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Expanding Customer Relationships

INGRAM / LAFORGE / AVILA / SCHWEPKER / WILLIAMS 3

SELL



What do you do after gaining commitment?

1. Confirm the buyer's decision
2. Show appreciation
3. Cement the relationship
4. Monitor delivery
5. Monitor installation
6. Keep your promises
7. Handle complaints with sensitivity
8. Respect the customer's time
9. Provide information on the care and use of products
10. Follow-up actions that will cement the relationship between you and your customers.

Promoting Customer Retention

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Building Goodwill

The process of converting new customers into **lifetime customers** by **continually adding value** to the product.

Adding Value

The process of improving a product or service for the customer.

Relationship Enhancers & Detractors

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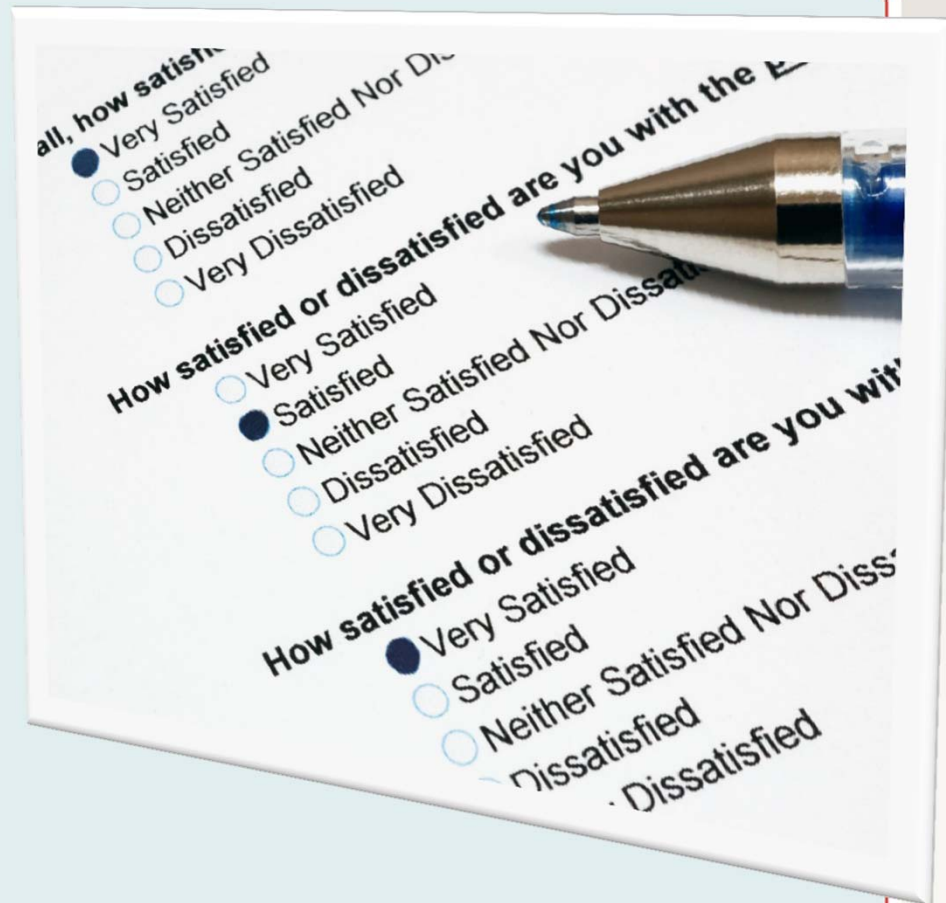
EXHIBIT 9.1

Relationship Enhancers and Detractors

Assess Customer Satisfaction (cont.)

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- Simply ask the customer for satisfaction feedback.
- Develop a plan for seeking customer satisfaction feedback.



Key Drivers of Customer Satisfaction:

Salesperson's reliability and responsiveness; Regular, clear, and concise communication.

Four Sequential Components of Effective Follow-up

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Maximize the number of critical encounters with buyer and encourage effective dialogue and involvement.

1. Interact

Develop and maintain contact with multiple influential individuals in the buying organization.

2. Connect

Coordinate and interpret information and develop insight regarding buyer's changing situation, needs, and expectations.

3. Know

Apply relevant understanding and insight to create value-added interactions with the buyer.

4. Relate

Harness Technology to Enhance Follow-Up and Buyer-Seller Relationships

- Internet
- Extranet
- CRM Systems



Relationship Enhancement Activities

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EXHIBIT 9.2

Relationship-Enhancement Activities

Partnership-Enhancement Activities	Salesperson Responsibility
Provide useful information	• Relevant • Timely • High quality
Expedite orders/monitor installation	• Track orders • Inform on delays • Help with installation
Train customer personnel	• Train even when contract does not call for it
Correct billing errors	• Go over all orders • Correct problem before customer recognizes it
Remember the customer after the sale	• Set up a regular call schedule • Let customer know you will be back
Resolve complaints	• Preferably prevent the need to complain • Ask customer how he or she wants complaint resolved

Providing Useful Information

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Continue to develop and enhance the relationship after the sale by providing useful information.



Expediting Orders and Monitoring Installation

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1 Track the order

2 Keep the customer informed

3 Demonstrate concern

4 Supervise installation

5 Ensure satisfaction with installation



Training Customer Personnel

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- Ensure customer has access to appropriate training
- Serve as a training facilitator
- Ensure satisfaction with training



Typical Customer Complaints

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EXHIBIT 9.3

Typical Customer Complaints

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. Cannot find the salesperson when needed



Resolving Complaints

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- Build the relationship to the point you customers are comfortable complaining
- Listen carefully and get the whole story
- Ask the customer what s/he would like you to do
- Gain agreement on a solution
- Take action — educate the customer
- Follow through on all promises — add value



Customer Expectations

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EXHIBIT 9.6

Customer Expectations of Salespeople

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



Developing Service Strategy

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Service Strategy:

A plan in which a salesperson identifies his or her business and customers, what the customers want, and what is important to them.

Developing Service Strategy

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EXHIBIT 9.7

Checklist for Developing a Service Strategy

Questions a salesperson must ask when developing a service strategy:

- What is our business?
- Who are our customers?
- What do our customers want, and what is important to them?
- How are our customers' needs and perceptions changing?
- How are social, economic, and political factors affecting current and future customer needs and our ability to respond to them? How are competitors responding to these factors?
- How do customers rate us in terms of their expectations?
- For what are we best known?
- What do we do best?
- What can we do better?
- How can we position ourselves in the market to differentiate our services?