Consultative Selling Skills
Central Principles

CUSTOMER EXPERIENCE

WINNING ATTITUDE
Consultative Selling

• What does consultative selling mean to you?
• What is the challenge?
• What makes it so hard?
• What is the benefit?
Course Goal

• Learn Consultative Selling
  – Explore
  – Experience
  – Discuss
  – Practice

• Prepare you to successfully achieve sales goals by using the sales model
Why use a Sales Model?

- Structure to work with customers
- Ensures your selling more effective
- Standardized sales approach
- Ensures the SRL brand
- Enhances selling skills
Steps

- Call reporting
- Knowledge
- Set priorities
- Post call analysis
- Call execution
- Call Planning
Knowledge

Data

Information

Knowledge
Definitions

• **Data** – Symbols and signal readings including words, numbers, diagrams, images, and sensor and/or sensory readings of light, sound, smell, taste, and touch.

• **Information** – a message that contains relevant meaning, implication, or input for decision and/or action.

• **Knowledge** – (1) cognition or recognition (know-what), (2) capacity to act (know-how), and (3) understanding (know-why) that resides or is contained within the mind or in the brain.
Knowledge

• Product knowledge
• Strategy knowledge
• Territory knowledge
• Customers knowledge
• Competitors knowledge
Product knowledge

• Thorough understanding about our tests/panels and background knowledge
• Knowledge of related disease/s
Strategy knowledge

- What’s our current promotional strategy
- How it’s going to impact the business
- What are the risks if the strategy not followed well
Territory knowledge

• Geographical knowledge of the territory
• Understanding of patients profile in the specific areas
• Dynamics of the territory
  • Unique aspects of the territory
  • Traffic conditions
  • Local festivals
  • Anything else??
Customer knowledge

• Qualification
• Profile
  • Mass or class
  • KOL
  • Expectations from sales people
• Social Profile
  • Wants you to be quick
  • Enjoys talking
  • Price conscious
  • Hardly speaks
Before you begin to think about your future objectives and how you can reach them, you need to have a full understanding of the current state on your territory.

How will you reach your destination if you don’t know where you are starting from?

What information do you think you should know here?
How will I reach to my target

- Segmentation = effective and efficient use of resources
- Segmentation according to:
  
  Account potential Vs Current Business

- Which accounts do I need to develop and maintain to prevent loss of sales in the short and long term?
- Which prospect accounts will my future growth come from?

Your Target Accounts
Competitors knowledge

• Direct competitors
• Indirect competitors
• Their strategies and tactics
• How can we beat them
  • Drawing a longer line is always better...
Set priorities

- Eisenhower grid

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<th>Importance</th>
<th>Urgency</th>
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1. Urgent and important: Do it now
2. Important not Urgent: Decide when to do it
3. Urgent not important: Delegate it
4. Not Important not Urgent: Dump it
Call Planning
What you will learn...

- The importance of pre-call planning
- What and how to prepare for a sales call
- How to develop effective sales call objectives
Activity time

• Write down on the sheet of paper the details of your call planning...
• Share with larger group
Balloon Tower Activity

- Divide into teams
- Use your creativity to build the tower with inflated balloons
- Stick the balloon with masking tape
- The tower cannot be pasted to ground/ table
- The tower should stand on its own
- Team with tallest tower wins

15 minutes
What are your learnings?

• Did we plan or jump to action?
• Did we set an objective first?
• How was team coordination?

• If we do this activity again, how will we do it...
• Can we relate this to our day to day activity...
Call planning

• Why is it Important to have written Objectives?
A study on 1997 Harvard MBA students asked then, “Have you set clear and written goals for your future and made plans to accomplish them?”

Only 3% of the graduates had written goals and plans; 13% had non-written goals and 84% had no specific goals at all. Ten years later, they were interviewed again. The 13% who had goals were earning, on average 2X as much as the 84% who had no goals. And the 3% who had clear, written goals were earning, on average, 10X times as much as the other 97% put together.
Call Objectives

• Primary Objective
• Secondary Objective
• Minimum Outcome Objective
Call Objective Review

- Specific
- Timeline. Achievable in the timeframe?
- Is it realistic? Attainable?
- Measurable
- Most difference to your performance
- Move you forward in the process

SMART
Call execution

Make It Work
Call Execution

• Opening
• Discover
• Demonstrate (Detailing)
• Close
Call Opening

• Attention of a customer
• Benefit and purpose of the sales call
• Confirms that is what the customer has agreed to discuss
• Refers to the previous sales call(s)
Effective Openings

• Align your expectations with the customer’s
• Show that you are organized
• Show your concern for making the best use of the customer’s time
• Open up communication with the customer
Steps of Call Opening

• Observe environment
• Establish rapport
• Deliver opening statements
Observe Activity

• Watch the video
• Answer the questions
• Think about how to use your observations in a sales call
Why Observe?

• Provides a deeper understanding of the practice
• Develops a fuller profile of the customer
• Identifies information that you won’t need to waste time asking the doctor
When you arrive...

• Arrive early
• Greet the staff
• Confirm your appointment
• Talk to the staff and ask questions about their needs or ideas to improve the practice
• Gather observations of the environment
Rapport Building

• Start a sales call with rapport building
• Builds trust and respect
• You have to establish rapport before expecting a customer to listen to you
• May require different techniques depending on the customer’s communication or social style
Rapport Building

- Smile and shake hands
- Appear professional & smart
- Have a positive approach
- Match your body language and speech with theirs
- Use the power of silence to gain attention
- Keep it short, sharp and to the point
- Use appropriate small talk to build rapport
Deliver opening statements

• Purpose of the call
• Connecting with the previous call
• Directly stating a benefit
• Probing
Discover
What you will learn...

• Identify and use effective methods for actively listening to customers.
Steps of Discover

- Question to Uncover Needs
- Summarize and gain agreement
Work Shop

• Write 5 common questions that you use when you are selling to your customers.
• You may also write questions that you believe your colleagues ask during a sales call.
Type of questions

• Open ended questions

• Close ended questions

An **open-ended question** is designed to encourage a full, meaningful answer using the subject's own knowledge and/or feelings. It is the opposite of a closed-**ended question**, which encourages a short or single-word answer.
Type of questions
Power of questions

• “What direction does this question send the customers attention and what are the likely responses that I will get?”

• “How focused on a business outcome is this question? Can you effectively sell to the information the question will gain?”

• What impact might this question have on generating / maintaining the rapport I have with the customer?”

Questions
Activity Directions

1. Person A  
   {NAME}

2. Person B  
   “Yes”

3. Person A  
   “Listen” (read out card).  
   What did I just say?

4. Person B  
   (Repeats back the sentence)

If Person B is correct,  
Person A:  
   “Yes, thank you” (Go back to step 1 and repeat with next card)

If Person B is incorrect,  
Person A:  
   “No, Listen” (Repeat back statement)
Listening

• We change what we hear:
  – Delete
  – Distort
  – Generalize

• How do you know someone is listening to you?
Listening exercise

- **Goal** - Practice active listening and to feel what it is like when someone is actively listening to you
Listening Example

“Very Good, Sir.”
Listening To A Customer

- Giving the person who is speaking your full attention
- Hearing and understanding what the other person is saying
- Being interested in understanding the person
- Making eye contact -- appearing interested
- Asking questions for clarity and new information
- Parrotphrasing, repeating back what some said to ensure you understood.
• Telephone number activity
• Tel no Video
Propose (Detailing)
Steps of Proposing

• Propose/ Detailing
• Resolve Objections
• Confirm
How it is Important!

• Link discovered insights and understandings to proposal
• Customer will then have confidence in recommendation with fewer objections
Detailing

• Propose a solution, linked to previously stated customer needs
• Successfully use sales aids/proof sources

Key points:
• Holding the VA right
• Detail the text well (knowing the verbatim is essential)
• Voice modulation
• Effective use of pointer
Demo: Using Sales Aids/Proof Sources
Demonstrating Capability

1. **Confirm** challenges/opportunities

2. **Show** customers that you have a solution that helps them solve their problems

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*Always sell benefits!*

Ask yourself, “What **problems** does the product **solve**?”
Propose / Close Role-Play

• Break into pairs, alternate roles
• Start with propose and go for the close!
• Partner, observe for:
  – Parrot-phrasing
  – Use of sales aid
  – Linking to customer needs
  – Effectiveness of the close
Resolving Objections
What you will learn...

• Steps of resolving objections process, including the purpose of each step
• Successful use of the objection handling process to address a concern of a customer.
• Strategies specific to pricing objections
Objections: What and How

• Are simply a concern, question or a feeling that the customer either shares, implies or is not saying.

• Are an opportunity to move forward in sales process.

• Should address concerns factually and by focusing on core issues.
Types of Objections

- Misconception
- Skepticism
- Real drawback
- Real complaint
- Value
Resolving objections

Objections are the rungs of the ladder to sales success
Advantage of objections

• They let us know what concerns the customer most about our product / presentation.

• If there are objections from the customer’s side, we can be sure that the message is being received.

• Objections are encouraging signs of customer’s interest.

• Objections give direction for the call.

• They are a chance to fulfill the customer’s need.

• Objections make the calls challenging, and so, interesting.
Steps of resolving objections

~ HEAR THEM OUT
~ CUSHION
~ REFINE
~ ANSWER
  • Agree
  • Deny
  • Boomerang
~ CONFIRM THE ANSWER
~ AFTB!!!
Hear them out

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<th>Words from customers are hard to come by. When they talk, it is better to let them talk.</th>
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<td>Show that you are listening by using encouraging signs like nodding of head or use encouraging statements.</td>
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<td>Do not interrupt in-between.</td>
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<td>Do not jump to conclusions and step on sentences. WAIT FOR THE GEMS.</td>
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Cushion

- Discipline yourself not to jump in with the answer just as soon as the objection is raised.
- The objection could be a not so very specific one. It is better to take time, think, and then respond.
Examples of cushioning statements:

• “Thanks for bringing this up ...”
• “Many of your colleagues have asked this before...”
• “That must be a real cause of concern for you...”
Refine

• Before you respond to a question, *make sure* that you have **understood the question** and the **bias behind** the question.

• Most objections can be narrowed down to a more specific objection. This process of getting at the more specific objection is called **Refining**.

**NON SPECIFIC OBJECTION**

  \[\text{REFINING} \quad \rightarrow \quad \text{Probe, Listen, Verify}\]

**MORE SPECIFIC OBJECTION**
While Refining, Remember:

- That **probing** should be done without causing your customer to feel defensive.
- Probing should not sound like an accusation.
- Requires a lot of care and empathy.
- **Listen** carefully to the responses to your probing and show that you are listening. Pay attention to the signals given through facial expressions, tone of voice, eyes and body lingo.
- When you think that you have identified your customer’s objection properly, **verify** or **confirm** with a statement like “Doctor, what you are saying is...” and then **ANSWER**.
There are 3 very useful answering techniques to handle objections.

1. **Agree:** Agree to disagree. Start with something like “Yes, you are right....however.....”

2. **Deny:** A technique to be used when the competitors have been at work, resulting in a misconception in the customer’s mind. Without blaming the customer, politely deny and clarify to the customer.

3. **Boomerang:** Use the objection itself to your advantage. For example, if the customer says that XYZ is too costly, you could say “had it been more economical, then all and sundry would be using it and eventually reducing the class of users”
Anticipating objections

It is better to, during the pre-call planning, anticipate objections and prepare a suitable response beforehand.

The detail talk can also be suitably tailored in such a way that the (anticipated) objection will be taken care of.

“Price” is a frequent objection that can be anticipated in advance and prepared for.
Confirm the answer

After you have answered the objection in a way you feel should overcome it, confirm that you have. Ask things like:

i) That clarifies this point entirely, don’t you agree?
ii) That’s the answer you were looking for, isn’t it?
iii) Now that’s settled entirely, isn’t it?
iv) Hope, this serves the purpose, isn’t it?

AFTB
Once customer gives nodding signal / buying signal/ yes after confirming your answer, go for AFTB.
HANDLING BEHAVIOUR
Four common customer behaviours that you will be faced with are:

1 SKEPTICISM
2 INDIFFERENCE
3 STALLING
4 ACCEPTANCE
SKEPTICISM

Implies that the customer has a genuine doubt about your package of solutions. Therefore he needs to be more clear on certain aspects or he needs 
MORE PROOF or EVIDENCE.
YOUR APPROACH:

Use inputs like:

- Medical updates
- Visual aid
- Medical query system and their replies
- PI (Product Information) etc.. to give more proof and evidence.

**Importantly**, thorough knowledge of the contents and usage of these inputs is a must.
INDIFFERENCE

Implies that the customer is not able to see how your product can help him better than others (your competitors).

Therefore, you need to show

— How your package of solutions is better than competitor’s.
— How you can differentiate yourself by relating your product features to his patient benefits.
YOUR APPROACH:

Highlight the differences over competitors:

- You are the main difference. Your intent, competence, work, attitude, persistence, understanding about your customer, way in which you present your package of solutions, your creativity etc..
- Uncovering the need effectively and showing how our product fits into his need.
- Adding to the customers knowledge base, also helps in rapport.
- By using competitive FAB statements.
STALLING

Implies that the customer is feeling inhibited to use a new product because

- He fears change
- He does not perceive benefits offered by the solution package properly.

HE DOES NOT SEE

**ADDITIONAL HELP TO OVERCOME THE NO HURRY BARRIER.**
STALLING

YOUR APPROACH:

# Identifying the specific concern by probing and addressing them by again highlighting the benefits.

# Third party references can help by giving assurance to the customer and

# Providing **supportive** evidence to prove long term consistence performance, safety, convenience etc..
Implies that the customer accepts your package of solutions and is willing to use / is using your product when a suitable patient comes to him.

This is a very challenging situation because complacency will lead to the customer switching over to a competitor’s brand.

**YOUR APPROACH:**

Continuously providing reasons as to why the product that the customer is using is better than the competitors and

Maintaining an active follow-up.
Behavior

• When confronted with an objection:
  ▪ Never get defensive
  ▪ Never interrupt
  ▪ Never disagree

• And when you are really stuck and need time to think say things like:
  ▪ “Tell me more.”
  ▪ “Talk to me about that …”
Confirming

- Summarize areas of agreement
- Close probe/ trial close
- Agree on the solution (final check before asking for business)
Call Execution...Close
Predictor for Sales Success

• Asking for the business in a simple, direct manner—and at the right time!

• What is a close?
  ► Achieving your call objective
Right Time to Close

You are ready to close when you have:

- Covered necessary information
- Linked product to customer needs
- Resolved objections
- Used evaluation questions to obtain preliminary agreements
Steps to a Close

• Commitment (with customer action)

• Confirm next steps
Consultative vs. Product-Centered Close

Consultative

- Call Planning
- Discovery
- Propose
- Close

Product-Centered

- Call Planning
- Questions
- Product Detail
- Close
Call Reporting
What you will learn...

• How you will personally benefit by using a call reporting tool.
Steps of Call Reporting

Evaluate the Call
To assess your performance against your pre-call objectives

Complete Call Reporting
To manage customer information
If you think you can or can’t, you are probably right.