Chapter Objectives
After reading this chapter, you should be able to:
• Identify customer buying signals
• List a few rules for closing a sale
• Select appropriate specialized methods for closing a sale
• Explain the importance of suggestion selling
• List the rules for effective suggestion selling
• Demonstrate appropriate specialized suggestion selling methods
• Discuss strategies for maintaining and building a clientele
• Explain the importance of customer service and follow-up
• Explain the concept of customer relationship management

Market Talk  Closing the sale means that the customer has made a commitment to buy. A good salesperson knows when a customer is ready to make a buying decision. An effective salesperson also masters techniques and skills to ensure that the customer will be satisfied with the purchase.

Quick Think  Why is closing the sale such an important step in the sales process, and why is it not considered the last step?
DECA Events These acronyms represent DECA competitive events that involve concepts in this chapter:

AAM*  BSM  HLM  RMS*
ASM   FMAL  QSRM  SEM
BMDM* FMDM  RFSM  SMDM

Performance Indicators The performance indicators represent key skills and knowledge. Relating them to the concepts explained in this chapter is your key to success in DECA competitive events. Keep this in mind as you read, and write notes when you find material that helps you master a key skill. In these DECA competitive events, you should follow these performance indicators:

• Close the sale
• Demonstrate suggestion selling

The events with an asterisk also include:
• Plan follow-up strategies for use in selling
• Process special orders
• Process telephone orders

Some events include these performance indicators:

AAM/BMDM Show customers fashionable ways to accessorize garments
Pack and wrap purchases
ADC Sell good/service/idea to individuals
EMDM Develop a plan for online suggestion selling
FMAL/FMML Bag merchandise
HLM Process special food requests
HMDM Ask for booking
Sell good/service/idea to groups
QSRM/RFSM Take and process food orders
Recommend additional menu items
SEM/SMDM Sell tickets (ticket plans, new season, etc.)
Sell sport/event sponsorships
TMDM Book sightseeing tour for client

DECA PREP

ROLE PLAY Check your understanding of DECA performance indicators with the DECA activity in this chapter’s review. For more information and DECA Prep practice, go to the Marketing Essentials OLC through glencoe.com.
How to Close a Sale

**OBJECTIVES**
- Identify customer buying signals
- List a few rules for closing a sale
- Select appropriate specialized methods for closing a sale

**KEY TERMS**
- closing the sale
- buying signals
- trial close
- which close
- standing-room-only close
- direct close
- service close

**ACADEMIC VOCABULARY**
You will find these words in your reading and on your tests. Make sure you know their meanings.
- commit
- acquire

**THE MAIN IDEA**
At a certain point in the sales process, your customer will be ready to make a purchase. In this section, you will learn how to close a sale.

**GRAPHIC ORGANIZER**
Draw this chart to identify information you need to know in order to close a sale.

**ACADEMIC STANDARDS**
**English Language Arts**
NCTE 4 Use written language to communicate effectively.

**Social Studies**
NCSS 4 Individual Development and Identity: concepts drawn from psychology, social psychology, sociology, and anthropology as they apply to individuals, societies, and cultures

**Closing Concepts and Techniques**
**Closing the sale** is obtaining an agreement to buy from the customer. All efforts up to this step of the sale (pre-approach, approach, product presentation, and handling objections) have involved helping your customer make buying decisions.

To close a sale effectively, salespeople need to recognize when a customer is ready to buy. General rules and special methods help make this phase of the sales process occur seamlessly.
Timing the Close

Some customers are ready to buy sooner than others; therefore, you must be flexible. You may show a customer a product and almost immediately detect an opportunity to close the sale. Other times, you may spend an hour with a customer and still find that he or she is having difficulty making a decision.

Buying Signals

When attempting to close a sale, look for buying signals, the things customers do or say to indicate a readiness to buy. Buying signals include facial expressions, body language, and comments.

Trial Close

You may attempt a trial close to test the readiness of a customer and your interpretation of a positive buying signal. A trial close is an initial effort to close a sale.

Even if the close does not work, you will learn from the attempt. The customer will most likely tell you why he or she is not ready to commit to buying. If the trial close does work, you will reach your goal of closing the sale. In both cases, you are in an excellent position to continue with the sales process.

Closing the Sale

Professional salespeople recognize closing opportunities, help customers make a decision, and create an ownership mentality for the customer. You also want to avoid saying or doing a few things when closing a sale.

Analyze Why is it important for salespeople to help customers make decisions?

Recognize Closing Opportunities

Having a major obstacle removed usually makes a customer receptive to buying the product. You can also use effective product presentations to close the sale. Dramatic product presentations prove important selling points and get a customer excited about the product. Take advantage of high customer interest and attempt to close.

Help Customers Make a Decision

When a customer is having difficulty making a buying decision, stop showing additional merchandise. You should also narrow the selection of items by removing those things that are no longer of interest to the customer. You can do this by asking, “Which of these items do

**IS the CUSTOMER READY to BUY?**

A customer might like a product but be hesitant to buy it.

How would you assess if this customer is ready to make a purchase?
you like the least?” Once you get the selection down to two, you can help a customer decide by summarizing the major features and benefits of each product. You can also explain any advantages or disadvantages of the item being considered. Both methods help you to focus the decision making on important considerations.

Create an Ownership Mentality

Use words that indicate ownership, such as you and your. When presenting selling points, say things such as, “When your children are hiking with you and the weather changes, you’ll be happy that they have waterproof shoes like these.” Look for minor agreements from the customer on selling points that lead up to the close.

Do Not Talk Too Much and Do Not Rush

If you think the customer may be ready to make a buying decision, stop talking about the product.

On the other hand, do not rush a customer into acquiring a product. Be patient,

The Electronic Close

Taking photos, playing music, and checking e-mail on a mobile phone are nothing new or that unusual for most mobile phone users in Japan. That country’s industry is the leader in utilizing creative mobile technology.

Near field communication (NFC) is a short-range wireless technology primarily used in mobile phones. With a radio frequency identification (RFID) chip embedded in the handset, NFC enables the consumer to use a mobile phone as a commuter pass, barcode scanner, television, and even as a debit or credit card.

Japan’s largest wireless operator, NTT DoCoMo, is light years ahead of the rest of the world in NFC technology. More than 20 million Japanese use phones with NFC circuitry. In addition, tens of thousands of vending machines, taxis, convenience stores, and turnstiles throughout Japan accommodate such technology.

New Phone Functions

Catering to more than half the mobile phone users in Japan, DoCoMo introduced scent-releasing models and models with touch-sensitive screens in early 2007. That same year, DoCoMo released models with motion-sensor technology, allowing users to play games similar to those played with the Nintendo Wii.

A Glimpse at the Future

Will Americans also start using their mobile phones as “electronic wallets”? Though the technology exists, U.S. mobile phone providers and consumer banks are not anxious about introducing NFC phones without first devising a successful business model.

How do you see the future of NFC and RFID technology in relation to the entire sales process? Will it be a positive or negative force?

Go to the Marketing Essentials OLC through glencoe.com to find a research project on sales closes that do not involve human beings.
courteous, polite, and helpful. Always remember that your primary interest is customer satisfaction.

**Specialized Methods for Closing the Sale**

Attempt to close the sale as soon as you recognize a buying signal. How you go about this depends on the selling situation. Certain selling situations warrant the use of specialized methods, including the which, standing-room-only, direct, and service closes.

**Which Close**

The *which close* encourages a customer to make a decision between two items. Follow the general rules for closing a sale and remove unwanted items to bring the selection down to two. Review the benefits of each item and then ask the customer, “Which one do you prefer?”

**Standing-Room-Only Close**

The *standing-room-only close* is used when a product is in short supply or when the price will be going up in the near future. This close should be used only when the situation honestly calls for it because it may be perceived as a high-pressure tactic. In many situations, a salesperson can honestly say, “I’m sorry, but I can’t promise that I’ll be able to make you this same offer later.” This approach is often used in selling high-demand real estate. Customers must often be prompted to act on a hot property that will be off the market quickly.

**Direct Close**

The *direct close* is a method in which you ask for the sale. You would use the direct close method when the buying signal is very strong. Here are a few direct close approaches: “Can I assume that we’re ready to talk about the details of your order?” “It appears you like...
everything I have shown you. Now we just need to discuss the quantity you will need.”

In a retail situation, you might also ask about payment: For example, “How would you like to pay for this purchase—cash, check, or credit card?”

**Service Close**

Sometimes you may run into obstacles or instances that require special services to close the sale. The **service close** is a closing method in which you explain services that overcome obstacles or problems. Such services include gift wrapping, a return policy, special sales arrangements, warranties and guarantees, and bonuses or premiums. You might want to explain the store’s return policy when a customer hesitates but seems to be willing to make the purchase anyway. This explanation is an especially good idea when a customer is purchasing the item as a gift for someone else.

Special sales arrangements are used to close the sale when the customer needs help in paying for the item or order.

**The Service Close in Business-to-Business Situations**

In an industrial selling situation, the sales representative would talk about the terms of the sale, discussing points such as when payment is expected. For example, payment could be due 30 or 60 days after the date of the invoice.

A customer may also need information about credit terms to help him or her decide to buy. In other cases, the customer may need a sample to try out before purchasing large quantities. Sometimes, offering a sampling program is beneficial if it is a new purchase or the buyer is changing vendors and needs proof that your product is a better substitute for the one currently being used.

**The Service Close in Retail**

In a retail selling situation, the use of credit and checks, as well as special buying plans such as layaway, can be suggested. When a customer questions the quality of the merchandise, perhaps you can explain that a warranty or guarantee is offered on the product. When your business offers the same quality merchandise at the same price as your competitors, your service may be the only factor that affects the buying decision.

**Failure to Close the Sale**

Do not assume that every sales presentation should result in a sale. Even the best salespeople can sell to only a fraction of the prospects they call on. Research suggests that perseverance is the way to succeed.

In a retail setting, invite the customer to shop in your store again. In a business-to-business selling situation, ask if you may call again. In business-to-business selling, the sale is rarely closed on the first call. Business-to-business salespeople may negotiate with large accounts for over a year before closing the sale. Also remember that every sales contact has the potential to become a successful sale in the future.

**Get Feedback**

Experienced salespeople capitalize on defeat and come away from an unsuccessful selling experience with something to show for it. It is important to keep in mind that even a customer who does not make a purchase is still a prospect for future business. Be alert to what purchases today’s non-buyer might make in the future.

If you have established an excellent rapport with the buyer, you may be able to ask him or her what factors led to the decision to buy from another source. A request for constructive criticism may work for you if you have earned the buyer’s respect.

**Maintain a Positive Attitude**

The attitude of the salesperson who has not made the sale should be no different than that of the successful salesperson. It is very important for the salesperson to smile and be friendly after failing to make a sale. In business-to-business selling situations, it is not uncommon for a buyer to be convinced
by a sales presentation but not yet ready to buy.

In such a situation, it is extremely important that the salesperson leave an opening for a return sales call. Return calls can increase sales costs, so consider the situation carefully before bowing out.

**Preparing for Future Sales Calls**

If you clearly sense an impending turn-down, it is better to make a graceful exit, leaving the door open for a future sales call.

Some businesses send questionnaires or call customers to check on how well they were treated by the sales and service staff. The results of these surveys are passed on to salespeople so they can improve their sales techniques.

**Success in Sales**

One popular misconception about selling is that salespeople are born, not made. It is true that effective salespeople possess certain behavioral characteristics, including confidence, problem-solving ability, honesty, and a sincere desire to be helpful.

However, success in selling is the result of training, apprenticeship, and experience. Learning one’s products and how to handle various situations comes with experience and hard work.

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**Key Terms and Concepts**

1. Why are trial closes beneficial?
2. Why should a salesperson stop talking about a product once a customer gives strong buying signals?
3. A customer seems to be frustrated because she likes three of the items you have shown her. What specialized closing method would you use to make her buying decision easier?

**Academic Skills**

**Math**

4. To close the sale, you offer layaway as an option, which requires a 20 percent deposit. What would the required deposit be on a $350 coat?

**English Language Arts/Writing**

5. Write two paragraphs explaining how and when to close a sale. Also write examples of three different specialized methods of closing using a product of interest to you.
Suggestion Selling

Benefits

Rules

Methods

320

UNIT 5 — SELLING

Effective Selling

Maintaining and building a clientele is crucial for future sales. The actual sale is just the beginning of a relationship with a customer. To keep customers, it is important to make a good impression, get to know your customers, and provide excellent customer service.
Suggestion Selling

Suggestion selling is selling additional goods or services to the customer. It involves selling customers other items that will ultimately save time and money or make the original purchase more appreciated.

Consider the customer who buys an electronic toy for a child, takes it home, and only then realizes that he or she has no batteries for it. The salesperson would have had a sure sale with a suggestion to buy batteries.

Benefits of Suggestion Selling

Suggestion selling benefits the salesperson, the customer, and the company. You benefit because customers will want to do business with you again, and as a result of your efforts, your sales will increase. Since salespeople are often evaluated on their sales figures, you will be viewed as an effective salesperson. Your customer benefits because he or she is more pleased with the original purchase. The firm benefits because the time and cost involved in suggestion selling is less than the cost of making the original sale.

Consider the two purchases in the following chart. The second includes an extra item, a suggestion from the salesperson. Note that the extra time spent on suggestion selling significantly increased the firm’s net profits. Expenses rose, but not in proportion to the sales volume. There are two reasons for this. First, less time and effort are needed for suggestion selling compared with the initial sale. Second, certain business expenses (such as utilities and rent) remain the same despite the extra sales activity.

<table>
<thead>
<tr>
<th>Purchase 1</th>
<th>Purchase 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pants</td>
<td>Pants</td>
</tr>
<tr>
<td>$75</td>
<td>$ 75</td>
</tr>
<tr>
<td>Total</td>
<td>Total</td>
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<tr>
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<td>$110</td>
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<tr>
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<td>Cost of goods</td>
</tr>
<tr>
<td>$37</td>
<td>$ 55</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>Gross Profit</td>
</tr>
<tr>
<td>$38</td>
<td>$55</td>
</tr>
<tr>
<td>Expenses</td>
<td>Expenses</td>
</tr>
<tr>
<td>$12</td>
<td>$ 15</td>
</tr>
<tr>
<td>Net profit</td>
<td>Net profit</td>
</tr>
<tr>
<td>$26</td>
<td>$40</td>
</tr>
</tbody>
</table>

Rules for Suggestion Selling

Here are five basic rules for using suggestion selling:

1. Use suggestion selling after the customer has made a commitment to buy but before payment is made or the order written. Introducing additional merchandise before the sale has been closed can create pressure for the customer. The only exception to this rule involves products whose accessories are a major benefit. Let’s say you are showing a retailer a new type of video game system. To clinch the sale, you may need to tell the retailer about the exciting new video games that will be sold in conjunction with that new system.

2. Make your recommendation from the customer’s point of view and give at least one reason for your suggestion. You might say, “For your child to enjoy this toy immediately, you’ll need two AAA batteries.”

3. Make the suggestion definite. Don’t ask, “Will that be all?” Instead say, “This oil is recommended by the manufacturer for this engine.” In most cases, general questions invite a negative response.

4. Show the item you are suggesting. Merely talking about it is not enough. In many cases, the item will sell itself if you let the customer see and handle it. You may put a matching purse next to the shoes a customer has just decided to buy, particularly with some commentary. You might say, “This purse matches your shoes perfectly, doesn’t it?”

5. Make the suggestion positive. You could say, “Let me show you the matching top to that skirt. It will complete the outfit beautifully.”

Suggestion Selling Methods

Three methods are used in suggestion selling: offering related merchandise, recommending larger quantities, and calling attention to special sales opportunities. **Figure 15.1** on page 322 shows an example of using suggestion selling.
A sales representative may suggest buying larger quantities of goods so a customer qualifies for special discounts, payment terms, or delivery charges. Retailers may also receive free merchandise.

**Suggestion Selling in Business-to-Business Sales**

Once customers decide to buy, it is a good practice to suggest something specific to help them enjoy their purchase. This practice is known as suggestion selling. Three methods are commonly used in suggestion selling. Let’s examine how they might be used by a sales representative for a clothing manufacturer in a business-to-business sale.

**What are some examples of suggestion selling?**

**UP-SELLING**

A sales representative may suggest buying larger quantities of goods so a customer qualifies for special discounts, payment terms, or delivery charges. Retailers may also receive free merchandise.

**CROSS-SELLING**

The sales representative may suggest related merchandise to the retail store buyer. The rationale is that customers may need accessories and related items.

**SPECIAL SALES OPPORTUNITIES**

When a manufacturer runs a special promotion on products or wants to introduce a new product, it is up to the sales representative to share that information with the retailer.

**Online Action!**

Go to the *Marketing Essentials* OLC through glencoe.com for a project on suggestion selling.
Offering Related Merchandise

In some businesses, this method is called cross-selling. You use the opportunity at the end of a sale to introduce another product of possible interest to the customer. Introducing related merchandise is probably the easiest and most effective suggestion selling method.

Recommending Larger Quantities

Suggesting a larger quantity is often referred to as up-selling. This method works in retail settings when selling inexpensive items or when savings in money or time and convenience are involved.

In business-to-business sales situations, the salesperson may suggest a larger quantity so that the customer can take advantage of lower prices or special considerations.

Calling Attention to Special Sales Opportunities

Salespeople are obligated to communicate special sales opportunities to their customers.

In retail sales, routinely inform your customer of the arrival of new merchandise. Regular customers appreciate this special service because they like having the opportunity to see new merchandise before others do.

In business-to-business sales situations, sales representatives often show new items to their customers after they have completed the sale of merchandise requested. Thus, the salesperson establishes a rapport with the customer before introducing new merchandise.

Maintaining and Building a Clientele

Making a sale is the first step in maintaining and building a clientele. After-sale activities by the sales and customer service staff, as well as customer relationship management strategies employed by the company, are two key factors in building a clientele.

After-Sales Activities

After-sale activities include order processing, departure, order fulfillment, follow-up, and customer service. All these activities need to be handled in such a way that it generates repeat business.

Order Processing

In retail selling, bag the merchandise with care. Products such as glassware may require individual wrapping before bagging. Work quickly to bag your customer’s merchandise and complete the payment process. In business-to-business sales, complete the paperwork quickly and leave a business card.

Departure

Before the customer departs or before you leave your client’s office, reassure the person of his or her wise buying choices. If an item needs special care or specific instructions, take the time to educate your customer about it. You may want to remind the customer, for example, that to get the best results from a Teflon-coated frying pan, it should be preheated. Helpful comments like this will make your customer feel you are interested and concerned.

Always thank your customers. Even when a customer does not buy, express your gratitude for the time and attention given to you. Invite him or her back to the store, or ask for permission to call again in the near future.

Order Fulfillment

In a retail store, fulfillment is a simple process of the customer paying for merchandise and carrying it away. In e-commerce, mail order, or telemarketing sales, order fulfillment gets more complicated. It includes taking the order, financial processing (such as credit card information), picking the right product, packing it well, and shipping it according to the customer’s preference. In some companies, fulfillment also includes customer service, technical support, managing inventory, and handling returns and refunds. The goal, of course, is to make the customer happy.

In the new e-commerce economy, success often depends as much on appropriate fulfillment strategies as it does on having the right product at the right price. Some of the most successful online retailers have established
their own fulfillment centers to ensure prompt delivery. Amazon.com, BarnesandNoble.com, and Dell Computer all have their own fulfillment centers. Another approach is to outsource fulfillment to a third party. This allows a company to concentrate their resources on marketing the products.

**Follow-Up**

The follow-up includes making arrangements to follow through on all promises made to the customer during the sales process. It also includes checking on your customer’s satisfaction with his or her purchase. Here are a few follow-up ideas:

- Call the shipping department to confirm a special delivery date.
- Check to make sure that delivery occurs as promised.
- Call the customer and explain any delay.
- Phone the customer a week or two after the purchase to see if he or she is happy with the selection.
- Send a thank-you note with your business card attached.

**Customer Service**

Some firms have customer service departments to handle customer inquiries and complaints. For example, in some auto dealerships, specific customer service representatives are assigned to each customer to handle appointments and questions with auto problems and regular servicing. In business-to-business sales, customer complaints should be provided to the sales representatives who are responsible for those customers.
How these complaints are handled is crucial to maintaining clientele. Customers expect immediate action when they file a complaint. Positive customer-client relations require compassionate and understanding personnel and sales associates who are problem solvers. The main goal is customer satisfaction.

**Keeping a Client File**

You can use the time immediately after the sale to plan for your next encounter with the customer. Take notes on your conversation with the customer. Keep this in a file for future reference. In retail sales, note a customer’s preference in color, style, and size, as well as the person’s address and telephone number. In business-to-business selling, record personal information on the buyer’s marital status, children, and hobbies to assist with future sales visits. Record changes in buying patterns that may lead to future sales as you also analyze sales reports. Note any future service dates for appliances or cars so that you can send a reminder when the time comes. Be sure to inform your company of any changes you uncover, such as changes in personnel responsible for buying, as well as address or telephone changes so that company files can be kept up to date.

**Evaluate Your Sales Efforts**

Even if your company has a formal method of reviewing your efforts, you should conduct your own evaluation. In your evaluation, consider the following:
Objective self-evaluation is a helpful tool in any career. Asking yourself these questions can help you improve your selling skills as well as your business skills in general. They will enable you to look forward to your next sales opportunity. That kind of attitude will help you become more effective with each sales contact. It will also help you become more successful in building a strong relationship with your customers.

Customer Relationship Management (CRM)

A popular trend among companies today is customer relationship management (CRM), which involves finding customers and keeping them satisfied. CRM provides companies with the means to develop and nurture customer relationships, including lead generation, sales support, customer service, and other after-sales activities.

Technology and CRM

Technology can play a role in this endeavor. Some companies purchase software that can be customized for their business. Others may subscribe to the services of Web-based companies for similar CRM services. For example, Siebel CRM OnDemand and salesforce.com host customer relationship management services. According to a case study at Siebel’s Web site, General Orthodontic selected Siebel CRM OnDemand when General Orthodontic realized it needed to manage an overwhelming number of new sales leads. Since it was a start-up company, it also had to keep costs down and still provide a high level of customer service if it wanted to be successful.

The value of a good relationship is not a new idea. Marketers have long recognized that identifying the needs of customers and satisfying them can be profitable. However, only recently have firms made a dedicated effort to use customer relationship management.

By examining successful partnerships in business and elsewhere, marketers have discovered that enduring relationships are built on trust and commitment and require a lot of time and effort to maintain.

Maintaining Contact

To maintain sales accounts, it is important to offer solutions to problems and to stay in contact, acting as a partner or consultant for your customers. For example, a manufacturer of artificial knees or hips may actually be present in the operating room during such a procedure in case there is a question or problem.

You may have seen commercials for IBM and American Express, where they stress their commitment to their customers in providing solutions to their problems, thus demonstrating consultative selling. That commitment signifies their role in relationship building. For example, IBM helped the National Geographic Society with its own photography e-commerce site.

Maintain Relationships

Relationship marketing is alive and well in both traditional and e-commerce marketing. Consider the example set by Harley-Davidson, the motorcycle manufacturer. The company established a club for its members, and it markets services such as motorcycle insurance and travel assistance to those members.

An e-commerce example of relationship marketing is Amazon.com’s practice of collecting information about customers’ book purchases and then e-mailing personalized information about promotions and mer-
chandise within the customer's established range of interest.

**Develop Customer Loyalty**

Customer loyalty cannot be taken for granted, especially with the high level of competition in today's market. A company can stay close to its customers and keep them happy by having the sale be the first step in developing a relationship, not the final one.

Think of after-sale activities as part of an ongoing dialog with customers in preparation for future sales. This is simplified with the use of e-mail, which can be used to keep customers informed about sales, new products, and important company news.

**Customer Loyalty and Reward Programs**

Some companies also reward their regular customers through loyalty programs such as frequent flier programs. E-mailed questionnaires with prize entries or advance notice of special sales are other practices marketers have developed to create and reinforce loyalty. You can also send that information in the mail or have a customer service representative communicate with your customers by phone.

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### Key Terms and Concepts

1. Explain how suggestion selling can increase a firm’s net profit.

2. List three related items that could be used for suggestion selling after a customer’s decision to buy a bicycle.

3. How can a salesperson use the time immediately after the sale to plan for his or her next encounter with that customer?

### Academic Skills

**Math**

4. You sold a $715 item via the Internet to a European customer, a Japanese customer, and a New Zealand customer. Use the chart below to calculate the total amount due for the product and applicable duties and customs for each of the three customers.

<table>
<thead>
<tr>
<th>Duties &amp; Customs</th>
<th>Europe</th>
<th>Japan</th>
<th>New Zealand</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>20%</td>
<td>9%</td>
<td>50%</td>
</tr>
</tbody>
</table>

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**English Language Arts/Writing**

5. Write about suggestion selling and measures that can be taken to build and maintain clientele in the sale of a product of your choice. Provide examples of related merchandise to suggest, and specific measures to take in after-sale activities and customer relationship management.

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@ Online Action! Check your answers at the Marketing Essentials OLC through glencoe.com.
EMILY EBERS-GERMER
SALES REPRESENTATIVE
EBERS & ASSOCIATES
BUSINESS PRINTING

What do you do at work?
My job consists mainly of talking to my customers, setting goals, making cold calls, developing leads, and talking to people and letting them know what I do. Customer service involves keeping the customers I already have. Every one of them is important! I am pretty much available to all my customers by phone, fax, e-mail, cell phone, and through my Web site.

What skills are most important to you?
If I were to hire someone, they would have to have sales experience. You can teach them about printing, but if someone does not have “it,” it won’t happen. “It” is personality, attitude, the ability to talk to anyone and put a smile on your face whether you mean it or not. You have to open your mouth and ask questions, and find out what people need and what you can do for them.

What is your key to success?
I think my success has been mainly due to my customer service. No customer is too small for me to give them my undivided attention. My base of customers is small businesses. They usually stay with you; they are loyal.

Aptitudes, Abilities, and Skills
Organization and time management, strong people skills, an outgoing personality

Academics and Education
Courses marketing, general business, industry-specific sales courses
Degrees High School, BA

Career Path
Since most sales representative positions are commission-only, they can be relatively easy to land. Proving yourself in an entry-level sales position can quickly lead to virtually unlimited opportunities.

Career Outlook
Growth about as fast as average for the next ten years
Source: Occupational Outlook Handbook

Why can sales reps find success by focusing on smaller prospects, rather than working to land larger accounts?

Go to the Marketing Essentials OLC through glencoe.com to find a research project on photography and marketing.
SECTION 15.1
- Customer buying signals help a salesperson determine a customer’s readiness to buy.
- Close the sale as soon as the customer is ready to buy.
- Use success in answering objections or presenting a product as an opportunity to close.
- Help customers make a decision and create an ownership mentality.
- Four specialized methods for closing a sale include the direct close, the which close, the standing-room-only close, and the service close.

SECTION 15.2
- Suggestion selling helps generate sales revenue and helps create satisfied customers.
- Three specialized suggestion selling methods are (a) offering related merchandise, also referred to as cross-selling; (b) selling larger quantities, also referred to as up-selling; and (c) calling attention to special sales opportunities.
- After-sales activities and customer relationship management (CRM) are important for maintaining and building a clientele. They include order processing, departure, order fulfillment, follow-up, customer service, keeping client files, and evaluating sales efforts.

REVIEW VOCABULARY
1. On a sheet of paper, use each of these key terms and academic vocabulary words in a written sentence.

Key Terms
- closing the sale (p. 314)
- buying signals (p. 315)
- trial close (p. 315)
- which close (p. 317)
- standing-room-only close (p. 317)
- direct close (p. 317)
- service close (p. 318)
- suggestion selling (p. 321)
- customer relationship management (p. 326)

Academic Vocabulary
- commit (p. 315)
- acquire (p. 316)
- appreciate (p. 321)
- volume (p. 321)

REVIEW FACTS and IDEAS
2. What are customer buying signals? (15.1)
3. List two rules for closing a sale. (15.1)
4. Why is suggestion selling important? (15.2)
5. Name two rules for suggestion selling. (15.2)
6. Explain the concept of CRM. (15.2)
7. Why is it important to build a clientele? (15.2)
8. List three factors that are important to keeping customers (15.2)
9. List benefits of suggestion selling. (15.2)
10. Name two activities a salesperson might do after a sale. (15.2)
11. What do customer service departments do? (15.2)
**Workplace Skills**

**Making a Sale**  With another student playing the role of a customer, perform a role-play in which you demonstrate how you would sell an item of clothing to an individual customer. Be sure to complete the sales transaction, too. If possible, use cash as the method of payment to demonstrate your ability to count back change and use a garment to demonstrate the proper way to fold, wrap, and bag merchandise after the sale. To complete this role play, end the sales transaction by thanking the customer and inviting him or her to return.

**Technology Applications**

**Prepare a Sales Presentation**  Suppose you have some ideas on how to help your company’s customer service representatives to cross-sell when they finish answering customer inquiries or solving problems customers have with their phone service. Management likes your ideas and wants you to sell your ideas to the entire group of customer service representatives at the next meeting. Use presentation software to present your ideas.

**Math Practice**

**Managing Time**  Mia is a sales associate for a public relations service firm. She attends an average of 30 client meetings a month. Her manager has recently asked sales associates to increase the number of client meetings they have each month by 25 percent. How many meetings will Mia then have?

**Problem Solving: Percents**

Multiply a number by the decimal equivalent of a percent to determine the percentage. If a value is increased by a certain percent, add the two values together.

For help, go to the Math Appendix located at the back of this book.

**English Language Arts**

**Communication**  Write a dialogue between a salesperson and a customer in which the customer is not sure about making the purchase. Have the salesperson try one of the techniques for closing a sale discussed in the chapter.

**Explaining and Evaluating Selling Policies**

Explain the selling policies of three comparable retailers and evaluate their effectiveness. You may want to consider studying the initial approaches used by sales associates, merchandise return policies, and payment options, as well as any other related selling policy that differentiates one store from the other. Use a word processing program to report your findings.

**Maintaining Clientele**

Select a business of your choice and note the purpose of the business and its clientele.

**Activity**  Prepare an oral and visual presentation of the skills and strategies that sales personnel should use to build and maintain the firm’s clientele. Use presentation software to help organize and deliver your ideas in an effective manner.
18. Employing Suggestion Selling

Visit a clothing retailer Web site to find products that can be used for suggestion selling in conjunction with the sale of an outdoor sports jacket. List three ways you would use suggestion selling for a product of your choice.