# Instructor’s Manual for Appendix II

# REGIONAL ACCOUNTS MANAGEMENT (RAM)CRM CASE STUDY

The Regional Accounts Management (RAM) Case Study is anew to the 13e, unique simulation exercise providing students the opportunity to plan sales strategies to move the sales process to a successful outcome for 20 customers. While most role-play/simulations provide students an important setting for developing selling skills while working one-on-one with a customer, Appendix II is the first such exercise to provide important selling skills development in a diverse multi-customer setting.

Research studies reveal selling skills in the researching, planning organizing and communicating activities associated with multiple accounts are critical to success in personal selling. Additionally, more time is generally spent on these activities than in one-on-one presentations.

Information collected by a previous salesperson has been captured in a CRM database for a company called NewNet Systems. Students assume the role of a newly hired NewNet regional account manager (RAM) with responsibility to work with sales opportunities associated with the clients in their new CRM database.



**INTRODUCTION**

The Regional Accounts Management(RAM) case study presented in Appendix II provides examples of CRM sales notes and customer information previously recorded by a salesperson working for a company named NewNet Systems.The Regional Accounts ManagementCRM Case Study requires students, newly hired to replace the previous NewNet Systems salesperson, to examine a CRM account database containing information similar to an actual business the author has consulted with. Students plan sales strategies to close as much of the forecasted $1.8 million in projected sales, as possible. Each assignment in the text refers to strategies presented in that chapter. Student time required to complete each of these assignments will average about 30 minutes. It is important to review the introduction to the Regional Account Management Case Study in Chapter nine, and the Account Screens in Appendix 2 before assigning this unique and new to the 13 Edition of Selling Today Multi Chapter Case Study.

Included with the RAM case study is a series of questions found at the end of chapters 9-15, that your students can answer byanalyzing” theCRM Contact and Notes Screens in Appendix 2.Your students arepresumed to be a new regional account manager (RAM), replacing the previous NewNet Systems salesperson,Lee Bizon. NewNet Systems sells network products and services.**The questions in this REGIONAL ACCOUNT MANAGEMENT Case Study all relate to successfully moving accounts through the stages in the sales process.Answering these questions relate to the sales process, and do not require technical networking product knowledge. </P>**

Note the following NewNet Systems Sales Metrics table supplies the information requested in the first question for chapters 9-15. The first three columns provide the information requested in question one of chapter nine. The fourth column supplies the answer for the first question in the Chapter 10 Regional Accounts Management Case Study as does the fifth through the eighth column, respectively for chapters 12-14.

# RAM METRICS—SELLING TODAY 13E

# REGIONAL ACCOUNTS MANAGEMENTS CASE STUDY

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| NEWNET SYSTEMS ACCOUNTS MANAGEMENT  Name “Instructors Key” RegionalAccounts Manager, NEWNET SYSTEMS   |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | | Date | Account Name/ | Dollar | Comm. | Sales Process | Likeli- | Forecasted | **Commission** | | Close | Contact Name | Sales Amt | Style | Stage | hood | Sales | **(10% Forecast)** | |

1/31 Able Technologies/ 250,000 Supportive Needs.Analysis 70% 175,000 17,500

Bradley J. Able

1/31 Aeroflot Airlines/ 75,000 Emotive Qualified 80% 60,000 6,000

John Poltava

11/30 Bryan Enterprises/ 75,000 Emotive Qualified 99% 74,250 7,425

Bill Bryan

6/30 Computer Products/ 50,000 Director Qualified 30% 15,000 1,500

Joanna Barkley

2/28 Computerized Labs/ 75,000 Reflective Presentation 60 45,000 4,500

Sam Pearlman

0/00 Designer Associates/ none Supportive

D Simon Sayers

1/31 Ellis Enterprises/ 175,000 Reflective Qualified 90 157,000 15,700

Timothy P. Ellis

6/30 Engineering Software/ 75,000 Supportive Qualified 30 22,500 2,250

Ian Cortez

2/28 General Contractors/ 100,000 Director Qualified 90 90,000 9,000

Brian Allan

1/31 International Studios/ 25,000 Supportive Needs.Analysis 80 20,000 2,000

Robert G. Kelly

12/31 Johnson and Assoc/ 125,000 Director Qualified 99 123,750 12,375

Ralph Johnson

6/30 Lakeside Clinics/ 25,000 Director Needs Analysis 20 5,000 500

Dr. Jeff Gray

12/30 Landers Engineering/ 25,000 Emotive Qualified 80 20,000 2,000

Colleen Landers

1/31 Media Conglomerate/ 100,000 Emotive Qualified 60 60,000 6,000

Joe Romero

3/30 Mercy Hospital / 250,000 Directive Qualified 40 100,000 10,000

Kerri Mathers

8/31 Modern Designs/ 200,000 Reflective Qualified 50 100,000 10,000

Cheryl Castro

12/31 Murray D’Zines/ 20,000 Directive Order 100 20,000 2,000

Karen Murray

11/17 Piccadilly Studio/ 60,000 Emotive Order 100 60,000 6,000

Judith Albright

2/28 Quality Builders/ 25,000 Supportive Qualified 70 17,000 1,700

Sherry Britton

1/31 Southern Motors/ 125,000 Supportive Needs Analysis 90 112,500 11,250

Dwayne Ortega

|  |
| --- |
|  |
|  |
|  |
|  |

TOTALS 1,855,000 1,232,000 123,200

## Chapter 9 – Developing a Prospect Base

### Regional Accounts Management Case Study – Reviewing the Prospect Database

#### Questions

1. Using the following headings prepare an account metrics report for your meeting on the current status of your twenty new accounts found in appendix 2. Keep a copy for future reference.

Note again the first three columns of the table presented above provides the information requested in this question. Also, note the fourth column supplies the information for chapter 10, as does the remaining columns for chapters 11-14. If you choose you could have students complete the table at this time, however it is recommended they complete it as they answer the other questions in each of the following chapters.

NEWNET SYSTEMS ACCOUNTS MANAGEMENT

Name Regional Accounts Manager, NEWNET SYSTEMS

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Account Name/** | **Dollar** |  |  |  |  |  |
| **Close** | **Contact Name** | **Sales Amt.** |  |  |  |  |  |

1. Which contact can you ignore immediately as a *prospect* for making a potential purchase?

Lee Bizon's notes in the Designers Associates Contact Screen show that this professional organization has three workers who do not share files or resources that would not need a network. Dr. Sayers, the director of the organization, appears to be a good reference contact. So that further discussions with Dr. Sayers will be documented, this record should be kept as a reference, not a prospect. This would require changing the ID/Status field entry from prospect to reference.

1. Referring only to the *date close* category, which four prospects would you call immediately?

In the Date Close field, Lee Bizon entered the dates that he felt his prospects might place orders. Assuming that the student begins as a salesperson for the company in December, four accounts were identified as likely to close this “year.” The three accounts that should be called immediately are: Colleen Landers, Landers Engineering (12-30); Ralph Johnson, Johnson and Associates (12-31); and Karen Murray, Murray D'Zines (12-31). The fourth account could be any one of the following who Lee Bizon indicated might close by 1-31: Brad Able, Able Technologies; John Poltava, Aeroflot Airlines; Dwayne Ortega, Southern Motors; Timothy Ellis, Ellis Enterprises; Joe Romera, Media Conglomerate; or Robert Kelly, International Studios.

1. Referring only to the *dollar amount* of sales forecasted category, which four accounts would you call first? Does the likelihood of closing percentage category have any influence on decisions concerning which prospects to call first? Why?

In the “Dollar Amount” field Lee Bizon entered the amounts that he felt his prospects might purchase. The four accounts with the largest amounts forecasted are Able Technologies, Inc. ($250,000), Mercy Hospital ($250,000), Modern designs ($200,000), and Ellis Enterprises ($175,000).

Yes. The “likelihood” of closing represents the potential likelihood of the account actually purchasing and making the purchase from NewNet rather than a competitor.

1. According to information on the Contact and Notes Screens, which prospecting method did Lee Bizon appear to use the most? Give examples.

A quick review of the of the contact screens and notes windows reveals that Lee Bizon frequently used the referral method of prospecting. He was apparently well liked, respected, and trusted because frequently clients would provide him with referrals.

1. Identify any accounts where there may be ethical or legal issues to be considered. Describe what these issues may be.

Designer Associates, Media Conglomerate and Quality Builders may have issues related to ethics. Designer Associates shared what may be confidential information.Media Conglomerate has a potential pending lawsuit with Bill Bryan. Quality Building has an issue with pricing that could turn out to be both a legal and ethical issue.

5

# Chapter 10 – Approaching the Customer

# Regional Accounts Management Case Study – Establishing Your Approach

#### Questions

<Q NUM="1"><P><INST>10-17. As a part of your pre-approach preparation for your meeting, you would like to have information on the communication styles of each of your accounts. Using the table you prepared for chapter 9 add a column as noted below and list the communication style of each of your customers.

NEWNET SYSTEMS ACCOUNT MANAGEMENT

Name Regional Account Manager, NEWNET SYSTEMS

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Date | Account Name/ | Dollar | **Comm.** |  |  |  |  |
| Close | Contact Name | Sales Amt. | **Style** |  |  |  |  |

Refer to column 4, Comm. Style in the RAM Metrics Report presented earlier.

10-18. Casey wants you to call on Robert Kelly. Describe what your call objectives will be with Mr. Kelly.

A needs analysis has been conducted with Mr. Kelly. Your principal objective should be to set a time for a presentation of the product configuration that you and your team recommend.

A second objective would be to confirm that no needs have changed since the needs analysis was conducted and that the needs analysis was satisfactory. The notes indicate that Mr. Kelly "seemed almost ready to order during the needs discovery." Another call objective could be to ask for the order now.

A third call objective with Mr. Kelly might be to discuss another prospect, Ralph Johnson, and seek insight about how to sell a network to Ralph. Mr. Kelly referred Lee Bizon to Ralph. Lee's notes show that Lee talked to Ralph about a network and about Robert Kelly (see the Johnson and Associates contact record). To prepare for this part of the conversation with Robert Kelly, a salesperson should review Ralph Johnson's file. Perhaps even call on Ralph again. The salesperson will then be prepared to discuss Ralph with Mr. Kelly (and thank him again for his referral).

Describe how you will strategically use Mr. Kelly’s communication style in your approach.</P></Q>

Mr. Kelly is a supportive, therefore <para>you need to take time to build a social relationship with the Mr. Kelley. Spend time learning about the matters that are important in this individual’s life—family, hobbies, and major interests. Listen carefully to personal opinions and feelings. Supportive individuals like to conduct business with sales personnel who are professional but friendly. Therefore, study their feelings and emotional needs as well as their technical and business needs. Throughout the presentation, provide personal assurances and support for their views. If you disagree with a Supportive person, curb the desire to disagree too assertively; Supportive people tend to dislike interpersonal conflict. Give them the time to comprehend your proposal. Patience is important.

</para>

<para>As you develop your communication-style identification skills and become more adept at style flexing, you become better able to manage the relationship process. With these skills you should be able to open more accounts, sell more to established customers, and more effectively meet the pressures of competition. Most important, your customers will view you as a person better able to understand and meet their needs.</para></section>

10-19.Your call on Aeroflot Airlines involves both team selling and selling to a buying committee. Who will you be teaming with from NEWNET and what kind of preapproach planning will be needed? </P></Q>

Lee has indicated a need to team up with NEWNET Techincal Sales Support members Joe to do the needs analysis and possibly Charlene to work with the product configuration. You will need to meet with both of them to update them on progress with the account and prepare call objectives and coordinate roles during the meeting

Who are the members of the Aeroflot buying committee and what kind of preapproach planning will be needed? Your meeting with Aeroflot Airlines includes meeting with a buying committee including John Poltvata, his CFO and CEO and possibly other key Aeroflot people. Regarding the CFO and CEO you should attemp to find out as much about them and their role in the purchase as you can before the meeting. You might inquire during your call to set up an appointment who else might be in the meeting.

10-20. Reviewing the social contact information in this chapter, what topics might be appropriate for Dwayne Ortega, Robert Kelly, Bradley Able, Sherry Britton and Karen Murray?

Dwayne Ortega’s interest is golf, Robert Kelly’s is model railroading, Bradley Able’s is the San Francisco 49er’s Sherry Britton’s is a brother playing football at UCLA and Karen Murray’s is Tennis.

<Q NUM="3"><P><INST>10-21. In analyzing Lee Bizon’s notes, each of the four communications styles are represented. If you haven’t done so, Casey would like you to complete the on-line Communication Style assessment presented in Chapter 5 (see also communication style assessment at [**www.pearsonhighered.com/manning**](http://www.pearsonhighered.com/manning)) and assess your preferred and secondary styles. With this information summarize how you will use the platinum rule described in chapter 5 to flex your style to work collaboratively with the four styles exemplified by your new contacts.

<para>The <keyterm id="ch04term13" role="strong" preference="0">**Platinum Rule**</keyterm>, created by Dr. Tony Alessandra, provides each of us with the motivation we need to treat others the way they want to be treated. This rule is a simple, proven method for building strong relationships with our customers.”</pa<extract><para “Do Unto Others As They Want Done Unto Them.”</para></extract><para>The Platinum Rule (<ulink url="http://www.platinumrule.com">www.platinumrule.com</ulink>) is at the heart of the style-flexing sales strategy. When we take time to determine whether the customer is behaving as an Emotive, Directive, Reflective, or Supportive, we can then treat them the way they want to be treated.

10-22. Casey has given you a reprint of a new article about using networks for warehouse applications. Which of your prospects might have a strong interest in this kind of article? How would you use this article to make an approach to that prospect?

John Poltava of Aeroflot Airlines manages 12 warehouses and might have a strong interest in this kind of article. Study the article. Then send a copy of it to Mr. Poltava with a note saying, "thought you might be interested in the enclosed article. I'll call you on [date]." When you call, your objective will be to discover Mr. Poltava's desire in implementing the article's suggestions—and buying a network from you.

10-23. It is not uncommon for new account managers to experience some call reluctance when taking on a new set of accounts. Referring to the section on “Coping with Sales Call Reluctance” describe how, if this might happen with you in taking over Lee Bizon’s accounts you might overcome this potential problem. Build your answer around the four suggestions in this chapter.

<itemizedlist mark="bull" spacing="normal"><listitem><inst></inst><title>*Be optimistic about the outcome of the initial contact.*</title><para><inst> </inst>It is better to visualize and anticipate success than to anticipate failure. <endnoteref olinkend="ch10en32" label="32 It is important to frequently recommit yourself to the double-win value-adding approach to working with customers discussed earlier. The anticipation of failure is a major barrier to making the initial contact.</para></listitem>

<listitem><inst></inst><title>*Practice your approach before making the initial contact.*</title><para><inst> </inst>A well-rehearsed effort to make the initial contact increases your self-confidence and reduces the possibility that you may handle the situation badly.</para></listitem>

<listitem><inst></inst><title>*Recognize that it is normal to feel anxious about the initial contact.*</title><para><inst> </inst>Even veteran salespeople experience some degree of sales call reluctance, and this reluctance can surface anywhere in the sales process.</para></listitem>

<listitem><inst></inst><title>*Develop a deeper commitment to your goals.*</title><para><inst>

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## Chapter 11 – Determining Customer Needs with a Consultative Questioning Strategy

### Regional Accounts ManagementCase Study – Needs Discovery

#### Questions

11-14. <Q NUM="1"><P><INST>For your meeting with Casey, using the table you prepared in the last chapter add another column titled “Sales Process Stages” as indicated below. Reviewing the metrics on your 20 accounts, indicate the last stage of the sales process each account has gone though. This information will be used as you prepare your next call.

NEWNET SYSTEMS ACCOUNT MANAGEMENT

Name Regional Account Manager, NEWNET SYSTEMS

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Date | Account Name/ | Dollar | Comm. | **Sales Process** |  |  |  |
| Close | Contact Name | Sales Amt. | Style | **Stage** |  |  |  |

Refer to column 5 Sales Process Stage in the RAM Metrics Report presented earlier.

review the notes windows of you accounts ande your next call.t has gone though.dicated below. addition you

11-15. Whichfour accounts have already had a needs analysis? Which two accounts are scheduledfor a needs analysis? Which six accounts are likely to buy but have not yet had a needs analysis?

Needs analysis has been conducted for Able Technologies, Southern Motors, International Studios, and Lakeside Clinic. Picadilly Studio and Murray D'Zines bought a network without a needs analysis. Designers Associates is not a network prospect.

Needs analysis is set forsecond Monday in December for General Contractorsand the second Thursday for Engineering Software.

11-16. Reviewing the notes and the likelihood of buying, which six accounts are likely to buy but have not yet had a needs analysis?

</P></Q>

Needs discovery has not been set for Aeroflot Airlines, Computer Products, Quality Builders, Ellis Enterprises, Landers Engineering, nor Mercy Hospital.Lee Bizon's projected likelihood percentage indicates these accounts appear to be buyers, therefore a needs discovery should be justified.

11-17. Which two accounts have had a needs analysis and now need a product solution configured?

A needs discovery, but no product configuration or proposal has been prepared for Southern Motors and International Studios.

Bryan Enterprises and Modern Designs appear to be planning to buy without having products specifically configured for their needs.

11-18. Reviewing the Network Now entries, which three accounts do not now have a network,but appear to be ready for moving the sales process to the next stage and what will be your next initiative?

Able Technologies needs a product configuration, proposal and presentation, Landers Engineering needs a needs analysis, and Quality Builders needs a needs analysis,

11-19. Which accounts appear to be planning to buy without a needs discovery or product configuration/proposal? What risks does this pose?

Bryan Enterprises and Modern Designs appear to be planning without a needs discovery. This poses some risks. Without a thorough confirmation of expectations by both buyer and seller, misunderstandings often occur, especially in complex strategic sales. Poorly configured networks could have negative impact on NewNet’s company image.

## Chapter 12 – Creating Value with the Consultative Presentation

### Regional Accounts Management Case Study – Custom Fitting the Demonstrations

#### Questions

<QSET NUM="1"><TTL</TTL>

<Q NUM="1"><P><INST>12-17. Using the table you prepared for chapter 11, add another column to record the metrics regarding the likelihood of closing each account. Lee Bizon recorded this information in the Contact Screen.

NEWNET SYSTEMS ACCOUNT MANAGEMENT

Name Regional Account Manager, NEWNET SYSTEMS

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Date | Account Name/ | Dollar | Comm. | Sales Process | **Likeli-** |  |  |
| Close | Contact Name | Sales Amt. | Style | Stage | **hood** |  |  |

Refer to column 6, Likelihood in the RAM Metrics Report presented earlier.

1. Which two medium sized accounts with a high likelihood of purchase accounts need a demonstration of the speed and power capabilities of the recommended network? What is the likelihood of closing each of them? Based on projected date to close which should you work on first?
2. The needs discovery for Southern Motors (90% likelihood) revealed that this account needs a network that offers speed and power. Speed and power can be demonstrated by using the recommended network to solve a problem this account will commonly encounter.
3. General Contractors (90% likelihood) needs a network that will support the Extranet that they need to share their work with their clients. The Extranet capabilities of the recommended network and software should be shown to this account.
4. Southern Motors projected date of close is 1/31 so this is the first and largest one to work on.
5. Which account wants a very specific network and information management system and needs to be shown that the recommended network product configuration and demonstration will meet theirexacting specifications?
6. The account contact for Computer Products, Ms. Joanna Barkley, has in mind a very specific network configuration. Her proposal and demo has to prove that our recommended solution meets her exacting requirements. With only a 30% likelihood and a close date of 6/30 this should not be a priority to work extensively on immediately.
7. Which account with many sites will need a demonstration of NewNet's ability to put together a complex solution? With many sites will this be an account you need to spend a lot of time on soon? Explain.</P></Q>

The NewNet proposal for Lakeside Clinic goes beyond NewNet's usual products and services. A wide area network headquarters for the central offices of 84 clinics is proposed. This headquarters clinic would provide training, policies, and support for a number of connected remote networks. This could be a very complex and costly installation with expensive training for a number of Lakeside personnel. Even though account with many sites this appears to be a large account, Lee’s projections indicated only a 25% chance of closing a $25,000,six months from now. With this information, it would appear not to be an account to spend a lot of time on now, It will be important to build a relationship with Dr. Grey and see if there is a lot more potential with all the sites they have.

1. Which medium sized account seeking a low price needs a testimonial of NewNet's value­-added ability to help customers maximize the power of their network? What is the likelihood of closing this sale and how large could it be? What is the close date?
2. Mr. Joe Romera at Media Conglomerate says he doesn't require a needs discovery because they already use a network, know how to use it, and have their own expert. Mr. Romera says he needs nothing more than a low price and some names of other clients he can seek out for testimonials of what we can do. The likelihood of closing this sale is 60% with a total sale amount of $100,000. The close date is soon at 1/31
3. Which medium sized account with a fairly short close date needs a demonstration of NewNet's financial stability?
4. The salesperson notes for Southern Motors reveal that this account's former network vendor went bankrupt. Emphasizing NewNet's longevity, producing a letter of recommendation from the company's banker, or presenting NewNet's financial statements should demonstrate to this account that it need not be concerned about this possibility.

**Chapter 13 – Negotiating Buyer Concerns**

### Regional Accounts Management Case Study – Negotiating Resistance

#### Questions

13-20. Using the report you prepared for chapter 12, add another column titled Forecasted Sales as shown below. In this column, multiply the Dollar Sales Amount times the Likelihood percentage of closing the sale and record the metrics for a forecasted sale for each account.

NEWNET SYSTEMS ACCOUNT MANAGEMENT

Name Regional Account Manager, NEWNET SYSTEMS

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Date | Account Name/ | Dollar | Comm. | SalesProcess | Likeli- | **Forecasted** |  |
| Close | Contact Name | Sales Amt. | Style | Stage | hood | **Sales** |  |

Refer to column 7 Forecasted Sales in the RAM Metrics Report presented earlier.

1. 13-21. Reviewing the account and notes screens which fairly small account might voice a time objection and say, “We want to put off our decision for now,” and how would you propose dealing with this objection?

Landers Engineering appears to be stating a time objection. This is a common method of phrasing a time objection. The prospect may be indecisive, unconvinced, or using this objection instead of the "real" reason. Careful questioning may reveal that she cannot afford the purchase, however a needs analysis would still be beneficial. This might reveal real financial problems. If there are no compelling reasons for delay, Ms. Landers could be reminded of the value of buying now for tax reasons. The closing date is soon, 12/20 with a fairly high likelihood of 80$ for a forecasted sale of $20,000.

13-22. Reviewing the notes screens whichverylarge account has voiced a price objection citing budget issues and how should you respond?What is the closing date, likelihood and forecasted sales for this account? Reviewing the “Creating Value During Formal Negotiations” unit in this chapter, which of the “do’s and don’ts will likely be most effective in negotiating the price problem?

Brad Able at Able Technologies might object on price—he has already pointed out the need to satisfy his board of directors, usually a financial concern. Joe, NewNet's technical specialist, has suggested in his report that the needed network can be phased in over two budget periods. You can propose that by getting started right now Brad’s company can begin enjoying network productivity gains without work interruptions and large budgetary outlays. The closing date is soon, 1-32; the likelihood is 70%, and the forecasted sale is large at $175,000. The best “do” strategies from the “Creating Value During Formal Negotiations” unit would be to point out the relationship between price and quality and explain and demonstrate the difference between price and cost. This will be especially important regarding the 20% return on investment condition. Being a new account manager, you probably would not be successful trying to add yourself into the cluster of satisfactions strategy. You might be successful using Joe because he is one of your best technical sales support team member. You could also bring up the outstanding work of Charlene and Camila and put them on the Team with Joe.

13-23. Reviewing the notes screens, which medium sized account with 100 work stations may be citing the price objection because they don’t need all your value added features or it may be a cover for credit problems.What is the closing date, likelihood and forecasted sales of this account. Reviewing this chapters section on “Specific Methods of Negotiating Buyer Concerns, what specific method should you use to negotiate effectively with your contact?

Joe Romera at Media Conglomerate has brought up the price objection. He seems to be laying the groundwork when he says "we don't need help, we know all about networks, we have our own expert," and so on. He is in effect saying, we don't need to pay you more for your help, give us a low price. The projected closing date is soon, 1/31; the likelihood of closing is 60% and the forecasted sale is $60,000.

Reviewing the “Specific Methods of Negotiating Buyer Concerns” the best method would be to immediately supply him a list of **third party testimonials**. You might also bring one of your Technical Sales Support team members with you to **demonstrate** how a needs analysis might reveal other possibilities and enhance the networking capabilities. Using the **superior point method**, you would emphasize how NewNet's help (making Media's network users more productive) can positively affect Media's bottom line, making any additional costs a good investment. These two last methods may reveal a needs analysis should be conducted so Joe might understand the extent of benefits that NewNet can confer on Media as well as more about the accounts payable issues.

13-24. Reviewing the notes screens, which medium sized account might you anticipate might voice the source concern “we want to shop around for a good solid supplier.” Reviewing the section in this chapter on “Common types of Buyer Concerns” which of the four ways to deal with the loyalty or source objection might be most effective? What other strategies could you combine with this method? What is the closing date likelihood and forecasted sales of this account.

If Southern Motors makes this statement, it might be a source objection. This firm's last network vendor became insolvent and Southern might want to continue shopping to assure it finds a financially reliable vendor.

**Pointing outthe superior benefits of your company’s financial condition** should be most effective. Combining this with a **demonstration** using a letter of recommendation from the company's banker (**also a third party testimony**), or presenting NewNet's financial statements in order to demonstrate to Southern Motors that NewNet is financially reliable and no further shopping is necessary.

The closing date is soon, 1/31; the likelihood is 90% and the forecasted sale large, $112,500.

13-25. Describe how the closing date, likelihood, and forecasted sales might affect you plans for negotiating customer objections and concerns.

The closing date indicates how much time you have to overcome the objection. The likelihood of closing indicates how much effort you may have to put into negotiations and to some degree may indicate, if it is very low, whether or not you should even try to overcome the objection. If the likelihood is very high and the forecasted sale is also high, this indicates that it may be very beneficial to spend a large amount of time in negotiations.

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## Chapter 14 – Closing the Sale and Confirming the Partnership

### Regional Accounts Management Case Study – Forecasting the Close

#### Questions

#### 14-18. Using the following report format, prepare ametrics report showing what your potential commission income would be for each of Lee Bizon’s accounts with a 10 percent commission if you closed them as Lee forecasted. Be sure to figure in the likelihood percentage that was in the forecasted projections. Show what your commissions would be for each of the months shown in Lee’s forecast and the total commission you can expect.

1. The following table shows the results forecasted by Lee. It is rewritten to list accounts by the date close category. Additionally it shows the total commissions for each month and the total commissions. Students may figure this month from the NEWNET SYSTEMS ACCOUNT MANAGEMENTS REPORT prepared for the previous chapters.
2. COMMISSIONS REPORT

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Date** | **Accounts** | **Likeli-** | **Dollar** | **Forecast** | **Commission** |
| **Close** |  | **hood** | **Amount** | **Amount** | **(10% Forecast)** |
| 12/30 | Landers Engineering | 0.80 | 25,000 | 20,000 | 2,000 |
| 12/31 | Johnson and Associates | 0.99 | 125,000 | 123,750 | 12,375 |
| 12/31 | Murray D'Zines | 0.50 | 20,000 | 10,000 | 1,000 |
|  | ***December Commissions*** |  |  |  | ***15,375*** |
| 1/31 | Able Technologies, Inc. | 0.70 | 250,000 | 175,000 | 17,500 |
| 1/31 | Ellis Enterprises | 0.90 | 175,000 | 157,500 | 15,750 |
| 1/31 | Southern Motors | 0.90 | 125,000 | 112,500 | 11,250 |
| 1/31 | Aeroflot Airlines | 0.80 | 75,000 | 60,000 | 6,000 |
| 1/31 | Media Conglomerate | 0.60 | 100,000 | 60,000 | 6,000 |
| 1/31 | International Studios | 0.80 | 25,000 | 20,000 | 2,000 |
|  | ***January Commissions*** |  |  |  | ***58,500*** |
| 2/28 | General Contractors | 0.90 | 100,000 | 90,000 | 9,000 |
| 2/28 | Computerized Labs | 0.60 | 75,000 | 45,000 | 4,500 |
| 2/28 | Quality Builders | 0.70 | 25,000 | 17,500 | 1,750 |
|  | ***February Commissions*** |  |  |  | ***15,250*** |
| 3/30 | Mercy Hospital | 0.40 | 250,000 | 100,000 | 10,000 |
| 3/30 | Piccadilly Studio | 0.40 | 60,000 | 24,000 | 2,400 |
|  | ***March Commissions*** |  |  |  | ***12,400*** |
| 6/30 | Engineering Software Inc. | 0.30 | 75,000 | 22,500 | 2,250 |
| 6/30 | Computer Products | 0.30 | 50,000 | 15,000 | 1,500 |
| 6/30 | Lakeside Clinic | 0.20 | 25,000 | 5,000 | 500 |
|  | ***June Commissions*** |  |  |  | ***4,250*** |
| 8/31 | Modern Designs | 0.50 | 200,000 | 100,000 | 10,000 |
|  | ***August Commissions*** |  |  |  | ***10,000*** |
| 11/30 | Bryan Enterprises | 0.99 | 75,000 | 74,250 | 7,425 |
|  | ***November Commissions*** |  |  |  | ***7,425*** |
|  | Designers Associates | 0.00 | 0 | 0 | 0 |
|  | ***Total Sales, Forecast Commissions to 11/30*** |  | ***1,855,000*** | ***1,232,000*** | ***123,200*** |

14-19. What kind of special concession might be necessary to close the sale with Quality Builders?

What is the closing date, likelihood of closing and forecasted sales for this account?

</P></Q>

Ms. Sherry Britton of Quality Builders is a friend of, and works closely with, two other customers who have already purchased a network—Ms. Karen Murray of Murray D'Zines and Ms. Judith Albright of Piccadilly Studio. Ms. Britton needs a network and wants to purchase one similar to her friends, so they can share network support information. Ms. Britton, though, appears to be unable to afford to pay the same price as her friends. Lee Bizon's notes show that he was considering offering Ms. Britton a special concession—perhaps a special price in order to get her business and keep her friends' business—if she'll order immediately.

The closing date is 2/28, likelihood is 70% and the forecasted sale is $17,000.

14-20. What kind of close seems appropriate to get an order from Computerized Labs?What is the closing date, likelihood and forecasted sales for this account?</P></Q>

1. Lee Bizon presented the benefits of a network and doing business with NewNet to Sam Pearlman of Computerized Labs. Lee detected a great deal of interest on Mr. Pearlman's part. However, when Lee followed up a week after the presentation, Mr. Pearlman seemed hesitant and confused. It appears that Sam Pearlman understands many of the benefits of a network but is unable to put the entire picture together without help. Your students should help Mr. Pearlman clarify and summarize the most important buyer benefits in a positive manner and then ask him for the order.
2. The closing date is2/28, the likelihood is 60% and the forecasted sale is $4,500
3. 14-21. Should you anticipate a closing problem with Lakeside Clinic’s manger, Dr. Jeff Gray’s lack of knowledge about networks?What kind of close should you prepare to overcome this problem, if it occurs?
4. Dr. Gray of Lakeside Clinic highly values information. He obviously wants to know, as a manager, how a network should be used but he doesn't want to sit through the typical operator training. This offers your students an opportunity to Preparing to use the negotiating the single-problem close you could propose that NewNet offer a special network course for Dr. Gray. Perhaps arrange for a NewNet network instructor to conduct a special course at the convenience of Dr. Gray. This course might be called an "executive overview" or something similar. This could give Dr. Gray the perspective and information he needs and might be offered in exchange for his order.
5. 14-22. Refer to chapter 14’s section titled “Adapting to the Customer’s Communication Style. With this information describe your closing strategy using communication style flexing with each of your contacts for: A. Quality Builders, B. Computerized Labs and C. Lakeside Clinic.
6. </INST>
7. A. Quality Builders Contact is Sherry Britton and she is a Supportive. <section id="ch14lev3sec5"><title id="ch14lev3sec5.title"></title><para><inst> </inst>You can expect the supportive customer to be slow in making the buying decision. They are more apt to worry about change or taking risks. It’s important to understand their perceived risks so you can reassure them before asking for a buying decision. Curb the desire to put pressure on the supportive customer. Pressure may make this buyer more indecisive. Patience is important.</para></section
8. B. Computerized Labs Contact is Sam Pearlman and he is a Reflective. Before you ask the reflective customer for a buying decision, make sure you review important factual information. These buyers are less likely to be influenced by emotion. Ask reflectives, “Is there any other information I can provide before you make a decision?” Never pressure the reflective customer to make a quick decision.
9. C. Lakeside Clinics Contact is Dr. Jeff Gray and he is Director. </title><para> </inst>Most directors are goal-oriented persons who are ready to make quick decisions once they believe your solution meets their needs. They like doing business with salespeople who display confidence that they can give the customer the benefits they want. The director may reject your trial close just to test your confidence level. The highly assertive director will respect persistence and determination

## Chapter 15 – Servicing the Sale

### Regional Accounts Management Case Study –Servicing the Sale with CRM

<P>You students have taken over a number of accounts of another salesperson, Lee Bizon. Most of these accounts are prospects, which mean that they have not yet purchased from NewNet. Two accounts did purchase networks from Lee: Ms. Karen Murray of Murray D’Zines, and Ms. Judith Albright, owner of Piccadilly Studio. You now want to be sure that these sales are well serviced.</P>

#### Questions

#### 15-17. Whom should you speak, within NewNet, before following through and contacting Karen Murray and Judith Albright? What would you need to discover?

In addition to your meeting with Casey Arnold, you should schedule meetings with NewNet’s technical support team members. Additionally, you should see if Lee Bizon is available for a meeting or telephone call. It will be extremely important for you to know and understand what is reported in each of the Contact and Notes Screens.Your responsibility now is to assure customer satisfaction with NewNet and its products

1. A check with NewNet's accounts receivable person who handled these accounts might reveal helpful information. Occasionally, customers will communicate concerns to those to whom they make payments.
2. 15-18. What will be your follow-up strategy for each customer?
3. Your primary goal in your customer communications will be to express appreciation and determine satisfaction. You your customers to understand you are assuming full responsibility for theircontinuing satisfaction and that you have all the resources at NewNet to support this. Each customer should be phoned for an appointment or, if possible, visited and asked to describe their feelings about NewNet's products and services.
4. 15-19. Does the fact that these customers initiated their orders (they were not sold the products, they bought them) influence your follow-up strategy?
5. Those who ordered without being sold by NewNet actually "bought" the products, not the vendor. You should focus on expansion selling of services and products that will add value to their initial purchase.
6. 15-20. Might other customers or prospects be affected by your service activities? How will this influence your activities? Could customer service be your competitive edge?
8. This question is referring to the fact that these two customers and a prospect, Ms. Sherry Britton of Quality Builders, are friends and share information. Students might wish to consider the effect of their servicing the sale activities on all three of these people. Customer service could definitely be the competitive edge. Any customer service problems could easily kill any future sales and/or referrals.
9. 15-21. Do you see any expansion selling opportunities with Murray D’Zines and Picadilly Studio? Which *expansion*selling methods should you consider?
10. There appears to be expansion selling with both accounts. Murray D'Zines appears to need one more network workstation. Piccadilly Studios may need more workstations in addition to possibly needing training and installation services