. Overcoming objections

Съдържанието на този материал за обучение е отговорност единствено на РЦПО към ТПП-Благоевград и по никакъв начин не може да се приема, че отразява вижданията на Европейския съюз, участващите държави, Управляващия орган и съвместния секретариат.

It is very important during the final settlement of the sale to overcome objections. They are part of the sales process. The presence of objections should not scare the beginning sellers. They should know that objections mean a certain interest, even a desire to buy. Objections may arise at any time during the sale. Below are seven important tips for sellers on how to handle objections:

1. Listen carefully to the objection.

The opinion of the buyer is very important and this should be shown to him in every way. Listening includes eye contact and head nodding. This creates a good atmosphere of understanding.

2. Keep calm.

The buyer needs to be reassured that you can handle all their fears and concerns.

3. Never interrupt it.

When the client has finished, pause briefly and consider the question.

4. Change the objection into a question.

By doing this, you reassure the customer that you have understood them correctly. It also buys you time to prepare for an acceptable answer.

5. Speak calmly.

It is important to speak in an even tone during the offering. Lowering the tone implies defeat, and raising it will give rise to hostility.

6. Empathize with the customer.

Try phrases like "I understand you very well,...", "You are absolutely right..." and with your answer really show him that you understand and solve his problem.

Seek client agreement through your responses. Whenever an objection arises, it is important that the answer is agreed with the customer before proceeding. The technique of overcoming objections is that it must be done one after the other. How to discuss product price:

1. Specify what is meant by the words "too expensive".

Have the buyer refer to a previous period, or the price of a competing item, or even say how much they think the product should cost and why. Note that the price is in many cases a cover for other objections, and it is thanks to the proper assessment of the objections that one can know whether they are real or false.

2. Sell the difference.

When the customer says that your competitors offer the same products at lower prices, show the customer that your products are of higher quality or emphasize their additional advantages compared to the competition.

3. Make a comparison.

A product with a higher price does not seem so expensive when you compare it with a similar one with a higher price. Products with different prices should be compared along with the benefits they offer.

4. Sell by emphasizing the product's value.

Make the benefit, the benefits of owning the product, outweigh the cost. The price will be discounted in the eyes of the customer depending on how you emphasize the benefits of the product.

5. Types of closing sales

The key to closing sales successfully is to do it right. There is only one way - to learn the rules, remember them and try them in practice. A number of sales closing tactics and techniques can also be learned. Again, the principles underlying these techniques must first be learned and adapted to specific sales situations.

The main types of sales closings are:

1. Closing by assumption.

This method is only successful if the seller has previously received clear buying signals from the customer or has sufficient reason to believe that there is a good chance of making a sale. Presumptive foreclosure includes the following varieties:

A) Close with a detail - the customer is asked for a small detail about the product or service. If a response is given, it means the customer is buying.

B) Closing with physical action - it is simple but very effective. Without saying anything, the seller acts on the sale - filling out a form, packaging the product, etc. If the customer does not stop this action, then they buy.

C) Alternatives - "either - or" - the customer has to choose a color or a model and it is not a question of buy or not buy at all.

D) Other factors surrounding the purchase - the customer may be asked - how to write his name on the invoice, etc.

2. Direct closing - a direct order inquiry is made.

Many customers do not want to waste their time and appreciate such expeditious execution of the order.

Collective closing - reviewing all the qualities of the product in the offer and especially emphasizing the selling points in which the customer showed the greatest interest at an earlier stage during the presentation.

Closing in relation to an upcoming event - emphasizes the need to make a decision because something will happen and the opportunity to buy with the previous advantages will be lost (for example, the price of the commodity will rise).

Close on repeat visit - many sales are not made the first time. The customer is offered a re-offer, this time with new information.

Closing by trying the product - the customer is given the opportunity to use the product and to return it without obligations. The customer's money is guaranteed and all costs are covered if the customer tries the product and decides not to keep it.

Closing with balance - an active form of completion of the sale by the seller. He draws on a piece of paper divided into two halves the benefits and drawbacks if the customer buys the product. Thus, the customer better understands the reasons why he buys or does not buy this product. After closing the sale and doing all the written work, he does not leave immediately. A small talk to finish, especially if the client is willing to talk. However, both the seller and the customer are very busy people. Therefore, without staying too long, the seller should say goodbye and the client should be left with pleasant impressions of his business and professionalism.

Selling skills can be learned. People can train themselves to work hard, plan their time and adapt to needs. Salespeople must have knowledge of the technical aspects of the products and their performance. Research shows that personality traits, gender and height do not affect sales performance. In fact, companies demonstrate the ability to teach sales skills and spend \$5 billion a year on training programs. Staff learn marketing, effective sales techniques and other important skills. Professional salespeople do not aim for immediate profits, but to master the art and science of selling

Topic 10

ADAPTIVE SELLING

Съдържанието на този материал за обучение е отговорност единствено на РЦПО към ТПП-Благоевград и по никакъв начин не може да се приема, че отразява вижданията на Европейския съюз, участващите държави, Управляващия орган и съвместния секретариат.

1. Adaptive selling and the sales process

Most effective salespeople are flexible. They adapt their production strategy to the specific sales situation. The following questions should be asked:

- How is personal selling different from other communicative marketing methods?
- What is adaptive selling?
- Why is it important for salespeople to practice adaptive selling?
- How are adaptive selling skills developed?
- What different methods can be used to adapt sales strategy, presentation, social style?

Salespeople practice adaptive selling when they change their sales presentation during the visit or use different methods for different customers based on the nature of the sales situation. An example of maladaptive selling is using the same conservative presentation to all customers.

Customization is the fundamental aspect of the sales process. The steps in the sales process begin with making a good impression and creating a rapport and end with securing an agreement. Salespeople can change their presentation for a number of reasons- During the presentation, the salesperson can discover the customer's doubts and his confidence. By completing the presentation, salespeople can try to gain the trust of customers. Adaptation may include gathering information, developing new sales strategies, or changing presentation style.

Selling process

Making a good impression

Identifying the needs of the buyer

Matching features to benefits

Evaluating buyers' reactions

Securing an Agreement

Choosing the right sales strategy for the selling situation and adapting are very important to successful selling. When interviewed, successful salespeople always stress the importance of being flexible and adaptable.

Tip: Be a chameleon! Change your color according to the terrain! The salesperson must also be able to change his character to satisfy any customer's wants and demands. In other words, he must be able to wear many hats.

Practicing adaptive selling does not mean being dishonest with the customer about the product or personal feelings. Adaptive selling means changing the format of the sales presentation so that the customer perceives the information more easily and considers it new in this situation.

2. Knowledge and adaptive selling

The key to adaptive selling is knowledge. Salespeople need to know their customers and have detailed knowledge of different sales situations.

Sellers may treat individual customers differently.

In practice, they do not have time to develop unique strategies for each client. Effective salespeople seek to group customers. Each user category has a description of its group and contains the most efficient way to serve the type of customer.

As categories evolve, sellers reduce the complexity of selling and free up mental capacity to think more creatively and use knowledge from past experience. When they segment customers with different needs and a customer comes along that doesn't fit the existing groups, they add a new category to their repertoire. Sellers with more categories or types of customers have more ways to sell and a greater opportunity to practice adaptive selling. They manage to tailor sales methods to the specific needs of the client.

Good salespeople who deal with unusual customers who don't fit into any category use their knowledge to determine what and how the customer differs from other groups.

They can then develop a new customer type and sales method by modifying an existing method. Salespeople who have no knowledge of customer categorization must begin assigning each new customer to a group. Categories used by sellers can focus on the revenue received from customers, the person's role in the buying process, the stage in the buying process, or the type of buying situation. Professional salespeople record the income of different customers on their portable personal computers and make different presentations accordingly.

The sales training program widely used by companies focuses more on the form of sales communications than on content. A category scheme based on the client's communication style is used. The program teaches several communication styles and the most effective selling methods for each type

of client. 3 provides one such program of customer knowledge and categorization that guides adaptive selling.

3. Matrix of social style

The sales training program begins with helping salespeople understand their own social style and identify their customers by style. Salespeople then learn how to make appropriate adjustments in their selling behavior. In this program, there are two important metrics to understand social behavior: assertiveness and responsiveness.

The degree of people's familiarity with the circumstances, standing up for their position and publicly clarifying it is called assertiveness. Having strong beliefs does not mean or make people pushy. Assertive people make their beliefs public and try to influence others to accept them. Active, full of power and ambition, assertive people speak, make strong statements and have planned behavior. By creating tension, they seek to confront the situation. Non-assertive people are reserved and easy to communicate with. They are less likely to dominate a social situation and often keep their opinions to themselves. Less pushy people ask more, talk less. They tend to avoid conflict.

Verbal and non-verbal indicators of persistence levels.

The second measure of responsiveness is based on how emotional people behave in social situations. Responsive people who willingly express joy, anger, regret are described as warm, emotional and sometimes impulsive or secretive. They appear engaged with others and are informal and casual in social situations. Less responsive people devote more effort to controlling their emotions. They are described as cautious, intellectual, serious, formal businessmen.

Responsiveness indicators.

The two indicators of social communication - assertiveness and responsiveness - form the social style matrix. Each quadrant of the matrix defines a type of social style: motor, expressive, friendly, and analytical.

Motors are highly assertive, talk a lot, with low responsiveness. Expressive people are highly responsive, talk a lot and with high insistence, with emotions. Sociables are highly responsive, emotional and low on assertiveness, they ask a lot. Finally, the analytical ones are low in both indicators - they are not pushy, they ask and they are not particularly responsive, they control. Motors have as their motto «Let me finish it now and my way!»

Motors have learned to work with others only because the work needs to be done, not because they tolerate groups. They have a strong desire to be at the top of the company and make a career. They are

quick and make decisions efficiently. They focus on the present reality and pay little attention to the past and future.

They seek power, want to make their own decisions and don't like being told what to do. They usually base their decisions on facts, take risks and want to have several alternatives beforehand. Motors, unlike analysts, are not interested in technical information, only in how the facts affect the results. To influence the motor, salespeople must use direct business-organized methods with quick action and consequence. The effects of the purchase decision on profit are expressed by the fact that the supply should be emphasized. Expressives are warm-hearted, approachable, intuitive and competitive. Because they are interested in human relationships, they are leaders or followers hired to assist them in achieving their personal goals. People with an expressive style, they concentrate on the future, direct their time and efforts to achieve their visions. They discuss few practical details in current situations. Expressives base their decisions on their personal opinion and the opinions of others. They act quickly, take risks, but are impatient and change their minds easily. They are creative, but they make mistakes because they rely on their intuition rather than facts. When selling to expressive customers, sellers must demonstrate how their products will help them gain personal status and recognition. Such customers prefer product demonstrations, creative graphics over factual listings and technical details. Therefore, the evidence for assigning well-known companies and people to the expressive ones is the need for status and recognition - According to the sales methodology, we should assign the expressive ones to the innovators - the first users who will use the new products. Sociables consider healthy friendship and cooperation to be the most important. They achieve their goals by working with people, developing an atmosphere of genuine respect without using power and authority. Sociables make decisions slowly, building consensus among the people involved in the decision. They avoid risk and change their opinions reluctantly. Sellers may have difficulty disclosing their feelings to their friends. Because they avoid conflict, they often say things to please themselves. Therefore, sellers must create lasting relationships with friendly customers. They love getting product warranties. They hate it when salespeople who have agreed to serve them don't follow through on their commitments. Salespeople who sell to such customers must emphasize the product's utility in satisfying the needs.

Analyticals love facts, principles and logic- Suspicious by nature, they doubt friendship, look for a way to do their tasks without using methods of influence. They are highly motivated and make the right decisions slowly, in a particularly disciplined and deliberate manner. They systematically analyze the facts, using past information as an indicator of future events. Salespeople should use solid and real evidence, making the pitch with technical expertise and demonstrating long-term benefit. They don't care about other people's opinions. Both groups, the analytical and the friendly, strive to build loyalty to their suppliers. For friendly people, loyalty is based on personal relationships, and for analytical people, it is based on their sense of rational decisions. Sellers should not jump to conclusions based on

limited information. Careful observation is required to determine the client's style, and some actions are recommended for more accurate suggestions:

- concentrate on the client's behavior and do not pay attention to how you feel and what you feel towards him;
- avoid making generalizations about his style related to the profession, such as: "He must be analytical because he is an engineer";
- try to reach him through questions instead of reacting to his actions;
- check your inferences, look for additional information that might suggest you've made the wrong inference about the style.

Research methods depend on the client's social style. Indicators show trends of persistence and empathy. Is there a best selling style? No, no one style is best for all situations. Each of the four styles has its strengths and weaknesses. Driven salespeople are efficient, determined, decisive, but customers can find them brash and domineering. Expressive salespeople have enthusiasm, dramatic power and creativity, but can be seen as cocky, undisciplined, unstable. Analyticals are orderly, serious, and caring, but clients may think of them as cold, calculating, and narrow-minded. Finally, friendly are dependent, supportive and warm in relationships, but can also be undisciplined and inflexible. Sales training programs are based on the social style matrix, and according to it, effective selling involves more than communicating the benefits of a product. Salespeople must know the needs of customers and their expectations. In the sales interaction, they present themselves and their behavior according to their own style. The expectations of customers with different social styles are different. For example, the most effective method of action with motorists is to be businesslike, inform customers of your qualifications, describe what the product might like, provide evidence of the results that can be obtained. On the other hand, when talking to friendly customers, the salesperson should be more deliberate, use the time to create a lasting friendship, bring evidence that is credible, show a personal interest in the customer, and offer a guarantee and personal assurance.

While each type of customer requires different sales methods, the salesperson's personal style determines the sales method used. Motors tend to use the motor method to all types of customers. When dealing with friendly customers, they are efficient, quick and business-like, although customers prefer to deal with a people-oriented, caring and friendly salesperson.

The sales training program has as its main premise the proposition that in order for salespeople to be effective with different types of customers, they must adapt their sales methods to the customer's social style. Versatility is the key to effective adaptive selling. The efforts that people make to increase the productivity of relationships by accommodating the needs of the other party are most varied. Versatile

salespeople are those who can adapt to the customer's social style, and they are far more effective than salespeople who do not adapt their sales methods.

Sales training programs are based on the social style matrix so that effective salespeople can adjust their social style to match the style of their customers. For example, salespeople with a motor orientation should become more emotional and less aggressive when selling to friendly customers. Analytical salespeople must increase their aggressiveness, assertiveness, and empathy when selling to expressive customers.

Indicators of versatility

Accommodating social styles

Increasing persistence. The social style matrix training program suggests non-assertive (friendly and analytical) people increase their assertiveness when dealing with drivers and expressive personalities. It is necessary to make the offer simple so that it can be quickly understood, to express opinions, not to ask for the opinion of customers, and to take a position, even when this means disagreement with the consumer. Some non-verbal communication increases perceived assertiveness - they start talking and moving faster, use more vocal intensity, increase eye contact and don't make non-assertive gestures like shrugging or holding a parasol over someone.

Decreased persistence. When assertive people are selling to non-assertive customers, they need to break with the talking and tune into the listening wave. Although introverted people prefer to listen rather than talk, they like to have their opinion and point of view heard. Salespeople should aim to let non-assertive customers take control of the conversation more often. Because these customers are risk-averse, effective salespeople reduce uncertainty. With friendly customers, developing a relationship of trust reduces risk, and for analytical customers, reducing risk means providing information and logical arguments.

Increase responsiveness. Analytical salespeople and motor salespeople need to increase their responsiveness when selling to friendly and expressive customers. They should show more understanding towards people. Salespeople should express their feelings and be responsive to customers' feelings. This may be accompanied by emotions, compliments, engaging in social conversation and reducing the discussion to facts and logic. In non-verbal communication, salespeople should use more gestures and changes in facial expression or body position.

Decrease in responsiveness. When selling to unresponsive people, salespeople need to be more pushy (with analysts), more results-oriented (with movers). The presentation should be based on logic and facts, avoiding opinions, intuition and testimony

The Social Style Matrix illustrates the importance of knowledge organized into categories as well as determining selling effectiveness through adaptive selling. Sales coaching is based on the social style matrix and introduces salespeople to the four categories: drivers, expressives, friendly, and analytical. Salespeople learn the keys to identifying different types of customers. They also learn what adjustments they need to make in their communication style to be effective with each type of client.

4. Alternative systems for practicing adaptive selling

The social style matrix is one sales method based on a customer classification scheme. In addition to using the indicators of assertiveness and responsiveness, the pairs friendly - hostile and dominant - submissive can also be used. Other authors classify buyers into four categories: non-users, new users, experienced users and routine users. This division is based on their role in making the purchase decision and the type of this decision. For each category, it is recommended to use one of the following sales methods: closed, consultative, relationship building, display selling¹.

Salespeople use computers to organize customer knowledge. Express systems are the computer programs that systematize human scientific experience. The program contains knowledge, rules and processes and solutions created by experts, giving the opportunity to use elements to solve problems, to offer strategies and advice from experts - Expert development systems support the work of salespeople to be able to understand their customers and develop sales strategies. Some of these systems are incorporated into a model similar to the social style matrix. For example, the "sales blade" system first prompts salespeople to answer a number of statements to assess their own identity.

Some of these productions are:

- I like to play a role in situations;
- I want social recognition at work;
- I take more risks than usual;
- I want feedback on my performance.

The computer program then "asks" salespeople to describe a specific customer with adjectives such as: talkative, caring, social, achieving, independent. Using self-assessment and customer assessment, the computer program produces a sales strategy report in six sections:

- What do you expect from your client?
- How to succeed with your client?
- Specific preparation strategy for the client-

- Specific initiation strategy.
- Specific presentation strategy.
- Specific strategy for closing (closing) the sale.

The "sales blade" strategy, like most expert systems, stores a lot of customer information in front of the salesperson. When salespeople gather a lot of information, conclusions, assessments can be modified and updated, strategy - revised, recommendations - renewed. Training methods and computer programs are the first step in developing knowledge to practice adaptive selling. They emphasize the need to practice this selling—to use different methods for individual customers and to encourage salespeople to analyze customers. But these methods are limited because they represent only a small number of customer types. The classification is based on the form of communication (social style) and not on its content (the specific features and benefits highlighted in the presentation).

Finally, accurately assigning customers to the proposed categories is often very difficult. They are very different, they have different needs. A buyer can be very friendly when involved in a new task situation and analytical when dealing with an outsider seller in a direct repurchase. Friendly buyers in a bad mood can act like motorists. With an inflexible application of the classification rules, sellers must determine which category the buyer currently belongs to. Adaptive selling is achieved through training methods.

Sales training programs, like the social style matrix, develop a very general network of customer types—those that salespeople work with. The main and most useful knowledge is to have a specific attitude towards customers and Sales situations encountered in the market. Most knowledge about selling situations is acquired by salespeople through their personal experience. They can increase their knowledge using the firm's market research. They try to get the feedback from the customers. They can analyze their successes and failures and develop an intrinsic work orientation.

Most companies conduct market research to develop new products and advertising programs. Salespeople can use this information to gain knowledge about the Sales Situations they may encounter. Market research can provide a very good starting point for developing a number of customer categories.

Feedback for sellers means understanding their performance. Has the desired level of service been achieved? Diagnostic feedback is more useful than performance feedback for longer-term improvement. Diagnostic feedback provides information about what was done right and what was done wrong. Salespeople should ask their managers to analyze their performance, not just evaluate it in order to adjust and improve.

Salespeople encounter many different sales situations and have the opportunity to use different methods. Sometimes they use the wrong method and miss the order. Skilled, working salespeople learn from their mistakes and use them to build a large knowledge base. If they blame their failures on someone else, they miss an opportunity to learn. Sellers should also learn from their successes. After the sale, they should analyze why they succeeded, emphasize the reasons.

People have two types of work orientation. Some love their work, find it fun and challenging. For them, doing the work is an intrinsic reward. Others view work as something to be done or to receive more extrinsic rewards, but doing the work is not enjoyable. Many people receive both types of rewards from work - extrinsic and intrinsic - but emphasize that one dominates the other. Selling is often associated with intrinsic rewards. When traders do well, they make more money, double it or win rewards. When salespeople find their work challenging, they have the intrinsic motivation to learn how to do it better. Skilled salespeople love the challenge of selling, they want to try out products and demonstrate how to close a tough deal.

Topic 11

SALES TACTICS

"Goodbye to sales" is the new motto of companies promoting global markets. This basically means that classic trading has already run out. "Give the money - here's the goods" is a motto from yesterday. Customers now want more information about products, better service, longer warranties, even fun and shopping experiences. This is too much of a challenge for businesses. It is not only important to produce a modern and high-quality new product. New sales ideas are needed.

The sales strategies and tactics used by commercial firms are increasingly becoming marketing oriented'. The secret of sales success lies in the goals of the companies for the complete satisfaction of the needs of the customers and in the applied concepts and techniques for their implementation.

The methods used are based on well-developed strategies, tactics and techniques for increasing sales volume and improving the quality and culture of customer service. New and new strategies and tactics are being included in the arsenal of commercial companies. The purpose of the present topic is to shed light, albeit to a limited extent, on the latest developments in this field and above all in the field of applied tactics.

It is known that the main market strategies from marketing theory are: introducing a new product, gaining market share, market segmentation, market cycle and military market strategies.

The relevant tactics in focus used to implement the mentioned strategies are: "Judo", "Dagger", "Crazy Sell", "Golden Turkey", "Kung Fu" and "Kamikaze". Until now, they are little known and used in commercial practice and negotiations.

1. **Tactics "Judo"** ("Follow the path of the users!", "Repeat the movements of the users").

This tactic is applied to the strategy of launching a new product on the market. New products are often dreamed up by companies, but sometimes, when introduced to the market, they can turn out to be losers. What should be done to prevent such a failure? What is the difference between failure and success? How can companies best navigate the market? It is in such cases that the "Judo" tactic is applied. Essentially, it refers to adaptive selling. The seller must follow the "movements of the user", i.e. to ascertain his specific needs, wants and requirements and to act in the best way to satisfy them.

The best thing for a company is to sell the products that people want to buy. The company must follow the path along which consumers move. The ideas of the marketers in the company must match the scheme of the buyers "Repetition of movements" - this is the essence of the "Judo" tactic. A good balancing of demand and supply is necessary.

The search must be studied first. What are the reasons for the emergence of needs? Can the new need be met with an existing product? If not, can the product only be modified? As a last resort, a completely new product must be invented for the new need. There are many examples from economic development of the revolutionary emergence of products such as the Walkman, the transistor, cars with alternative fuel sources, etc.

Should the modified and new products be sold at the highest level (high prices and quality of service) and have a long period of market adoption? Whenever a company launches a new product, it has a competitive advantage. Just remember that it doesn't last long. A new product is always expensive, and if it stays on the market for a longer time, the material costs associated with its production must necessarily be reduced. It is better and cheaper for the company not to develop and produce new products, but to modify existing ones to match consumer demand. - How can we make the products more attractive? Getting a good response related to the application of the "Judo" tactic. The action algorithm of this tactic is as follows:

1. A survey of the company's customers is conducted regarding the demand for certain products. The results of the study should include the magnitude of consumer spending. Only the responsive customers (who are willing to fill out the questionnaires - only then it will be useful) are surveyed.

2. Existing products are analyzed. The possibility of adding more variants (modifications) to the products of the different sectors of the market is being considered.
3. The main product is analyzed. Is there a need for secondary versions? How is the product developed - a substitute for the main product? How can the life of the main product be extended?
4. What are the applications of existing products in new markets? All marketing tools used are critically evaluated.
5. What can be done about "Research and development of new products"? If there is no such department in the company, are there institutions that would do it for a fee (scientific institute, laboratory, implementing organization, etc.)?
6. Can you be a fast follower? Can you copy competitors, grow quickly and make improvements?
7. Against what new product should a dumping strategy be conducted? Which products are selling slowly with no hope of change? How to quickly get rid of them?
8. Can we sell from low selling products to other companies and how long can this last? Are there any companies interested in buying these products?

2. Dagger Tactics (Blade Tactics)

The "Dagger" tactic is about sharpening competitive advantage. It is used in implementing the marketing strategy to increase the market share. The essence of the tactic is to implement quality control. Its purpose is to ensure sales with high quality products, service, good customer service.

All marketing means should be aimed at bringing the company to the forefront of the competition. Quality control analysis should show what customers buy and why they buy from competitors. The "Dagger" tactic can be implemented with a program of several points:

1. What are customers buying - what products or services? What are their opportunities to buy from the competition? The measure of the customers should be the measure of the firm.
2. Customers buy knowledge from sellers. Buyers must be experts in their field. Sales managers must develop expert qualities in salespeople.
3. Customers buy the company's support. They are looking for reliability, convenience, security. They want a quick response to their requirements. They want to make their lives easier through the company's products and services.

4. Customers buy the company's reputation and image. This is measured by the number of their complaints. Company management should monitor the advertisements and promotions given. If the firm wishes to control the quality of the output, it controls only part of what the customer buys. If quality control is routine, it should include:

- dealing with competition;
- customers' opinion of the company;
- customers' opinion of the competition;
- the development trends of the company's strengths.

The application of the "Dagger" tactic involves several specialized tests, namely:

1. Product testing. The products are compared with those of competitors in a laboratory (only with the products of the main competitors). The balance sheets of competing companies are examined. In addition, another test of the company's products is launched among customers.

They are sent surveys after purchasing and using the product. They can be asked for an opinion over the phone. Trial samples can also be released. Again, the opinion of the customers is sought. Questions about competing products can also be included.

2. Seller testing. This is a more difficult process. People do what is expected of them. Salespeople change, so the training process must be restarted. Most important is training salespeople in terms of product knowledge and application. For example, the sellers of "Rank Xerox", who are engineers by profession, can (compared to competing companies) easily service their products. They know everything about the product. Customers are absolutely dependent on them. In this test, the question can be asked: does the company have salespeople who are really top in knowledge about the product, the application, the competitors, the users?

3. Testing the Service. Competitors can be phoned. Information about their service can be obtained. Here is an example of an insurance company going out of business due to the secretary leaving. All of the company's paperwork has been left in disarray in its office, but this has motivated the staff to work overtime and put things in order. Since then, this firm has a high reputation for the speed with which it works with documents. It is important for the management of the company to be convinced that the sellers are not making empty promises. Better to tell the truth than to have customer complaints come in later.

4. Reputation testing. This is a wonderful test that needs professional help - from someone who does marketing research. Target customers must be defined. It is necessary to launch a survey and at the

same time be anonymous so that it is not known that it is from the company. The evaluation of the individual factors is for the quality of the product, the service, the willingness to help on the part of the sellers, a pleasant experience during the purchase. The "Dagger" tactic or also "The Blade tactic" can be applied with several specific actions:

1. To call the competition office. To request information in the form of leaflets, prospectuses. To measure the speed of receipt and delivery
2. To take a sample of 500 customers. Send surveys by mail. To promise a bottle of wine for completing a survey.

Before that, do a pilot test with 10 reliable customers.

It is expected that 10% will respond. To call those who did not answer - 20% of them. To compare the answers by phone and those by mail.

3. To determine the critical factors in service that cause the buyer not to buy. To visit 10 buyers. To be asked about the competition. What are the company's competitive advantages? How do you know what customers want? And are they telling you the truth?

3. Tactic «Crazy selling» ("Wrong the rule!", "Crazy trader

The "Crazy Selling" tactic is used in the marketing strategy of market segmentation. Its essence lies in breaking the rules of trading in order to win business. This special technique is used when obstacles must be overcome.

Learning the special type of selling "Crazy Selling" is important for some cases. The techniques applied here can be guided by real experts. This does not match the essence of the training courses. But "Crazy Selling" includes ideas that are profitable. They involve people with great experience and, as a rule, dealing with big business. Sales training in most companies is very simple. Newly hired salespeople are enrolled in courses and taught standard patterns of behavior in certain sales situations. No one disputes the product features, advantages and benefits, that needs should be discovered and the corresponding offering developed. If most sellers used these classic rules, they would be very effective. There are basic gender norms that no salesperson ignores.

Sales techniques are a collection of habits, rules and style of selling. Their main purpose is to overcome objections. In addition, they must sell the benefit of the product and lead to the buyer's yes. These techniques ask open-ended questions. But there are times when these rules are broken.

The seller is not a robot. He has his own opinion and acts according to the circumstances.

Rules:

1. When should it not be closed? An old rule says: "Always close!". This is the alphabet of selling. If you don't succeed the first time, try again! But a big question mark could be placed on the attempts at closure. There are customers to whom no salesperson can sell anything with pressure. This type of customer needs to be carefully nurtured. He needs time to make his own decision. If exactly this type of customer is identified, then he should not be pressured.

2. When should price objections be waived? How pricing and competition affect customers is very important. Customers remember the first salesperson who went to them. The problem is that anyone who goes after that can find out what the buyer is thinking and what the competition's prices are, or at least some ideas about prices or trade discounts.

They can then kill competitors' mapped benefits, sell against competitors' weaknesses, and undercut the price. Now, it may seem like the best place in the seller's queue is the last one. But the problem is that the buyer is bored and has already made up his mind. Taking business away from the preferred supplier is the essence of this tactic. The question is: where should the company line up in this queue? Good places are the first and the last. The first should shock with an exciting proposal. It is good for the seller to visit the buyer once again at the end. The price should be given only for budgetary purposes in general figures. The client should be asked when he will make a decision and the next meeting arranged for then. A good deal is promised. A good chance is for the first and last seller. Never give the price too early?

3. When should it not be sold? If there is very strong resistance against the seller, selling should be stopped. And to move to anti-selling. Customers are told that they will not be sold anything, but will only be asked for information, for advice. All sales are terminated. First, trust must be gained, salespeople reinsured, and then they can return to selling to customers.

Here's a take on the technique. One company representative stopped his presentation and said:

"- No, I can't do that.

- Why? - asked the client.

- Because if I sell you this encyclopedia, instead of that money you will buy better things."

This is called anti-selling and sometimes it works. It is one of the closing techniques.

4. When should you retire? If an important client pressures you with demands and threats, simply tell him that your firm does not negotiate under threats- Close your books and get ready to go. The customer can also let you go. But one thing is certain - if you stay negotiating under such conditions, you

will lose. This is where you need to bluff. Nine times out of ten it is. If you can walk away with a loophole, that's perfect. Next time will be different. You will negotiate as equals.

5. When to admit your flaws? In any presentation it is good to accept the flaws, but this should be well timed. Telling the truth is always important. There are many things to consider about the product/service. But the best time is after the customer buys.

6. When do you want the customer to say no? Sometimes some sellers try to get the customer to say "no". That sounds weird. They go through the sales territories and the customers ask what they recommend. Sellers use an alternative close. It is familiar to all experienced sellers when asked which offer is preferred. The customer finds the choice difficult. Then the top sellers choose a partial offer for the customer and present only one. They offer to the client and receive his "no". Then they present him with something more appropriate and offer a compromise. Usually the customer agrees. Some sellers think it's worth it to stop being pushy, offer a product, then replace it with a more suitable one, and the matter is resolved.

7. When are you late for the meeting? Some star salespeople find this technique very helpful with some clients. Have you ever been on hold with a customer? Next time, if the meeting is scheduled for 10 a.m., go at 10:15 a.m. The technique is called a "reflex" response to the buyer's behavior toward you.

8. When to be silent? Some sellers break the rules of negotiation by not saying anything. This sounds strange, but there are two cases where silence is useful. The first case is when the buyer does not say anything about himself - A skilled seller, as soon as he meets the silent customer, shows understanding. Conducts minimal conversation, but tries to somehow introduce the silent person into it. The second case is with the "mirror" method. The buyer's actions are repeated. They are both silent. It is expected that the buyer will become uncomfortable.

The "Crazy Selling" tactic cannot be applied to all sales situations, but only to extraordinary ones. Here are some competitive actions sellers take when they want to use it:

- When do you break the rules?
- Ask sellers what their shortcomings are.
- When have sellers been threatened by customers?
- To develop techniques when the customer criticizes the company.
- What to do when the client talks too much or is silent?
- When you are in the same boat with someone, in the case of the client, you must row together.

4. The Golden Turkey Tactic ("Growth Control").

In the marketing strategy for the growth of the company, it is correct to apply the "Golden Turkey" tactic. Here, the implementation of tactics is related to controlling the rapid growth of the firm. What could be the problems caused by too early luck? How growth can create problems in the functioning of the firm. One of the problems comes from salespeople who live off sales growth alone. They are paid well, show initiative, advance in their careers. And it's especially dangerous for them to forget that sales growth itself brings big problems in terms of other parts of the business.

There are five rules for controlling rapid growth when applying the Golden Turkey tactic.

Rule 1. Manage your finances correctly. It is very difficult for a company to be high profit and fast growing at the same time. If you are financed by a bank, try to operate two accounts. Will the bank manager agree to give you an additional loan if you can pay off your bank agreement points?

Rule 2. Your cash flow must be in order. Try to find customers to support your growth. In a fast growing market, the seller is strong and the buyer relatively weak, so try to sell without credit. You should not harm your profit. Can you move your checks faster?

Can you ask your customers to pay you back faster?

Rule 3. Your administration must be in order. All documents must be kept precisely: from inventory control through the sales office to credit control and management accounting.

Rule 4. Make sure your staff is good. Fast growth needs more people for management. There is no time for much training. Can you promote your staff?

Rule 5. Monitor economic indicators. Watch every metric: sales volume, profit, monthly results. Monitor business mix, customer mix and especially bad payers. All of these rules are about the boring part of growth. In sales, the problem is different. If the finance manager says that the company is not making a profit, it will all fall on the sales manager. What do sellers do?

Although sales are increased, no profit can be made if you have to serve a rapidly changing market or if you have cash problems, the following important things should be considered when implementing the "Golden Turkey" tactic:

1. Develop a good short-term business forecast. A business that will bring profit for 1-2 months as needed. It must be in cash.

2. Do everything you can think of to improve cash flow. Sell carefully to your customers. Ensure payment terms.

3. Negotiate longer terms with suppliers. Do not work on credit with them. Everyone will want to work with you if your sales are growing fast.

4. Checks to be cashed every day!

5. Keep your administration and accountants tight. Don't promote too many of your new hires too quickly.

6. Do not allow your subordinate sellers to deceive you with orders, deliveries, various services or with credits.

5. Tactics «Kung-Fu» ("Self-Defense")

The Kung Fu tactic is applied to the marketing strategy for the market cycle. Its essence is to detect sales managers who are harmful to the company. There are some of them who are overconfident. In Kung Fu tactics, they are called "megastar" because of their megalomaniac fanaticism.

Here's an example of what shouldn't happen:

Three-year megastar supermanager career plan.

First year of the plan:

1. Megastar is looking for a top sales manager in a growing market. Makes a presentation to the board of directors on how to increase market share. Uses data to support the idea that the market leader makes the most money. He gets the job. Hiring a PR specialist to handle marketing communications and publications. Send reports about your meetings.

2. "Megastar" is hiring more salespeople. He takes the best from other firms, pays them well to join him with his clients. He doubled and tripled the number of salespeople. Makes big presentations to big clients. Challenges competitors: "Sales is the name of the game". Gives rewards for new customers. Calls sellers every day, incl. and at home and monitor their indicators. He also convenes meetings on weekends.

3. The "megastar" supermanager pays fat commissions to his salespeople. He really pays a lot for high scores.

4. "Megastar" exceeds forecasts. Production outstrips supply. "Megastar" publishes sales successes in the press, uses evidence.

Second year of the plan:

5. Now "megastar" has additional production and must market it. He uses a lot of advertising. It gives wholesalers free shipping and introduces new rules for wholesalers to reach even the smallest customers.

6. After a year, "megastar" gives sellers freedom to reduce prices. He doesn't care if they are demotivated. Nothing will stop him from his life's goal of giving the company the money from the clients.

7. The company relaunches a product. "Megastar" published in the press and radio. There are new photos. He is thinking about his new job. The production is saddled with financial losses and he himself faces opposition from the board of directors.

Third year of the plan:

8. "Megastar" is destroyed. The competition's prices are lower than his. "Megastar" takes the last step - a new business away from the competition, profit at any cost. 9. Finally the company can't take it anymore, they pay the "megastar" just to leave. Another company hires him and the cycle starts again.

The example is that when you act, you must also think about protection. Here are some specific actions of the "Kung Fu" tactic:

1. Think about the people you hire! How effective is their style? There is room for many different management styles, but is it the right style for the job they do? Do you have personal protections and delegate rights?
2. How are your sales managers when hiring and training new staff- Do they nurture them with care or throw them in the water to learn to swim on their own.
3. The life cycle of the firm and the life cycle of the product differ. Before we launch, we need to carefully research and test, looking at different angles. When we train staff, market share can either be maintained or reduced. The important thing is to have enough understanding, control and profits.
4. Think about the role that public relations and publicity play. It is a powerful tool for targeting specific goals. What affects publicity? If it's just the ego, it's ridiculous. But if you want to get the word out about the company and the product, that's a laudable goal. Think about how to improve your publicity.

6. "Kamikaze" tactic ("Suicide in selling").

When applying marketing strategies taken from the military case, there are cases when the "Kamikaze" tactic is used. Since there are no guaranteed ways to win in selling, there are many ways to leave the seller to his own devices.

How to avoid "kamikaze" in selling? Being a crazy trader is one thing. It's about breaking the rules to win. But being a "kamikaze" is bad, it's like selling suicide.

There is a standard exercise that is used in workshops. Workshop participants must make phone calls to their own company on behalf of prospective clients. They should call their sales colleagues. It measures how many times the phone rings until the receiver is picked up. Does the person on the other side say their name and company - Does they show interest? Does he have product knowledge? And here comes the trick. He asks about the price. After hearing her, the seminar participants say without any pressure whether the seller knows that they can buy the same product cheaper. In this matter, 5% of salespeople do a wonderful job to the advantage of their competitors. Some sellers recommend others' products in preference to their own. If this is not suicidal selling!

There is a good rule of thumb for the business of competition. Don't name the competition and don't compare yourself to them - Don't beat the competition! If you want to plant doubt in the customer's mind, just say:

"Well, I don't know anything about the product or the company you named." In applying the tactic, customers can be asked to come up with difficult questions for the company. 6 questions are recommended, of which 4 must be answered with a competitive advantage. Finally, we can get customers to ask competing companies the same questions. This is good, especially if you're selling to a group of people and challenging them to questions.

One of the rules of this tactic is: "Don't bargain if you don't have to!" If you can get what you want without shopping, do it! Many sellers, when customers walk away without buying, try to "capture" them through price. But in such cases, the customer thinks he can always lower the price if he pretends to leave.

This is hopeless and is called "kamikaze" selling. If the customer doesn't want to buy, no amount of lowering the price will make them. The benefit of the product should be emphasized to him, not the price lowered. The customer must be included in the conversation. He needs to talk about his problems. Can be talked out of the deal.

Here are some action ideas for the Kamikaze tactic:

1. Ask your salespeople to fill out a questionnaire. Compare their answers and discuss.
2. Identify 6 major sins from this list. Have the sales team tag 10 presentations as a group.

The highest grade should be given for good performance, the lowest for poor performance. Name the first wine sheet A and the second wine sheet B. Subtract A from B. The highest point total is where the salespeople should concentrate because there are clearly some mistakes.

3. Have the salespeople write down 4 difficulties they face in selling. Take examples of buyer objections. Then have the team vote 3 times to resolve the 3 most pressing issues.

4. Разделете продавачите на групи и за 1-2 ч. запишете на касетофон как купувачите поставят проблемите и как продавачите трябва да се справят. Целта е да се направи запис за около 8мин. Целият тим прослушва записите и води бележки за това, кое е изпълнено добре и кое – лошо.

5. If the most unsuccessful seller works hard with many visits and fails, do not withdraw your help from him, help him. But if he still fails, he must leave the company.

6. Have your salespeople phone you about their plans for every single important visit and exactly when they intend to close a deal. With the phone in the car these days, it's not hard to do.

Topic 12

SALES TECHNIQUES

1. Techniques in sales preparation

In the preparation of sales, it is necessary to define the tasks, to collect and evaluate the necessary information, to consider the techniques with the help of which the best results will be achieved. On this basis, the strategies most likely to achieve the objectives are developed, the tactics are chosen, and the skills necessary for implementation are determined.

The essential difference in sequencing is that strategy development occurs subsequently. First, the techniques for initiating the trades are applied and when things clear up, the action strategy is formed. Practice proves that even the least experienced negotiators can benefit from consistency.

Which of the techniques are most appropriate when starting the sales process? Here are some of them that can be successfully applied to discover new potential customers':

1. "The Cold Study"

This technique is best applied when entering a new region in a part of a market or in an old one, but when it is necessary to search for potential customers to add to the permanent contingent of customers. For this purpose, a telephone directory is most often used - It can be in two versions, depending on the subject of the business - a company telephone directory and a directory of private

subscribers. The "cold survey" technique can sometimes take several days. The purpose of the calls is to arrange meetings. The same rules apply when conducting conversations as when selling over the phone.

2. "Putting out carrots".

The purpose of this technique is to remove the "carrots" - the potential customers. By prior agreement, two traders act in the following way. The first in a given branch visits the clients' homes and offers his services, not forgetting to mention that only today in the same neighborhood a specialist will pass by and offer a unique service, which is a chance for the client. It is a mandatory condition that the two are from different branches. After some time, when the second marketer passes, he no longer acts "cold", he has already been heard of and he has a greater chance to sell the service or product. "The carrot", i.e. the client is almost "taken out". In the same way, the second merchant, operating in the neighborhood, did not forget to praise the activities of the first, and therefore in the second half of the customers' homes, the first merchant will have greater chances of success.

3. "The Five Cards".

The five card technique is applied during the salesperson's visit to his regular customer. After completing the transaction, the merchant turns to his customer with a request, placing five blank cards on the table at the same time. The aim is to obtain data on five potential customers from the old customer's industry on a friendly basis. Here the trader can get very valuable information, be recommended or at least go on behalf of the client and make the first meetings with the new clients, carefully recorded on the cards.

4. "Cherry picking"

This is a technique mainly applied by buyers. It is debatable whether it is correct in the sense of unethical and unfairly used. It is essentially a technique applied by buyers to select the most acceptable items from the deals offered by various sellers. The buyer negotiates with several suppliers at the same time and makes a combination of the individual parts of the offers. In the second stage of the negotiations, he concludes the deals only on the most advantageous positions. Nothing unfair so far, as the buyer has the right to choose.

It is considered unfair that, in practice, buyers do preliminary market research and use ready-made information from sellers. The use of "cherry-picking" is incorrect if the buyers have no intention of buying at all, but only use the information or dictate delivery conditions. "Cherry picking" has its place in negotiations, not as a substitute for the buyer's preliminary work.

5. "The bite" («the dinner»).

In this technique, a large discount is required in the hope that the customer will be able to dispute only a portion of it. More is desired than what will be achieved. The theory is that if you start small from the beginning, you won't be able to get a good deal. It is not important to know how much one will "bite off", it is important that the "bite" is large. In the application of this technique, greed should not shine through. There must be space for the other party to the transaction to find common ground. The customer should not be "scared".

6. "The bite" ("breakfast").

This technique is used in combination with the "bite" technique. "Bite" means moving the negotiations forward in very small steps, setting, discussing and negotiating each one individually. The goal is to reach a series of agreements. The technique can be applied by making a list of issues and discussing them gradually (in small "bites" during the negotiation). With both techniques, a lot depends on the preparatory work - researching the client, the market, etc. The two techniques cannot be applied in reverse order. The "nibble" and "bite" techniques are very useful, but too much greed can make them fail.

2. Sales techniques

1. Technique of "presumption" (of "admission"). Presumption means a belief that is based on something unproven. This technique is based on the assumption that the other party is less willing to bargain when the contract is almost done, ie. not so much attention to detail. Presumption depends on proper note-taking. If it is known what was not agreed upon, an advantage can be obtained and at the same time the consent of the opponent. If he uses the same technique against you, you should beware. This is a technique of leaving out contractual terms that would have been acceptable if they had been mentioned. The presumption is built into the flooding technique. It can be used, but the situation must be kept under control.

2. Technique of the "interruption"

. This technique aims to disrupt the train of thought. Interruption can be done by inserting another problem. There may be occasional interruptions, but also interruptions on a very important matter. In the latter case, we must listen very carefully to the opponent and extract maximum information. Sometimes it may not be possible to distinguish which type of break is applied. A defense against the break technique is a rollback to the last exit point. In general, there should be no interruptions during deal negotiations, but if you are interrupted, learn what you can and don't lose control of the situation.

3. Technique of "retreat" (compromise). A retreat means a change in position. The technique is used very often in trade negotiations to move closer to an agreement. Concessions are the core of negotiations. There are four basic principles when exchanging concessions with an opponent:

- a) always get more discounts than you give;
- b) always get bigger discounts than you give;
- c) always give your discount more importance than it actually is;
- d) always make sure you can get the discounts they promised you.

No one makes concessions without getting something in return, and very few people are willing to exchange things of equal value. In applying this technique, two lists should be made - one of the discounts you have prepared to present, and the other of those you will be looking to obtain. Try to analyze the value of discounts in the eyes of your customers. How important they are to them. Plan the discounts you will seek and present, and remember the four principles at all times.

4. Technique of the "edge of risk". It is very important to decide how much risk to take. You must be sure of your position and defend it at all costs. The risk taker who backs down loses credibility and strengthens his opponent's position. The purpose of the applied technique is to convince the opponent that everything is on your side. The risk technique is applied boldly and aggressively. Good negotiators manage to convince their opponents that they actually have more advantages than they actually do. When applying the risk technique, don't make it look like you have nothing to lose unless you really don't.

5. "Quicksand" technique. With this technique, the subject of discussion is constantly changing. In case it is a technique used against you, it is difficult to reach an agreement on the relevant points. An issue must be found on which to reach a consensus. If we are applying the technique, we may aim to avoid a topic at the moment when we find ourselves very close to agreement, and we do not want that. The quicksand technique is very useful for starting negotiations. It jumps from issue to issue and then the circle of the more substantial topics for negotiation can be outlined. Never try to answer the quicksand technique with even more quicksand. Everything will go so wrong that you won't be able to stay in control. The only defense against them is iron determination and clear thought.

6. The "blur net" technique. This is a technique for hiding an important question behind a "fog" of unimportant questions. When successfully applied, the opponent no longer focuses on the key issues, but explores the "fog". The only defense against this technique is also clear thought that does not lose sight of the goal.

7. Technique of "good guy and bad guy" (hard and soft approach). No concessions are made under the hard approach. It is committed to changing attitudes. Suddenly, another negotiator arrives. He starts making the concessions. If this technique is applied to us, we should not change our position, despite the change in approach made by our opponents. Don't let the sudden use of this technique make you forget your goals, wants, and needs.

8. Technique of "burning" (of "boiling"). This is a technique of temporarily forgetting a problem. It is used very often in commercial negotiations. A problem is left to "simmer" on a low flame while other problems are solved. But he should not be forgotten to "burn". If you allow your opponent to put an issue aside during the negotiation and do not take steps to bring it back to the fore afterward, you will be the one to lose the tan.

In some cases, the application of this method is beneficial to the applicant. For example;

- there is not enough information on a given problem;
- one of the participants in the negotiations does not have the necessary credentials;
- it is necessary to clarify other issues first;
- the emergence of an inappropriate topic on the otherwise smooth negotiations so far.

The main goal of this technique is to achieve continuity in the negotiation. When using the "tan" technique be firm, and when it is used against you, turn it into an advantage.

9. Technique of the "explosion" ("the explosion of a bomb"). This means throwing something unexpected, confusing, into the middle of a negotiation in order to obtain a discount or information that cannot be obtained in any other way. The key to this method is timing. This technique can also be used when negotiations have dragged on quite a bit. The approach can also be expressed in the throwing of surprising information or an unexpected request. The only thing we can be sure of if the technique is directed against us is that the opponent is forced to use this last chance. A well-planned "explosion" is a destruction of our own strategy. External calm must be maintained, the extent to which the explosion has a stable basis ascertained, and an attempt made to eliminate the outburst. Done well, it can be devastating. Make sure you are aware of the protection available.

10. Technique of the "Russian front". This technique has several versions. The easiest application is when the opponent relies too much on their knowledge. Talking about his company, quality and problems can prove to be powerful weapons in the next stages of negotiations. Another kind of application is to tactfully and persuasively press for more information, the opponent thinking at every point that the deal is almost done, that just one more small step forward and things will be settled. The

third form of use of the "Russian front" requires far greater skills. You provide a number of small concessions without arguing much. Or if you allow an argument, you allow yourself to be easily persuaded. You can even afford to look weak and unprepared. Your opponent will let his guard down. If you very tactfully ask him for a significant discount, he is confused and confused. He'll probably agree. As with all other techniques, beware of being used against you, especially when the opponent is backing down slowly. The "Russian Front" can be your downfall if you don't feel it coming.

11. Technique of "straw questions". The key approach to them is that they have no real content. A popular way to use this technique is to bring up an issue, discuss it in part, and remove it. So there remains the threat that you will again subject it to debate and that you consider it essential. The secret of applying the technique is that no agreement should be reached on these matters. It will immediately be discovered how insignificant the matter is and it remains worthless. There are two main methods of dealing with "straw questions" when they are used against you. Politely but firmly address the issue until it is clear that it is irrelevant to the negotiations. You allow it to be set aside, but comment on how pleased you are that he will not disrupt the negotiation at this time. If it is returned either ignore it or discuss it as in the first approach. Careful use of "straw questions" can strengthen positions, and careful defense can destroy them.

12. Technique of the "preemptive strike". When you know you are likely to be attacked or criticized on an issue, an effective approach is to "preemptively strike." The technique consists in giving an answer to an unasked question and thus avoids the danger of being put in an awkward position later. Целта е да се предусети атаката и да се лиши от съдържание. An alternative form of "preemptive strike" is the *fait accompli*. This means that you have taken action in a certain direction. The "fait accompli" technique is used as a jump to the agreement. There are also elements of risk, since the deal can be rejected if the strike does not is acceptable. The "pre-emptive strike" can eliminate difficult stages in the negotiation.

13. Technique of "stunning". This approach is used as a backup and usually cannot be planned. It is a strong remedy against an unreasonable claim of the opponent. Surprise should be evident in the answer. The "stun" must be maintained until the opponent retreats. Or if you've stated that you're stunned, you should stay that way until there's a good reason to move forward.

14. Technique of the "examination". The test technique does not expect a definite answer, nor is it expected to achieve any significant advantage. The susceptibility of the enemy position must be determined. An important factor in the trial is that you must have arrived at a problem that both parties find difficult to resolve.

At this point, you give a new impetus to the negotiation and the opponent is obliged to discuss your idea. Whoever conducts the "trial" technique has the following advantages:

- the speaker has the advantage of the first strike;
- there is an understanding that there is a problem that could blow up the rest of the agreement;
- the question offers an approach to the problem without necessarily perceiving a solution in this direction;
- the burden of finding permission is shifted to the opponent;
- the speaker is in control of the negotiation. Testing can rarely be thorough or superficial, but it rarely produces an immediate result.

15. Technique of "bad news and good news". This technique is often used by salespeople for psychological impact in both directions. Some prefer to close the door first and then open it again. This is a means of forcing negotiations as well as obtaining a discount. Suffice it to say that bad news can be overcome with the help of a substantial gesture on the part of the opponent. If this technique is used against you, the proper defense is to ignore both the bad news and the good news and try to get back to your previous position. You need to determine whether the opponent has indeed changed the battlefield, and also whether the news is equally bad for him. In conclusion, bad (good) news can throw a negotiator off balance, but not one who thinks and does not forget about his goals and desires.

16. Technique of "offering something better". The technique is easily explained. When you feel that something more can be gained from a given negotiation, but you are not clear at the moment exactly what, you can condescend to the opponent's indefensible position; "But I thought you'd take it more seriously." Or: "I thought you'd come up with something better." This will be even more effective if it is said in the tone of an impatient person who is wasting his time. How to protect yourself if such a technique is applied to you- Appropriate questions are: "By saying better, which area exactly do you mean and what exactly are you talking about?" and more: "If you really don't know, let's stop wasting each other's time". If you want to use this technique, you must be sure of its success. It requires that your opponent is also susceptible and has more concessions.

Topic 13

ETHICAL AND SOCIAL PROBLEMS OF SELLING

1. Business ethics in selling

According to Webster, ethics is the discipline of standards, of what is good or bad, right or wrong in conscience and moral obligation, possession of moral principles and systems of principles for governing individuals and their groups. In general, morality refers to the practice of acting rightly, while ethics represents the theory of right government. Ethics deals not with things as they are, but with what they

ought to be. This implies the need for analyses, assessments and development of normative criteria for decisions of an ethical nature.

Business ethics deals with the relationship between the practice of business and the moral concept of right and wrong. In business, judgment of right and wrong has traditionally been based primarily on economic understanding. But when discussing business ethics, it must be carefully explained that personal, professional or company ethical standards are being discussed. The ethical nature of business involves conflicts between three standards.

All individuals develop their own standards of ethical behavior for their personal lives. But when the individual becomes a salesperson or manager, he must also think about the company. Because firms compete, organizational goals of profit, growth, and survival can override personal ethics. It is a managerial force that affects the value system or concept of the acceptance or non-acceptance of the business practice. An individual who opposes the company's value system will not make a career.

Professional ethics differs from individual ethics in the adoption of the perspective of the collective and the adopted practice of professionals. Professional ethics differs from company ethics in emphasizing the norms of the profession as the basis of authority more than those of the firm. Too often advertising, marketing research, accounting, law, etc.

"Ethical" avenues for advertising professional medical, dental or legal services may be criticized for promoting price competition for such services.

These three ethics - personal, company and professional should be well balanced. Professional ethics can help standards of business practice (e.g. marketing research, selling, advertising) when the firm tries to propose unethical actions such as "doing what other firms are doing", "fighting fire with fire", etc. Business ethics emphasize profit and growth, check professional ethics as "unreasonable" standards of business behavior. Individual ethics oppose any exclusive company or professional control that might threaten personal standards—for example, if a sales manager tries to persuade salespeople to offer bribes to important customers in order to win deals.

In an ideal world, all three ethics may not have serious conflict with each other when new situations arise. But until that utopian day, sellers must adjust their balancing systems when making business decisions.

"Success at any cost" cannot be tolerated among salespeople and managers. A salesperson who finds the high-pressure sales strategy poetic should be able to have a different opinion and not be forced to act against his understanding.

In part because of its high visibility, direct contact with customers, and little artistry involved, personal selling attracts more criticism on ethical grounds. Door-to-door salesmen and car and real estate salespeople receive more criticism than any other profession. A survey of about 4,000 readers of the American magazine "Chemical Engineering" shows that 31% of them find chemical equipment dealers "moderately to extremely unethical." And only 24% of them find them ethical.

What is ethical behavior?

Sales personnel often face ethical dilemmas. Ethical behavior means treating others first and foremost with sincerity. In particular, it includes the following aspects:

- to be honest;
- to maintain trust and confidentiality;
- to follow the rules;
- have good manners;
- to have a fair attitude towards others;
- to demonstrate loyalty to the company;
- carry your share of work and responsibility with 100% success.

2. Social responsibility of business.

Corporate social responsibility refers to the profitable service by staff to customers in an ethical and legal manner. This definition includes the individual salesperson, recognizing that he or she is an important resource of the firm and must be treated responsibly, just as the salesperson must treat customers ethically. Oftentimes, businesses operate with the goal of maximizing their profits. Indeed, it is important to the company, as well as the GPA of the students. Profit provides the capital to stay in business, expand operations, or offset management risk. An inherent responsibility of businesses is to make a profit while serving society.

Sales managers and salespeople are usually charged with selling in any number of ways. The drive to achieve a sale at any cost is doubly punished by the laws created and by the new kind of professionalism of those who have chosen trading as their profession. Let's briefly see why business today should act responsibly and what should be the behavior of managers from an ethical point of view.

What does social responsibility involve?

There are many reasons that show the social responsibility of business:

1. It is expected by society.
2. It allows the business to function for a long time.
3. Shows social responsibility.
4. The sellers are representatives of the company and the person of the company-
5. Minimizes price competition in retail.
6. Reduces government interference.

Society's expectations. Sales managers must understand that they are in business to serve customers profitably and responsibly. Sales practice should not confront society. If the firm grows, so does its industrial power, and greater responsibility is expected by virtue of the equality: **power (power) = responsibility**

Better functioning in the long run. If the sales force works entirely for short-term goals, the result is irresponsible sales practice. At the corporate level, the executive functions of the firm aim to ensure its existence for a long period of profit, but the sales staff has difficulty because they work in the short term. He is faced with monthly, quarterly and annual sales targets that create pressure to sell at all costs. Merchants must constantly monitor their sales and minimize their pursuit of unethical and illegal sales practice. Pressure on the sales staff should be kept to a reasonable level that allows responsible sales techniques to be used. To increase sales through high pressure is an unethical sales practice for salespeople. Sales may increase for a short time, but then customers will find out, back away, and sales will decrease.

Responsibility to the public. Sales managers and their salespeople are often involved in community activities and non-governmental organizations. This means getting involved in club activities, helping the homeless, the poor, working in environmental organizations and much more. Many salespeople participate in industry and trade associations. Some companies appear as sponsors in public life.

Sellers as representatives of the company. Would you like to see your salespeople bring customers back or just chat with them? Of course, salespeople contribute to a company's image, and over time, customers can expect all of a company's salespeople to act this way. But buyers can also expect unfair treatment before they've ever done business with the company. Both actions cost the company dearly, and sales managers cannot take the position: "Hear no evil, see no evil, speak no evil!". They need to re-examine whether hitting sales quotas is causing salespeople to sell unethically.

Minimizing price competition. Often in competitive industries, if one company lowers prices, the other companies follow suit. This happens if the company uses an unethical practice. Maintaining ethical standards can reverse price wars between firms. Reducing government interference. Sales managers prefer less government intervention in their business. Because the business community has not acted responsibly for years, state regulation has recently intensified. To make government intervention less necessary, managers should implement and follow a code of ethics and help the government guide business practice. There are countless ways in which companies can demonstrate social responsibility.

Here are, for example, 10 actions that a company can take to increase social responsibility:

1. To take corrective action before it is requested or required by the practice.
2. Work with affected customers selectively to resolve their issues.
3. To work towards the establishment of industry standards and self-regulation.
4. Publicity through the press for better perception of mistakes.
5. Involvement in accepted institutional and social programs and empathy with them.
6. Assistance for programs related to environmental protection.
7. Creation of a company management code.
8. Problems and needs for satisfaction on a social basis.
9. Striving not to make quick and peak profits without assessing the consequences for the image and public recognition of the company.

3. Ethical aspects in the work of sellers

Salespeople must be sensitive to ethics as they work with a variety of people and businesses, including entering into relationships within their own businesses with co-workers, customers and competitors. Ethical aspects in the work of salespeople can be classified into several groups according to their relationship with:

- the customers;
- company managers;
- the partners;
- the competition;

- the employers.

3.1. Ethical aspects in customer relations

In the long term, it is very difficult to retain a customer who is "dexterously" manipulated by a salesperson through a poetic sales practice. There is no customer who would stay long with such a seller. And since the pie-important secret of selling success lies in repeat sales, the most important thing is to retain the customer, and this can only be done in an ethical way.

This presentation will outline some of the unethical ways in which we treat our customers that should be avoided in order for the company to have long-term success.

A. Promises that will not be kept. Often times, in order to win the sale, some sellers promise more than they can actually deliver or set false deadlines. They deliberately act this way, believing that the customer will later accept a logical explanation for the default in quantity or timing. However, such actions sooner or later backfire against the seller, and what is even worse - against the company.

B. Circumventing the truth. Not telling about the problems with the product or service or lying that there are problems with the competitor's product or service is considered extremely unethical. **C. Selling larger quantities than the customer needs.** Customers don't always know how much stock they need. In such cases, unethical marketers can persuade them to buy more.

C. False Information. In an attempt to better represent the product to customers, some sellers provide false, potentially dangerous information about their competitors.

E. Gifts, bribes. Bribery is illegal and can cause serious problems for the company's vendors. However, some sellers believe that since they value their customer very much, they have the right to secretly give him an expensive gift.

F. Entertainment. Taking the client to dinner, to a game, to a cocktail party is an expected part of business. But entertainment should not be a bribe to influence the customer to buy.

G. Preferences. There are always customers that the seller prefers, but the ethical seller should not show it (especially in cases where the products are in limited supply). Other customers will perceive it as unequal treatment and may refuse to do further business with the company.

H. Price discrimination. It is forbidden to sell to customers at different prices. Giving discounts to certain preferred customers is also an unethical act on the part of sellers.

I. Related Sales. The seller states to the customer that he will sell him the highly desired product only if he also buys other products from him.

J. Reciprocity. This means to buy if the buyer is at the same time selling products to the seller. Both countries sell products to each other.

K. Exclusive Dealership. If the wholesaler or retailer has contracted to buy exclusively from one supplier.

L. Sales Restrictions. In door-to-door sales, the buyer has the right to receive a written confirmation that he can refuse within ten days the product that was brought to him and offered by the company.

3.2. Ethics in the relationship between managers and salespeople Managers have a social and ethical responsibility to the sales staff. Salespeople are recruited, hired, trained and given important responsibilities to the company.

They represent a significant financial investment and should be treated as professionals. Sellers should not be put in a position to compromise their conscience and the company's requirements. A sales situation can be ethical or unethical. Many sellers operate in a "gray" area between the not entirely ethical and the not quite poetic. Here are some ethical aspects that sales managers should be aware of:

A. Level of selling pressure. What is an acceptable level of pressure on salespeople?

To set targets by managers, given that the chance of selling is 50/50. Sales managers also know about the changes in the market that happen every day. There could be a change in the territory that would put even the best seller out of business. However, it is also bad if the goals are very low. These are all questions that managers ask themselves. There are no right and wrong answers, no ready-made recipes. Managers are responsible for group goals. There is a tendency in companies to push salespeople to meet targets. Some top-notch managers motivate their salespeople without pressure.

Quota management, well and judiciously set, is an excellent means of executing the sales plan. The objectives must be achievable and take into account the individual in the territorial situations. Setting unrealistically high sales goals and maintaining constant pressure is unethical behavior, even if salespeople are introduced to quota setting and understand the reasons behind it.

B. Territory Decisions. Solutions are for territories and sellers at the same time. For example, the company can increase the number of territories, which affects the management of the individual territory. The seller may have spent years building the territory and have good current sales volume. By changing its territories, some of the regular customers are taken away. If the goal is to reduce the number of territories, it must be professionally explained to the sellers what necessitates this. Very important when deciding the issue of the territories is who will take over the very large customers, called "key". Often times, the salesperson responsible for the respective territory is not trusted, but the sales manager himself does the work. When distributing the territories, an act of acceptance by the

seller of the territory must be made, which he certifies with his signature. If further changes are required, a new deed must be signed and the new territory negotiated.

C. To tell the truth. Should the truth of the sellers always be said? For example, tell a salesperson that you are moving him to the poorest territory in terms of customers. Or tell a salesperson you want to get rid of that they could do a better job at another company. The manager can assure him that he doesn't want to ruin his future. It should be emphasized that in most cases sellers prefer to hear the truth.

D. The Sick Salesman. What help should be given to sick sellers, let alone mothers, to sellers with a very difficult social situation? Many companies are getting rid of them. It is proper to pay social benefits. To support saleswomen while they raise their small children - Even more so in cases where they have been trained and are good salespeople for the company.

However, if in the territory in which they work, their illness has a negative effect on the company's business, they must be removed from it.

E. Workers' Rights. Sales managers must protect the legal rights of employees and develop strategies to organize their compliance. Here are some employment law questions that managers are required to answer:

Under what conditions can a company fire staff without breaking the law?

What rights do sellers have regarding trade secrets?

How are the rights of women and mothers protected?

When hiring, sales managers must be very careful to select suitable personnel, coordinate through proper labor organization their rights and obligations, and the employment contract should be concluded in such a way as to avoid subsequent payment by the company.

F. Payment. Salespersons are paid for their labor on time or on commission, or bonuses are paid plus reimbursement of expenses incurred in traveling and making deals with customers. The company acts ethically by promptly paying all mentioned types of payments for the work performed by the sellers.

3.3. Ethics in dealing with colleagues Some combative salespeople may engage in unethical behavior in their efforts to win over their partners. Here are some of these immoral acts:

A. Taking customers away from colleagues. Entering another seller's territory, persuading customers from two different territories to buy from his territory are examples of unethical actions, leading to disputes between sellers

B. Contributor Charges. Usually, salespeople, in order to win the internal company competition, blame other associates in the company if their work is not disputed. For example, to justify his own failure, the salesperson says that the secretary forgot to leave the message or that another employee did not provide service to the customer, etc. These are all statements that are detrimental to other colleagues and are unethical.

C. Actions with Conflicts of Interest. When dealing in real estate through agents or brokers, there is often a potential threat of conflict of interest between the sellers and buyers that the agents or brokers represent. For example, should the agent convince the buyer to pay the highest price for the seller's house and make the highest commission, or lower it, but accept the lower price from the seller? Most real estate agents must walk a narrow ethical path very close to both sellers and buyers.

3.4. Relations with competition.

It can be argued that it is always fair to go to war with the competition, that competitors are playing "war and peace", but still, strong and ethical sellers must treat their competitors with loyalty. Here are some unethical actions to avoid:

A. Anti-Competitive Speaking. Making negative remarks about competitors' products is not only unethical, but also creates a bad impression because the customer will think that the seller is afraid of his competitor or will wonder what is being said behind his back.

B. Destruction of Displayed Products. It is absolutely prohibited by law if during an exhibition, trade show or simply in the window display samples are removed, moved or pushed, broken. This is damage to the presentation of the competition and is punishable. No merchant will profit from such an action, but will only destroy the image of his own company.

C. We spy on competitors. Sellers can use many avenues for their own espionage - socializing and gathering with the other firms' sellers, using the other firms' customers to gather information about products and prices, or posing as customers of the other firms. This is not illegal in commercial practice, but the ethicality of such actions is still questioned.

3.5. The ethics of sellers in relation to the company.

Salespeople as well as sales managers can abuse their employers and such unethical practice can affect other employees in the company. Therefore, such manifestations must be nipped in the bud before they happen. These are some of the following types of actions:

A. Misuse of Company Assets.

Съдържанието на този материал за обучение е отговорност единствено на РЦПО към ТПП-Благоевград и по никакъв начин не може да се приема, че отразява вижданията на Европейския съюз, участващите държави, Управляващия орган и съвместния секретариат.

Unwitting sellers can waste company assets by running up large accounts, using company equipment for personal purposes, doing personal business during business hours, etc. The most frequently misused assets are cars, expense accounts for business lunches and dinners, samples given to customers, driving a company car for non-business trips, making non-business phone calls from work, etc. Anything that can be used for personal gain is considered an unethical act towards the company and its management. It cannot be proven whether the very expensive sample was actually given to any very prestigious client. Sometimes clients are offered bribes or, worse, racketeering. Sometimes, some items sold may be listed as damaged when they are not, just to credit the service or warranty costs - again to the benefit of the crafty seller who wants to defraud their company.

B. Working in two places.

Sellers are not controlled by time and place. In this way, they can work a second job, even for a competing company, or participate in a completely different kind of private business. And so they try during part of their working time or during non-working time to work extra, but this affects their general ability to work. And most importantly, they do it secretly from the company management, from their employers.

C. Promises to Customers. Some sellers, in their desire to convince customers, burden themselves with promises that products can be returned after a complaint. This practice is very bad for the company and increases costs. There are certain conditions under which complaints are accepted, but not in all cases and not with such empty promises.

D. Falsification of sales. When preparing the sales documents, the dates of the conclusion of the contract, of the actual delivery or of the payment may be filled in incorrectly. This, in conditions of interest rate changes, can lead to personal enrichment at the expense of the company. Other inaccurate reports are increased number of visits, phone calls made to customers, etc. Changes to the contract documents may be made with or without the consent and knowledge of the client. It depends on whether the seller and the customer are united in their lies against the company.

E. Bypassing Company Policy.

Most sellers recognize the serious reasons behind the principles of company policy. But sellers who always "know a lot" try to get around these situations. For example, in their attempt to make a special deal, make a special delivery or show a special attitude to a customer they prefer. This can lead to friction between sellers and disappointed customers and affect the company's core interests.

F. Influence on Other Sellers.

Often, the unethical behavior of individual salespeople can affect other salespeople in the company. Some brash salespeople who clearly benefit themselves by entering into contracts that violate company policy set a bad example. Sometimes such sellers give part of their ill-gotten gains to their colleagues to ensure their silence.

What can be done to avoid as many of the mentioned unethical actions on the part of sellers as possible? Top managers should have a clear policy on ethical behavior. Top company management should develop a program with goals that salespeople will not be forced to engage in unethical behavior related to customers, competitors, and colleagues within the meaning of the issues addressed in this article. Managers are within their right to enforce labor discipline and ask wrongdoers to correct themselves. Each company may have its own code of ethics. The company should become a place to monitor the behavior of sellers and build its own supervision mechanism. Formal procedures should encourage honest employees to report when there is a precedent. Careful checks should be carried out. The responsible role of the seller is expected by society in the long run.

Here are some specific actions that would help the management of the trading company to improve the work related to business ethics and social responsibility to the society:

- Training and education programs for salespeople.
- Implementation of a medical and insurance policy by the company towards its employees.
- Holding collective meetings with sellers outside of working hours to celebrate national and family holidays.
- In all cases, observing ethics in trade and maintaining high social responsibility helps to develop the business properly, to increase the sales volume and profit, The sales function is the only one that is equally important for the sellers, for the customers, for the companies and for the society generally.

