

# PROFESSIONAL SALESMANSHIP

## Chapter 11

# EXPANDING CUSTOMER RELATIONSHIP

*Lecturer: Dr. Michaella DeLeon Castillo*

Philippines

# LEARNING OUTCOMES

*After completing this module, you should be able to:*

- Describe the process of checking in with customers to gauge their satisfaction levels.
- Outline methods for leveraging technology to improve post-sale communication and strengthen relationships between buyers and sellers.
- Delve into strategies for addressing customer feedback and ensuring their contentment through proactive measures.

# LEARNING OUTCOMES

*After completing this module, you should be able to:*

- Explore techniques for fostering transparent communication channels where both parties can freely express thoughts.
- Elaborate on strategies for effectively addressing grievances and fostering constructive dialogues.
- Outline approaches for broadening participation in collaborative efforts.
- Detail methods for increasing the value proposition and creating mutually beneficial opportunities.

# BUILDING GOODWILL

- Building goodwill by continually adding value to the product
- Handling complaints in a timely and thoughtful manner
- Processing requests for rush deliveries

## EXHIBIT 9.1 Relationship Enhancers and Detractors

### Enhancers

Focus on long-term  
Deliver more than salesperson promises  
Call regularly  
Add value  
Keep communication lines open  
Take responsibility for problems

### Detractors

Focus on short-term  
Overpromise—underdeliver  
Call sporadically  
Show up only for another order  
Can never reach salesperson  
Lie, exaggerate, blame someone else

*source: Ingram, et.al. (2008) Professional Selling A trust-based Approach 4<sup>th</sup> edition. pp 236*

# ASSESS CUSTOMER SATISFACTION

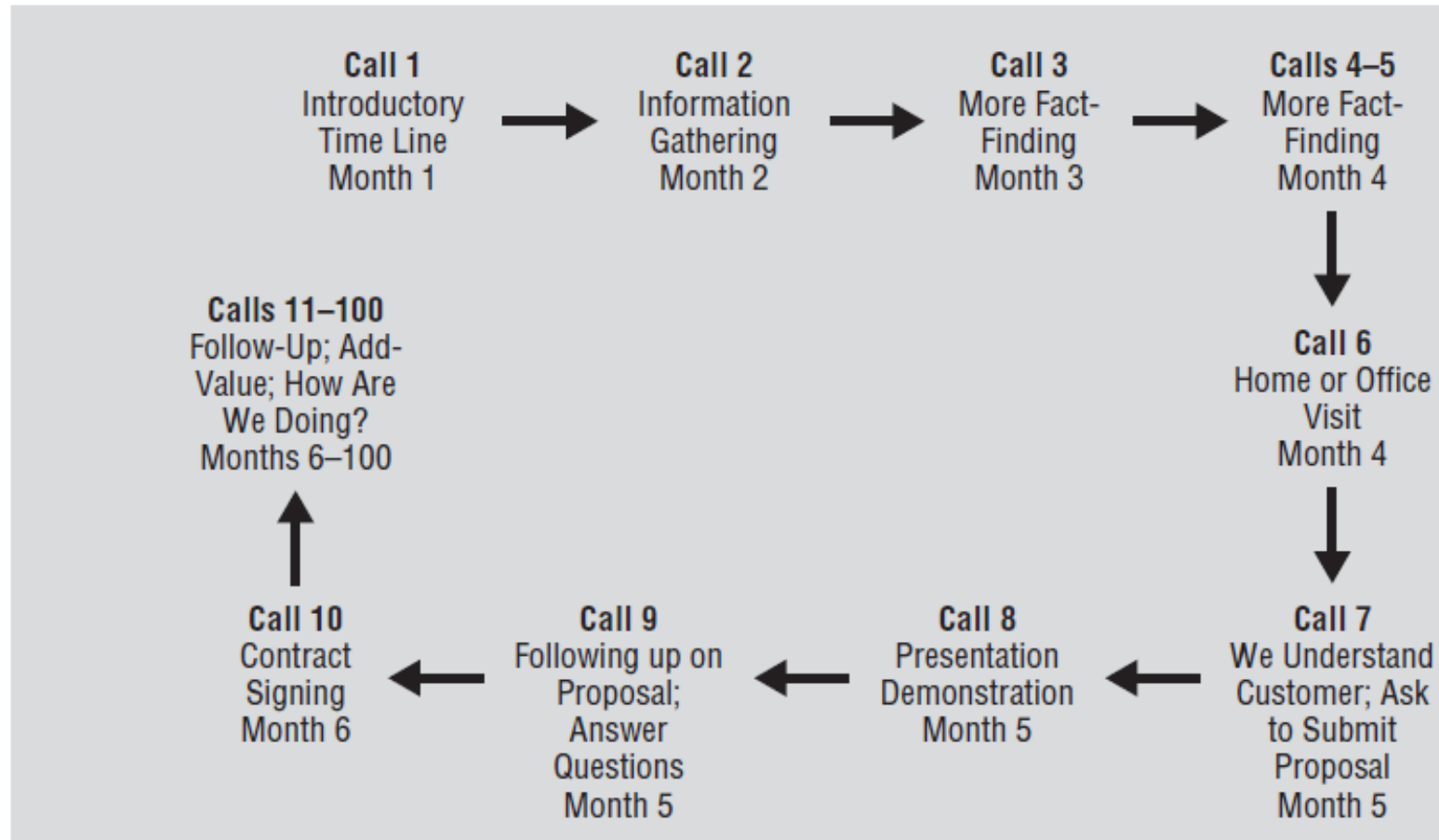
- Importance of a diligent effort
- To create a strong bond
- Routine follow-up questions

# HARNESS TECHNOLOGY TO ENHANCE FOLLOW-UP AND BUYER–SELLER RELATIONSHIPS

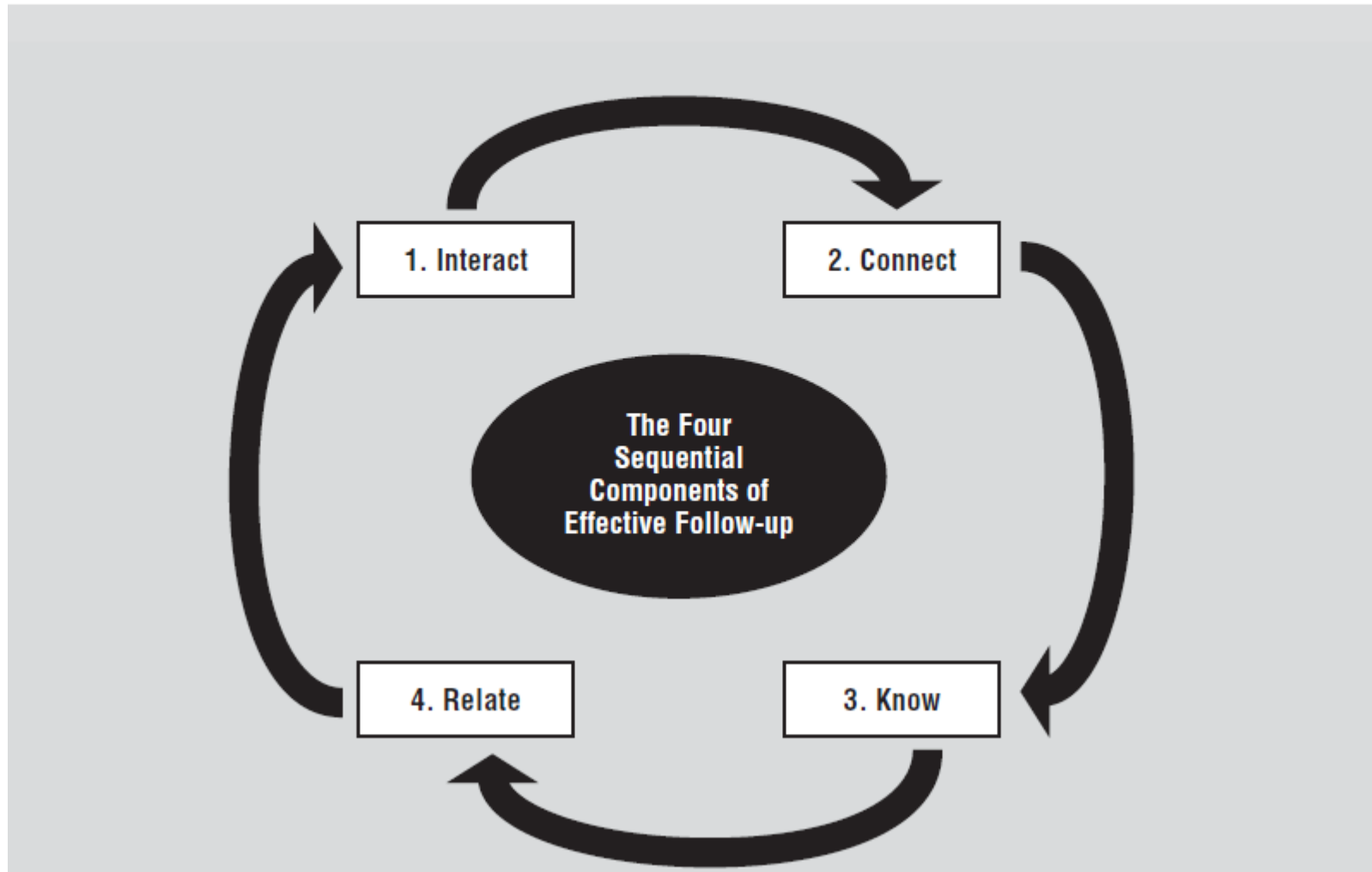
- Most Fortune 500 companies lose 50 percent
- The average company communicates only four times per year
- A 5 percent increase in customer retention can increase profits

**FIGURE 9.1**

**Ontario Systems Call Strategy**



source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4<sup>th</sup> edition*. pp 238



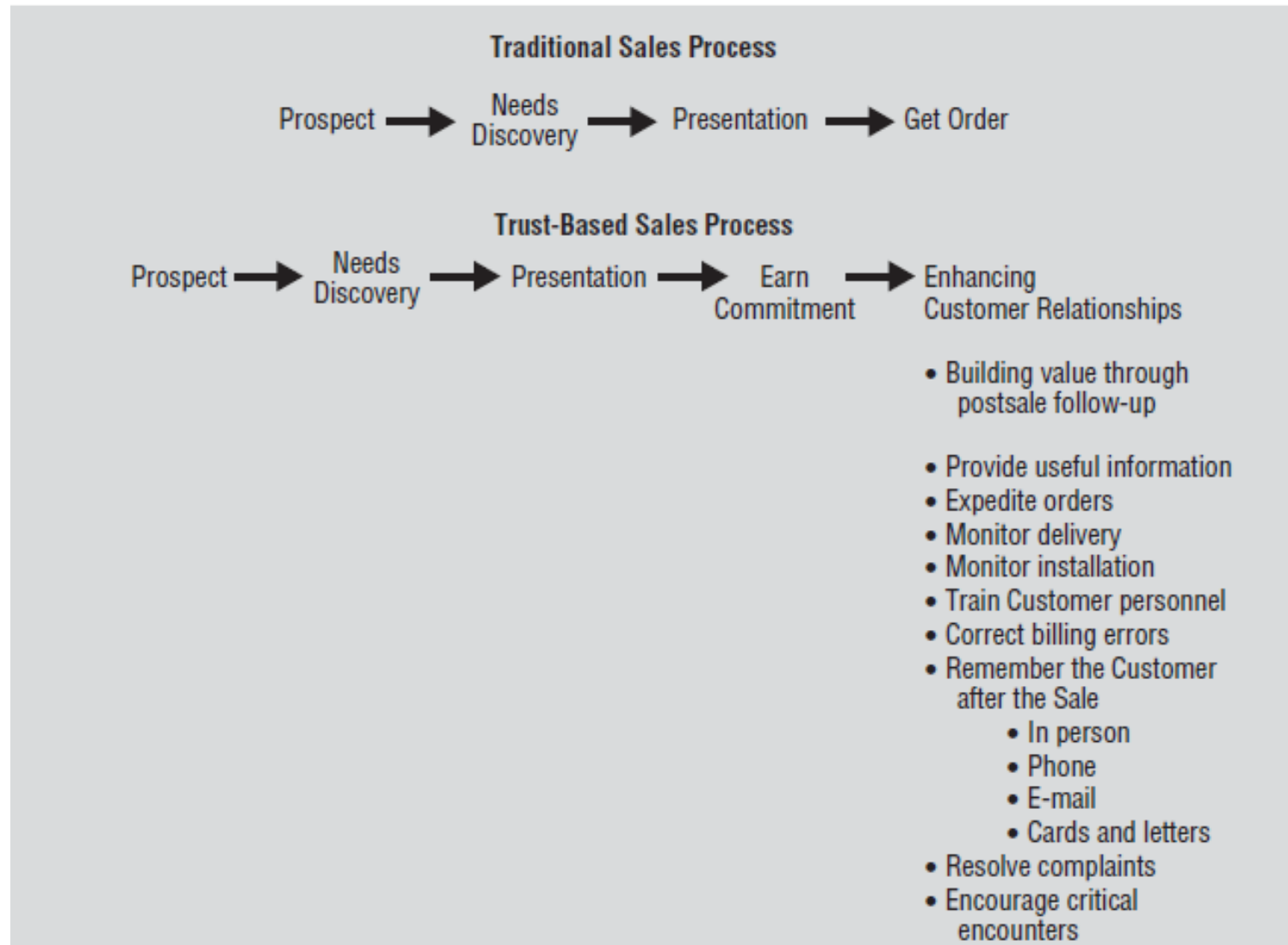
# ASSURE CUSTOMER SATISFACTION

- Providing useful information
- Expediting orders and monitoring installation
- Training customer personnel
- Correcting billing errors
- Remembering the customer after the sale
- Resolving complaints

## EXHIBIT 9.2 Relationship-Enhancement Activities

<b>Partnership-Enhancement Activities</b>	<b>Salesperson Responsibility</b>
Provide useful information	<ul style="list-style-type: none"><li>• Relevant</li><li>• Timely</li><li>• High quality</li></ul>
Expedite orders/monitor installation	<ul style="list-style-type: none"><li>• Track orders</li><li>• Inform on delays</li><li>• Help with installation</li></ul>
Train customer personnel	<ul style="list-style-type: none"><li>• Train even when contract does not call for it</li></ul>
Correct billing errors	<ul style="list-style-type: none"><li>• Go over all orders</li><li>• Correct problem before customer recognizes it</li></ul>
Remember the customer after the sale	<ul style="list-style-type: none"><li>• Set up a regular call schedule</li><li>• Let customer know you'll be back</li></ul>
Resolve complaints	<ul style="list-style-type: none"><li>• Preferably before they happen</li><li>• Ask customer how he or she wants complaint resolved</li></ul>

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4<sup>th</sup> edition*. pp 240



# Provide Useful Information

- economic relationship is established
- post-sale follow-up methods
- E-mail is another way to stay in touch
- method of communication

## EXHIBIT 9.3 Methods to Provide Useful Information

Method	Strength	Weakness
1. Personal call	Best for interactive face-to-face communication; view body language	Most time-consuming Most expensive Customers won't always see salesperson
2. Telephone	Can make 7–10 calls per hour Cell phones allow call to be made from anywhere Inexpensive Immediate feedback	May interrupt your customers Can't evaluate facial expressions
3. Mail	One more touch that lets the customers know you are thinking about them	Customers get a lot of mail Customer may not see it if secretary opens mail and tosses One-way communication
4. E-mail	Easy to get many touches Inexpensive Not time-consuming	Customer may not read e-mail everyday One-way communication

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4<sup>th</sup> edition*. pp 242

# Expedite Orders and Monitor Installation

- Unpleasant to inform a buyer of a delay
- Monitoring order processing and after-sale activities
- Investigate and attempt to do everything

# Training Customer Personnel

- Gain a competitive advantage
- Adding value
- Schedule the training sessions

# Correct Billing Errors

- customer complaints
- go over all orders and billing records
- corrects problems

# Remember the Customer after the Sale

- follow-up methods
- Personal visits
- not to forget the customer after the sale

# Resolve Complaints and Encourage Critical Encounters

- Complaints will never be completely eliminated
- Buyer's expectations
- Complaints can be avoided by being truthful

1. Late delivery
2. Damaged merchandise
3. Invoice errors
4. Out of stock—back orders
5. Shipped incorrect product
6. Shipped incorrect order size
7. Service department unresponsive
8. Product does not live up to expectations
9. Customer not informed of new developments
10. Customer's problems not taken seriously
11. Improper installation
12. Need more training
13. Price increase—no notice
14. Can't find the salesperson when needed

source: Ingram, et.al. (2008) *Professional Selling A trust-based Approach 4<sup>th</sup> edition*. pp 245

# A Procedure to Handle Complaints

- handled quickly and with great sensitivity
- must have an open communication line
- effort to make amends is worth it

# **Build the Relationship to the Point That Your Customers are Comfortable Complaining**

- gave you enough signals
- buyer and salesperson must work together
- open communication channels

# Ask Customers How They Would Like Their Complaint Resolved

- solve the complaint without understanding
- totally different to resolve the problem
- center on what the customer wants

# Gain Agreement on a Solution

- must agree on a solution
- trying to do exactly what the customer wants
- focus on the positive

# Take Action—Educate the Customer

- must take action and solve
- repair work should be monitored
- realistic expectations

# Follow-through on All Promises—Add Value

- promises are made
- impress their customers
- faster than their competitors

# Follow-through on All Promises—Add Value

## EXHIBIT 9.5 General Procedures for Handling Complaints

1. Build relationship to the point that the customer is comfortable complaining.
2. Listen carefully and get the whole story.
3. Ask the customer what he or she would like you to do.
4. Gain agreement on a solution. Tell them what you can do; don't focus on what you can't do.
5. Take action; educate the customer so he or she has realistic expectations.
6. Follow-through on all promises. Add value.

*source: Ingram, et.al. (2008) Professional Selling A trust-based Approach 4<sup>th</sup> edition. pp 248*

# MAINTAIN OPEN, TWO-WAY COMMUNICATION

- specific needs of the buyer
- effective questioning and listening
- collaborative discussion
- trusting relationship

# EXPAND COLLABORATIVE INVOLVEMENT

- strategic alliance
- often know the strengths and weaknesses
- collaborative involvement

# **WORK TO ADD VALUE AND ENHANCE MUTUAL OPPORTUNITIES**

- mutual opportunities
- establish high standards and expectations
- continually add value to the relationship

# Provide Quality Customer Service

- reputation is an important
- providing good customer service
- service enthusiasm is convenience

# Customer Expectations

- Warmth and friendliness
- Reliability is another attribute
- Salesperson will move in quickly and solve

# Develop a Service Strategy

## Customer Expectations of Salespeople EXHIBIT 9.6

1. Warmth and friendliness
2. Reliability
3. Helpfulness/assistance
4. Speed or promptness
5. Assurance
6. Accuracy
7. Follow-through (as promised)
8. Empathy
9. Resolution of complaints, mistakes, or defects
10. Tangibles

*source: Ingram, et.al. (2008) Professional Selling A trust-based Approach 4<sup>th</sup> edition. pp 251*

# Customer Service Dimensions

- dimension is communication
- dimension is resilience
- dimension is the motivation

# SUMMARY

- Explain how to follow-up to assess customer satisfaction
- Explain how to harness technology to enhance follow-up and buyer–seller relationships
- Discuss how to take action to assure customer satisfaction
- Discuss how to maintain open, two-way communication

# SUMMARY

- Explain how to resolve complaints and encourage critical encounters
- Discuss how to expand collaborative involvement
- Explain how to add value and enhance mutual opportunities

# REFERENCES

- Ingram, Thomas (2020) Professional Salesmanship. C&E Publishing, Inc.
- Ingram, et. al. (2019) SELL 6<sup>th</sup> Edition. Cengage
- Ingram, et. al. (2018) Professional Selling 5<sup>th</sup> Edition. Cengage India
- Ingram, Thomas (2017) Professional Salesmanship. C&E Publishing, Inc.
- Rosenbloom, Bert (2016) Distribution Management. Cengage Learning
- Westra, Bryan (2015) Salesmanship. Indirect Knowledge Limited
- Iacobucci, Dawn (2015) Marketing Management. Cengage Learning Asia
- Sales Distribution and Supply Chain Management (2015). 3G ELearning FZ LLC

# REFERENCES

- Havaladar, Krishna K. (2011) Sales and Distribution Management. Tata McGraw Hill Education Private Ltd
- Havaladar, Krishna K. (2011) Sales and Distribution Management Text and Cases. McGraw - Hill
- David Jobber, Geoff Lancaster (2011) Selling and Sales Management Prentice Hall; 8 edition (October 23, 2011)
- David Jobber, Geoff Lancaster (2015) Selling and Sales Management 10th edition
- Ingram, et. al. (2008) Professional Selling 4<sup>th</sup> Edition. Thomsom South Western
- Long, M.M., Tellefsen, T. and Lichtenthal, J.D. (2007) 'Internet integration into the industrial selling process: A step-by-step approach', Industrial Marketing Management, 36, pp. 677–89.

## Online Sources

- <https://www.marketing91.com/personal-selling-skills/>
- <https://economictimes.indiatimes.com/definition/personal-selling>
- <https://mailshake.com/blog/personal-selling/>
- <https://www.slideshare.net/SujataUmesh/personal-selling-skills>
- <https://courses.lumenlearning.com/clinton-marketing/chapter/reading-personal-selling/>
- <https://smallbusiness.chron.com/importance-personal-selling-76757.html>
- <http://www.acropol.com.eg/pdf/personal%20selling%20skills.pdf>
- <https://www.marketingstudyguide.com/main-steps-personal-selling-process/>
- <https://www.economicdiscussion.net/marketing-2/personal-selling-process/31782>

The End