

MARCH 2022

# SALES EFFECTIVENESS



*What makes salespeople effective?*

SALES CONCEPTS

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# SALES EFFECTIVENESS

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FOR SEABOARD FOODS

## SALES EFFECTIVENESS

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*What makes a  
salesperson effective?*



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## SALES EFFECTIVENESS

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*“What does it  
mean to be  
effective?”*



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# SALES EFFECTIVENESS

FOR SEABOARD FOODS

## SALES EFFECTIVENESS

ef·fec·tive

/ə'fektiv/

1. successful in producing a desired or intended result.
2. producing a decided, decisive, or desired effect.
3. being operational. (The new policy becomes effective as of the 1<sup>st</sup> of the month.

Synonyms for *effective*

effectual, efficacious, efficient, fruitful, operative, potent, productive



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## SALES EFFECTIVENESS

*“What does it take to  
be effective at  
selling?”*



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# SALES EFFECTIVENESS

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## ESTABLISHING A CONNECTION

3 critical questions we all ask before buying:



- Can I trust you?
- Can you help me?
- Do you care for me?

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## SALES CONCEPTS SALES PROCESS

### 7: Closing

Closing should not be an awkward question asked at the end of the process. Closing starts at the beginning of the process and takes place throughout the entire sales process. Closing should be a natural part of the process.

### 6: Handling Objections

Objections are a buying signal and mean that the customer is serious! Objections are a sign of interest. Avoid being defensive. Objections are an opportunity to learn. Ask questions. Learn what prospects truly value, then reassure them by demonstrating value.

### 5: Presenting

Differentiate yourself your solutions and your company based on your unique value propositions and what they do for the customer and your customer's customer.

### 4: Listening

Hearing is passive. Listen is a verb. Listening takes proactive work. Seek to understand what the customer values and why. You must understand why the customer needs your solution.

### 1: Prospecting

Find a lead and win an appointment using our eight-touch prospecting system. Connect with prospects according to their behavioral styles. Position your offerings with unique value propositions. Negotiating begins here. Represent yourself accordingly.

### 2: Qualifying

Is the prospect MAD? Do they have money, authority, and desire? What is their timeframe? How will the decision be made? Who will make it?

### 3: Questioning

Are you the best fit? How do you know? Stop telling and start asking questions to discover what the customer ultimately values. Customers buy what something does, not what it is. Salespeople typically focus on what something is. There's usually a disconnect.



<http://salesconcepts.com>

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# ASKING QUESTIONS

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SALES EFFECTIVENESS

## *Asking Questions*



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# ASKING QUESTIONS

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## ASKING QUESTIONS AND QUALIFYING

qual·i·fy

/ˈkwäle, fi/

1. be entitled to a particular benefit or privilege by fulfilling a necessary condition.  
"they do not **qualify for** compensation payments"
2. to reduce from a general to a particular or restricted form.
3. become officially recognized as a practitioner of a particular profession or activity by satisfying the relevant conditions or requirements, typically by undertaking a course of study and passing examinations. "I've only just qualified"

Synonyms for *qualify*

**Be eligible**  
be entitled to  
able

**meet requirements**  
competent  
succeed

fit  
pass

capable  
be certified



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## ASKING QUESTIONS AND QUALIFYING

Your prospect or  
customer must be  
M. A. D.



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# ASKING QUESTIONS

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## ASKING QUESTIONS AND QUALIFYING

Customers must be  
M. A. D.



Money



Authority



Desire



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## ASKING QUESTIONS AND QUALIFYING

What do you say are the top three traits  
one must have to be a top performing  
salesperson?

*Curiosity*



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# ASKING QUESTIONS

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## FOR SEABOARD FOODS

Something to think about: “What separates successful people from mediocre ones?”  
What do you believe are the top three traits of a highly successful salesperson?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

How about “*Curiosity?*”

We believe curiosity is essential for excelling in any job and doing it better because when you are curious, you ask questions, learn from others, and look for innovative ways to do your job better and help others. If you show more interest in what you are doing, you indicate that you care and want to learn and progress.

Quote:

*“Our world is drowning in a sea of self-centeredness. You can make yourself unique right away by leaving this ocean of selfishness and choosing to be curious about other people.”*

– John Bytheway

Curiosity is a quality that can be strengthened, but why become more curious?

- You become more likable
- You have stronger relationships
- Improves the quality of your life
- Improve your health
- You become happier
- Personal Growth
- It helps you learn almost anything
- Gain a better understanding of yourself and other people

*Questions open minds.*

*Statements close minds.*

# ASKING QUESTIONS

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## FOR SEABOARD FOODS

How to become more curious:

- Call new people. Do something different.
- Ask different questions.
- Be willing to ask seemingly dumb questions.
- Listen without judgment.
- Resist the temptation to interrupt.
- Be present. Don't worry about the future or the past. Just be in the moment.
- Do things you don't know how to do. Push you out of your comfort zone.
- Put other people before yourself. Ask yourself: what do they want and why?
- Consume information from sources with which you disagree.
- Read widely.
- Be willing to be wrong. Be eager to learn and grow.
- Be willing to admit you don't know.
- Quit trying to be an expert . . . even though you may be!

Three questions all customers ask which you must answer:



- Can I trust you?
- Can you help me?
- Do you care for me?

# ASKING QUESTIONS

FOR SEABOARD FOODS

## APPROACH THE SALE FROM BUYER'S PERSPECTIVE

### ***90/10/90 Rule***

**90%** of the time with a customer is for listening.

**10%** of the time with a customer is for talking.

**90%** of the time you spend talking with a customer you should be asking questions.



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## ASKING QUESTIONS AND QUALIFYING

**W  
I  
I  
F  
M**



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What's in it for me? The question every customer asks.

# ASKING QUESTIONS

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## FOR SEABOARD FOODS

Why asks questions?

- Gain Information
- Uncover concerns, objections, and perceived risks
- Confirm understanding
- Validate assumptions
- Avoid Mistakes
- Establish Credibility
- Establish Value
- Create Interest
- Move the process forward



Why don't we ask questions?



- Assumptions
- Too busy. Not enough time.
- Not listening
- Lack of understanding
- Not wanting to look foolish
- Afraid of the answer
- Lack of interest
- Lack of caring
- Lack of preparation

*Guard against assumptions!*

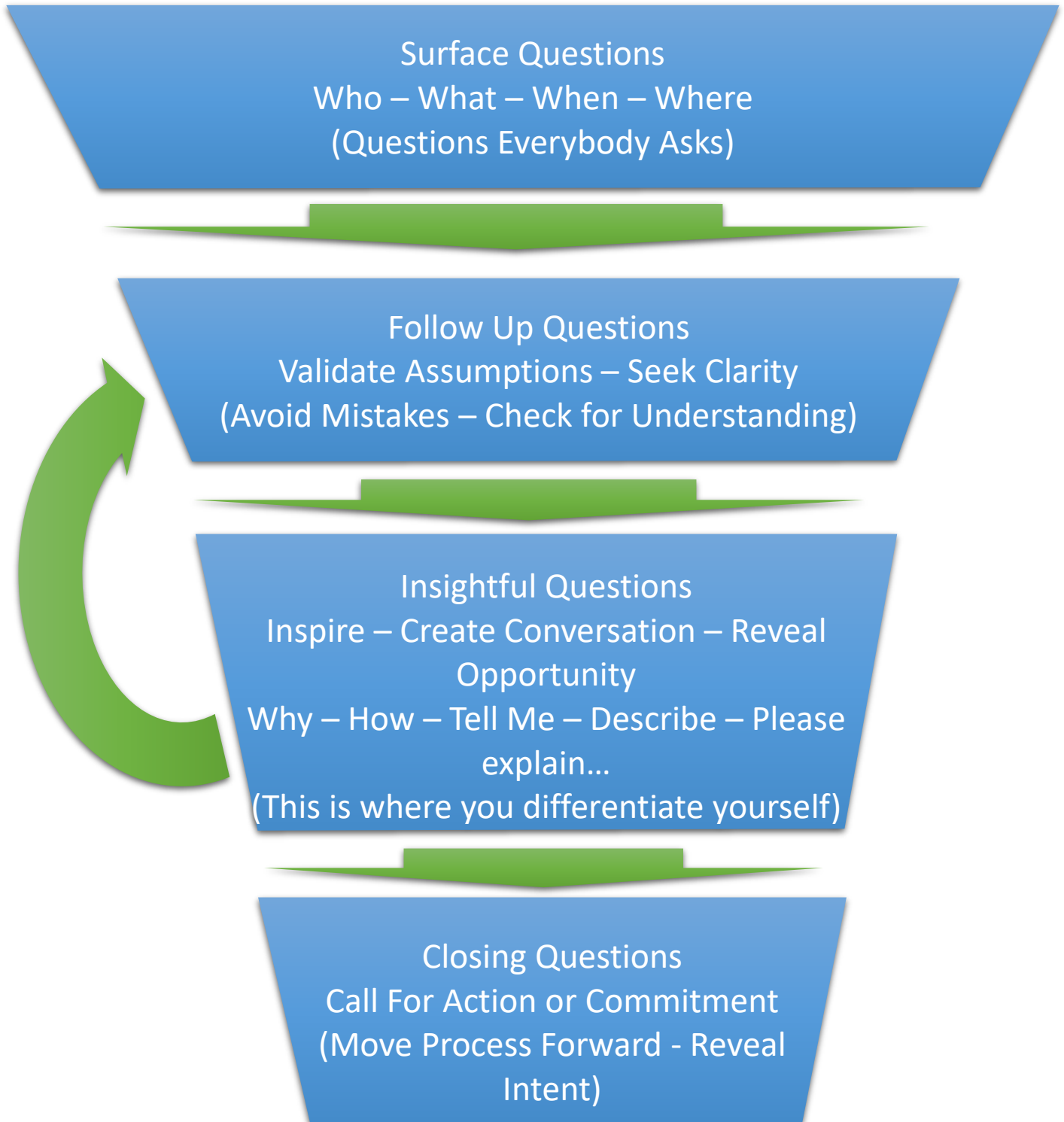
*If you don't know exactly what your customer means... ASK!*

# ASKING QUESTIONS

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FOR SEABOARD FOODS

## Questioning Funnel



# ASKING QUESTIONS

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## FOR SEABOARD FOODS

### Examples

#### Surface Questions

- ✓ What is your timeline for making a decision?
- ✓ When do you want to get underway?
- ✓ What is your total budget?
- ✓ How may I assist you today?
- ✓ What does your business do, and what is your role there?
- ✓ Who is my competition?

##### Results

- Everyone asks them.
- Not detail-oriented.
- Don't lead to many follow-up questions.
- Don't get the customer to open up.
- Are often be answered with one word or sentence.
- Don't cause your customers to think very hard.

#### Follow Up Questions

- ✓ So what you're saying is...
- ✓ Can you tell me more about that?
- ✓ Let me see if I understand...
- ✓ Is there anything else you want to add...
- ✓ Can you say that again? I want to make sure I get it right.
- ✓ How does that impact...

##### Results

- Go deeper by asking follow-up questions.
- Coming up with a great list of questions is only the first step. It's the follow-up questions that will really tell you who you're dealing with.
- For example, "if you find out they like dogs, take it a bit deeper by asking them what they like most about their dog or what kind of dog is their favorite and why?"
- In answering, they are revealing a little more about themselves and their preferences.

# ASKING QUESTIONS

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## FOR SEABOARD FOODS

### Insightful Questions

- ✓ Aside from all that, what else is there keeping you from...?
- ✓ How can I make the process easier for you?
- ✓ To best be of help with all the resources we have. May I ask what is driving this directive?
- ✓ What can we do to help you please your customer's customers?
- ✓ What could we do to help you set your company apart from your competition?
- ✓ Have you experienced a service issue or issues in the past you could share with me so I can take extra steps to ensure those types of details are addressed before we begin?
- ✓ How are you going to measure the success of this endeavor?

#### Results

- Deeper Questions: Why... How... Tell me... Describe...
- Should... Would... Could... What if?
- Ask about their Knowledge, Feelings, Opinions, or Thoughts
- Ask for explanations. Could you please explain...
- Create conversation because they lend themselves to follow up questions.
- Come in many forms.
- May not be easily answered.
- Cause your customers to think.
- Allow them time to formulate and answer. Silence is good!

### Closing Questions

- ✓ What do you think?
- ✓ What concerns do you have at this point?
- ✓ Shall I send you a contract/quote?
- ✓ Are you ready to move forward?
- ✓ Are you ready for me to send you the contract now?
- ✓ Do we meet your expectations? Let's get your order in now.
- ✓ Would you like to schedule a demo or evaluation?
- ✓ Since you seem to like what you see, shall we move forward?
- ✓ Are there any decisions that need to be made today?
- ✓ Is there anything else besides that keeping you from moving forward?

#### Results

- Closing Questions – Questions that call for action or reveal intent.
- Short words – Short Questions. Then Quiet!
- Use short words like, Do..., Is..., Would you...? May I...?, Can we...?

# ASKING QUESTIONS

FOR SEABOARD FOODS

## ESTABLISHING VALUE

# Approach The Sale From Buyer's Perspective



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## ESTABLISHING VALUE

People buy for two reasons:



- Pursuit of pleasure.



- Avoidance of pain.



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# ASKING QUESTIONS

FOR SEABOARD FOODS

## ESTABLISHING VALUE

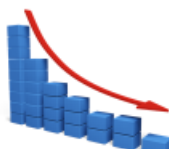
There are two levels of pleasure and pain.



- The Individual



REVENUE



EXPENSE

- The Organization

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## ESTABLISHING VALUE

People buy on emotion.



*And use facts and figures to  
back up their decision.*

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# ASKING QUESTIONS

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## THE BIGGEST KILLER OF SALES EVER?



**F** *Fear*

**U** *Uncertainty*

**D** *Doubt*

*In the mind of your prospects*



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## ESTABLISHING VALUE

***Salespeople typically sell  
what something is...***



***Customers typically  
buy what something does.***



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# ASKING QUESTIONS

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## TYPES OF VALUE



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## TYPES OF VALUE

### Functional Value

This type of value is what a solution does, it's the core reason a customer must have or use this solution. Functional value is often necessary for survival and in terms of straight worth these forms of value could be considered priceless and pre-empt other of forms of value.



### Monetary Value

This is where the price paid is relative to perceived worth. This value invites an opportunity cost between other values and monetary costs. This is the type of value we typically think of and use to justify costs.

### Social Value

The extent to which a product or service allows the consumer to connect well with others or improves corporate image.

### Psychological Value

The extent to which a product allows prospects or customers to express themselves or feel better.

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# ASKING QUESTIONS

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## FOR SEABOARD FOODS

### Functional Value

**This type of value is what a solution does, it's the core reason a customer must have or use this solution. Functional value is often necessary for survival and in terms of straight worth, these forms of value could be considered priceless and pre-empt other forms of value.**

Equipment	Property
Operations Essential to Provide Core Business	
Replacing Damaged Facilities or Equipment	
Salaries of Key Personnel	Inventory
Meeting Regulations	Compliance with Laws
Safety	Health

### Monetary Value

**This is where the price paid is relative to perceived worth. This value invites an opportunity cost between other values and monetary costs. This is the type of value we typically think of and use to justify costs.**

Saves Money	Saves Time
Makes Money	Reduce Costs
Reduces Effort	Streamlines Processes
Reduces Risks	Integrates
Increases Productivity	Organizes
Improves Quality	Reduces Mistakes or Failure
Improves Cash Flow	Return on Investment
Saves Energy Usage	Increases Variety
Simplifies	Automates
Reduces Personnel	

### Social Value

**The extent to which a product or service allows the consumer to connect well with others or improves the corporate image.**

Creates Goodwill	Rewards Customers
Affiliation	Improves Public Relations
Informs	

### Psychological Value

**The extent to which a product allows prospects or customers to express themselves or feel better.**

Credentials	Increase Overall Comfort Level
Reduces Anxiety	Design Aesthetics
Therapeutic Value	Nostalgia
Promotes Hope	Provides Motivation
Positive Morale	Promotes Wellness

*This list is by no means exhaustive. There are quite possibly other items your customers and prospects may value. Be creative. Don't limit yourself to what this list contains.*

# ASKING QUESTIONS

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## FOR SEABOARD FOODS

Value Source

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Value Proposition

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Target (*Name, Title*)

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Discovery/Needs Questions *List questions to discover if this is something your prospect or customer values.*

1. 

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2. 

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3. 

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Buy-In or Positioning Questions *List questions to financially quantify any values discovered.*

1. 

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2. 

---

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3. 

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# ASKING QUESTIONS

FOR SEABOARD FOODS

## WHAT IS AN ASSUMPTION?



- anything that's accepted as truth without evidence or proof.
- a thing that is accepted as true or as certain to happen, without proof



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## ASSUMPTIONS

### How to challenge our assumptions

- Acknowledge they happen.
- Get informed and be observant.
- Be thorough
- Identify them. Ask ourselves what we think we know and how.
- Respond, don't react.
- Ask questions of others to confirm what we think we know.
- Listen with an open mind.
- Be emotionally intelligent. Thoughts and feelings are different things.
- Reflect on what we think and why.
- Question everything.



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SALES EFFECTIVENESS

# *Proactive Listening*

# LISTENING

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The [Dunning-Kruger Effect](#) postulates that those people who are least competent at a task often incorrectly rate themselves as high-performers because they are too ignorant to know otherwise. They don't know what they don't know. Most drivers think they are better than most drivers. I've even heard it said that 90% of the drivers think they are better than 90% of the drivers. Most of us believe we are better listeners than we are as well. We are not.

This bias was first described by social psychologists David Dunning and Justin Kruger in 1999.

*Listening is more than you think!*



- Don't just listen for words.
- Body language
- Tone
- Context
- Feeling – Emotions
- Perspective
- Objectives
- Meaning

# LISTENING

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## ACTIVE LISTENING

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“Speech is a joint game between the talker and the listener against the forces of confusion.

Unless both sides make the effort, interpersonal communication is quite hopeless.”

Norbert Weiner



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## *No one ever listened themselves out of a sale!*

How does it make you feel when someone listens to you, really listens to you? Do you provide that kind of feeling for your prospects and customers, or anyone in your life for that matter? Actively listening to them shows how important they are to you. Listening is a skill that can only improve with practice. Next time you will know when someone says, “Where were we?”

Quote:

*“Speech is a joint game between the talker and the listener against the forces of confusion. Unless both sides make the effort, interpersonal communication is quite hopeless.”*

Norbert Weiner

*Effective listening occurs when there is a high degree of correspondence between the sender’s original message and the listener’s re-creation of that message.*

Castleberry & Shephard

# LISTENING

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## *What is Listening?*

Listen	Hear
<ul style="list-style-type: none"><li>• to pay attention to sound</li><li>• to pay attention; heed; obey (often followed by to)</li><li>• to hear something with thoughtful attention : give consideration</li><li>• to be alert to catch an expected sound</li><li>• to wait attentively for a sound (usually followed by for)</li></ul>	<ul style="list-style-type: none"><li>• to perceive sound with the ear</li><li>• to sense audio energy with the ear</li><li>• to receive information by the ear</li></ul>

- Acquiring information from others in an empathic and nonjudgmental way to understand their meaning.
- Questioning and restating to ensure understanding.
- Acknowledging the speaker inviting communication to continue.
- Providing limited encouraging input and giving appropriate feedback.
- 

Listen	Hear
<ul style="list-style-type: none"><li>• Active</li><li>• Voluntary</li></ul>	<ul style="list-style-type: none"><li>• Passive</li><li>• Involuntary</li></ul>

*“Assuming one can listen because they can hear is like assuming one can read because they can see.”*

# LISTENING

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*Why should we listen? What's in it for us?*

- Learn
- Show you care
- Build rapport
- Be a team player
- Be valued and trusted
- Respond appropriately
- Stay out of trouble
- Solve problems
- Make good decisions
- Make money
- Enhance relationships
- Inspire confidence
- Make accurate evaluations
- Provide maximum value

# ACTIVE LISTENING

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*Listening impacts:*



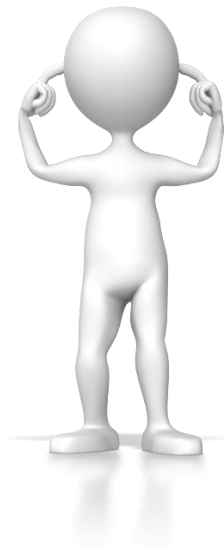
- Relationships
- Self Awareness
- Professional Development
- Interpersonal Power
- Your Value to Others

# ACTIVE LISTENING

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FOR SEABOARD FOODS

*We know we should, but why don't we listen?*



- It takes too much work
- No interest
- Not caring
- Not seeing the value
- Close-minded
- Judgmental – Emotional
- Lack of skill

*Average listening efficiency is about 26%*

According to the work of Dr. Ralph Nichols and the International Listening Association

The [International Listening Association](#) is an organization developed to promote the study, development, and teaching of listening. The association is “dedicated to learning more about the impact that listening has on all human activity.” The ILA was founded in 1979 in Minneapolis, Minnesota, USA

# ACTIVE LISTENING

FOR SEABOARD FOODS

## ACTIVE LISTENING

# 4 Key Points to Remember to Improve Active Listening...



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## ACTIVE LISTENING

### Point 1



***Concentrate on what the other  
person is saying...***

***Not***

***What you will say.***



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# ACTIVE LISTENING

FOR SEABOARD FOODS

## ACTIVE LISTENING

### Point 1

***“Seek first to understand, then  
to be understood.”***

DR. STEPHEN R. COVEY



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## ACTIVE LISTENING

### Why we interrupt:



- Lack of self-awareness
- Nervousness
- Enthusiasm / Excitement
- Empathy / Lack of Empathy
- Not realizing you interrupt others
- Fear of forgetting what you want to say
- Low Emotional Intelligence
- Power

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SALES CONCEPTS

# ACTIVE LISTENING

FOR SEABOARD FOODS

## ACTIVE LISTENING

### How to stop interrupting:



- Give non-verbal cues
- Ask open ended questions
- Let thoughts come and go
- Use the mute button
- Listen for the period, not the comma.
- Enlist an accountability partner
- Watch out for it during conversations
- Slow down, do not be in a hurry
- Take a deep breath.
- Value the person speaking

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SALES CONCEPTS

## ACTIVE LISTENING

### Point 2

### ***Develop a Method for Listening.***

*Active Listening*

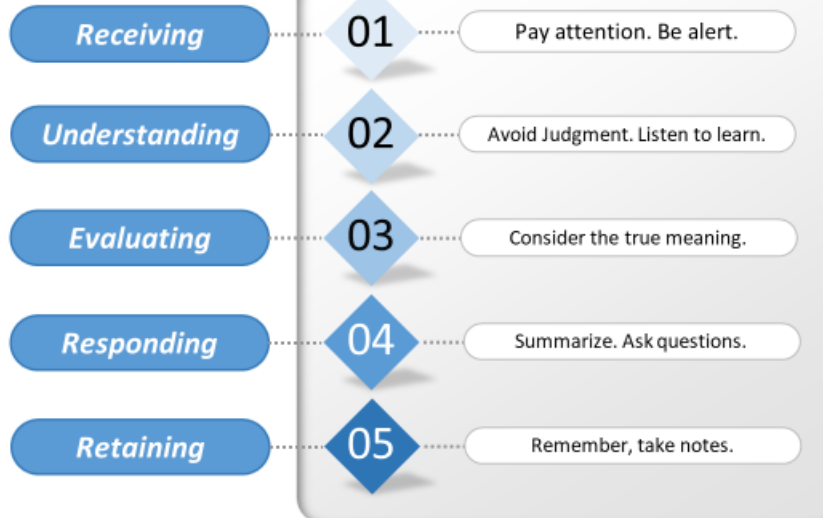


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# ACTIVE LISTENING

FOR SEABOARD FOODS

## ACTIVE LISTENING - PROCESS



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## ACTIVE LISTENING

### Point 3

***Focus on what the speaker truly means.***



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# ACTIVE LISTENING

FOR SEABOARD FOODS

## ACTIVE LISTENING

### Point 4

***Ask Questions  
to Validate  
Assumptions.***



SALES CONCEPTS

## ACTIVE LISTENING

### 4 Key Points for Better Listening



- Concentrate on what the other person is saying, not what you will say.
- Develop a Method for Listening.
- Focus on what the speaker truly means.
- Ask Questions to Validate Assumptions.



SALES CONCEPTS

# ACTIVE LISTENING

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FOR SEABOARD FOODS

## *Ways to improve our listening ability:*

- Realize it takes work.
- Work to avoid distractions.
- Listen to understand.
- Remain quiet. Don't chirp.
- Don't interrupt.
- Avoid judgment. Keep an open mind.
- Picture what is being said.
- Ask questions to check for understanding.
- Wait for a pause before clarifying.
- Work to feel what the speaker feels.
- Listen for what isn't said.
- Pay attention to their body language and eye contact.
- Listen for context. How does it fit together? What is the meaning?
- Be curious.
- We must want to listen.

# ACTIVE LISTENING

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FOR SEABOARD FOODS

## *Listening ideas and resources:*

- [Amazon search for books on listening.](#)

[\*The Lost Art of Listening\*](#) – Michael Nichols, Ph. D.

[\*Just Listen\*](#) – Mark Goulston

[\*Everyone Communicates, Few Connect\*](#) – John Maxwell

- [International Listening Association.](#)
- [Search and read articles on listening.](#)
- [Search for listening exercises on Youtube.](#)
- Get an accountability partner.
- Ask for help.

*No one ever listened themselves out of a sale!*

# CLOSURE AND FOLLOW-UP

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FOR SEABOARD FOODS

## SALES EFFECTIVENESS

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*Closure*  
*vs.*  
*Closing*



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## CLOSURE AND FOLLOW-UP

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*If you struggle to close a call*  
*you have messed up at the*  
*beginning not the end.*



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# CLOSURE AND FOLLOW-UP

FOR SEABOARD FOODS

## CLOSURE AND FOLLOW-UP

### How to effectively follow-up?

- Confirm all objectives are met.
- Have a definitive SMART (goal) action step. What's next?
- Develop timeline and checklist.
- Give everyone an assignment – each side.
- Set a date for next step and follow-up.
- Use calendar invites.



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## CLOSURE AND FOLLOW-UP

### What is a goal?

Is your goal a smart goal?



**S** Specific  
**M** Measurable  
**A** Actionable  
**R** Realistic  
**T** Time-Oriented



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# CLOSURE AND FOLLOW-UP

## FOR SEABOARD FOODS

### CLOSURE AND FOLLOW-UP

#### Seven step process to accomplish any goal:

1. Identify what you want to accomplish and write it. Be specific. What is it exactly?
2. Time it – Decide on a date to start and finish your goal. Unless you have a start date and a target completion date your ability to accomplish any goal is suspect.
3. List obstacles you may have to overcome to accomplish your goal. Identifying obstacles at this stage will minimize surprises, delays, and fire fighting. It will help prevent them from stopping you. Develop contingency plans.
4. List people who can help you should you need it. Know how to reach them.
5. List what resources, skills or knowledge you will need to accomplish your goal. Do you have all that you need, or will you have to acquire things? If so, from where?
6. List benefits of goal achievement. What do I expect to gain after accomplishing the goal. What is the incentive? Is it strong enough to ensure I will maintain the discipline and desire to reach the goal even among setbacks?
7. Act on your goals everyday. Review your goals and desired outcomes. Measure your progress. Are you on target? Do you need to adjust? Is the goal still a priority, desirable, or realistic?



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### CLOSURE AND FOLLOW-UP

#### Follow-Up

#### Review your goals everyday. Ask yourself:

- |                    |  |
|--------------------|--|
| 1. Ask             | Why do I want this? Am I willing to work hard for it?  |
| 2. Prioritize      | Select two big goals and several small ones, <b>block on time calendar</b> .                             |
| 3. Visualize       | How will things be different after accomplishment?   |
| 4. Reinforce       | Use signs or pictures to reinforce your visualizations.  |
| 5. Focus           | Stay focused on the result.  |
| 6. Commit Yourself | Emotionally, Physically, Spiritually otherwise you will not accomplish your goal.                        |
| 7. Reward Yourself | Achieving even the smallest goal is very self satisfying. Newton's laws apply. Celebrate your victories. |



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# CLOSURE AND FOLLOW-UP

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## CLOSURE AND FOLLOW-UP



*The main difference  
between successful  
people and mediocre  
people is how they  
use their time.*

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## CLOSURE AND FOLLOW-UP

*Successful People  
are Productive  
Not Busy.*



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SALES CONCEPTS

# CLOSURE AND FOLLOW-UP

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## CLOSING

We must have a plan for closing.



What is it exactly that you want to hear from your customer at the end of the call?

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## CLOSURE AND FOLLOW-UP

*"Give me six hours to  
chop down a tree and I  
will spend the first four  
sharpening the axe."*

Abraham Lincoln



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# STAY CONNECTED WITH US

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SALES EFFECTIVENESS FOR SEABOARD FOODS

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