

CON DUMMIES ES MÁS FÁCIL



Business English

para
dummies[®]



Lidera reuniones
y negociaciones con éxito

Gestiona tu red de
networking internacional

Descubre el inglés
imprescindible para
hacer negocios

AA.VV.



Business english

para
dummies[®]

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de Gestión 2000

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Introducción

El mundo de los negocios es apasionante. Además de un modo muy interesante de ganarte la vida, te ofrece un amplio abanico de oportunidades y desafíos personales, así como la posibilidad de conocer a mucha gente y, seguramente, también la de viajar a otras ciudades y países. Como ves, te brinda muchas cosas, pero también te exige otras.

Entre esas exigencias está la de hacer bien tu trabajo, por supuesto, y esto supone saber negociar: buscar clientes para tu empresa, tratarlos correctamente, presentarles con claridad y con tus mejores técnicas el producto o el servicio que les ofreces, saber convencerlos, pero también saber escucharlos, comprender sus necesidades y facilitar soluciones a sus problemas. También forma parte de tu trabajo saber organizarte y gestionar los recursos (humanos y materiales) de tu empresa (o los tuyos propios), y muchas cosas más que irás aprendiendo a medida que avances en la lectura de este libro.

Pero además hay un elemento totalmente imprescindible para todo aquel que quiera dedicarse a los negocios: saber inglés y, por lo tanto, conocer y dominar toda la jerga particular del mundo empresarial en esta lengua. Por esa razón el contenido de este libro está escrito íntegramente en inglés.

Así pues, no sólo vas a aprender los mejores consejos y técnicas sobre ventas o sobre el trato con los clientes, sino que además lo harás en el idioma internacional de los negocios, el inglés. Puedes estar seguro de que después de leer este libro te habrás convertido en un auténtico o una auténtica *business (wo)man*.

Acerca de este libro

Este libro está dirigido a todas aquellas personas que cumplan los siguientes dos requisitos: primero, querer adentrarse en la “cocina” del mundo de los negocios, conocer detalles sobre gestión, técnicas de venta o de mantenimiento de clientes de una empresa, entre otras muchas cuestiones; y segundo, querer aprender todo esto en inglés, la lengua que van a necesitar para aplicar esos conocimientos.

Muchas de las estrategias y las técnicas que encontrarás en estas páginas pueden ayudarte a rendir mejor como miembro de un equipo de ventas o como gestor de una empresa. Lo que te ofrece este libro es una guía práctica para lograr que tu equipo de ventas o tu empresa obtengan buenos resultados, un buen recurso para afrontar ese gran desafío.

El contenido de este libro se ha elaborado a partir de una serie de entrevistas realizadas a distintos directivos, jefes de ventas y otros profesionales de varias empresas internacionales. Este procedimiento garantiza que la información reflejada esté avalada por el conocimiento y la experiencia de estos expertos.

No es este un manual de capítulos tediosos que tendrás que ir leyendo página a página. *Business english para Dummies* es una experiencia distinta e innovadora. Tú marcarás tu ritmo de aprendizaje leyendo cuanto desees y en el orden que quieras. Recuerda que puedes saltar de un capítulo a otro, o de una sección a otra, y detenerte donde más te interese.

Capítulo 1

Reuniones y negociaciones

En el mundo de los negocios todo se cuece y se decide en las reuniones: contratos, ventas, cesiones, etc. Un paso en falso (un error de protocolo, una mala interpretación, un titubeo) y todo puede irse al traste. De ahí la gran importancia de saber manejarse bien en este difícil y hostil terreno.

Para dominar bien este complejo universo, para nadar entre tiburones como uno más de ellos, no basta con disponer de una buena oratoria o don de gentes; también se necesita mucha concentración, un buen conocimiento de la comunicación no verbal (gestos y miradas) y, sobre todo, gran perspicacia.

Sumérgete, pues, en el mundo de las reuniones y las negociaciones, ¡y cuidado con los tiburones!

The talk before the talk

While there are customers who come to the point immediately, there are others who can't do so without small talk. **Seize** this opportunity to create a positive atmosphere for the conversation.



CONSEJO

Ideally, you could **gather** useful information about your potential customer during this short **introductory** phase. Suitable subjects for small talk are, for example:

- » The customer's immediate **vicinity**, for example, the company building (location, interesting architecture, art work in the foyer, exhibits, etc.), the customer's office (beautiful view, **furniture and fixtures** that point to the customer's special interests or hobbies).
- » Positive general remarks about the customer's company, for example, **acknowledging** the special quality image of the products.
- » The weather, but only if it's really worth mentioning, for example if there are extreme weather and traffic situations such as a storm and high water (the customer may be **affected by it**), etc.

Awkward subjects, such as politics, should **be avoided at all costs**.



ADVERTENCIA

See to it that the conversation does **not slip into** the banal. Presume that the customer is rushed for time. To make the **transition** to the actual topic, you could **drop some appropriate cues**. If the customer **responds to them**, get to the point immediately. If he doesn't, it helps to ask specific questions: For example, if your small talk is about the company, you could say, "**Incidentally**, how do you ..." or "By the way, what system are you working with?", etc.



If the small talk drifts off **unintentionally**, there is only one way to end it: Forget the small talk and make a fresh start – but this time with the “right” topic.

Palabras para recordar

to seize: to take hold of, to grab hold of, to get hold of

to gather: to collect, to garner, to gain

introductory: preliminary, opening, starting, initial

vicinity: surrounding area, neighbourhood, environs

furniture and fixtures: furnishings and fittings

to acknowledge: to recognise, to show appreciation for, to attach importance to

to be affected by something: to be hit or afflicted by something

awkward: problematic, tricky, difficult, complex

to be avoided at all costs: to be abstained from totally or completely

to not slip into: to not change to, to not go downhill to, to not deteriorate into

transition: change, changeover, move, switch, shift

to drop some appropriate cues: to intersperse some key words

to respond to something: to react in response or acknowledge something

incidentally: by the way, while we're on the subject, before I forget

unintentionally: by accident, accidentally, by chance, involuntarily

Small talk (about something other than the weather)

The weather is a classic small talk subject and is therefore **flogged to death**. But there are still plenty of other **topics** and events to discuss.

“That’s some crazy weather today, isn’t it?” Sentences like these often **serve as** a **stop-gap** to get a conversation going. However, not every sales representative is always prepared for a suitable small talk topic once he arrives at the customer’s office. Carolin Lüdemann from the CoachAcademy in Stuttgart provides some suggestions and **quotes** the most important rules for effective small talk.

- » Small talk is a door opener and creates a **pleasant** atmosphere for the **ensuing** sales talk. That’s why small talk topics are always positive.
- » Everyone has to be able **to join in** the small talk. If several persons are present during the sales talk, it is important not **to exclude** anyone from the conversation.
- » Even seemingly harmless topics, such as sports and cars **may be doomed** if one of the persons you are talking to **feels very strongly about** them. Carolin Lüdemann, therefore, suggests to not start the conversation by talking about private **matters** or hobbies but to choose a subject from the professional environment, especially if you don’t know the persons you’re talking with very well.
- » Getting into the conversation spontaneously is usually the best **choice** for an **easy-going** start but also **demand**s quick reaction. This works by paying close attention to your **surroundings** and by watching if anything has changed at the customer’s office building or if there is something striking like an interesting sculpture or an **extension to the building**.
- » Small talk **always moves on the surface**. If the **actual** sales talk develops from it, the small talk has ended, but **there is no clear-cut dividing line**. If it is difficult to make the **transition**, simply **make a “cut”** and **get into** the actual topic.

Palabras para recordar

is flogged to death: is used way too much or too often

topics: subjects, themes, things to talk about

to serve as: to act as, to function as, to do duty as, to do the work of

stopgap: temporary solution or substitute, makeshift, fill-in, last resort

to quote: to cite, to refer to, to mention, to make reference to

pleasant: friendly, nice, enjoyable, pleasurable, pleasing

ensuing: following, subsequent, resulting, succeeding, later

to join in: to participate in, to take part in, to contribute to, to partake in

to exclude: to leave out, to keep out, to bar, to shut out

may be doomed: could be disaster-prone, ill-fated, or ruined

to feel very strongly about something: to get quite emotional, passionate, or fanatical over something

matters: affairs, issues, situations, circumstances, occurrences

choice: option, alternative, possibility, solution, answer, way out, pick

easy-going: relaxed, laidback, informal, casual

to demand: to require, to call for, to necessitate, to involve, to need

surroundings: environs, background, setting, backdrop

extension to the building: addition, add-on, supplement, or augmentation to the structure

to always move on the surface: to never go deep, to not be full of meaning

actual: real, concrete, factual, authentic, genuine

there is no clear-cut dividing line: the boundaries are undefined, vague, or non-specific

transition: change, changeover, switch, shift, conversion

to make a cut: to bring to an end, halt, stop, or discontinue (the small talk)

to get into: to start with, to get going with, to commence with, to instigate, to bring about

Identify and *skilfully* avoid *embarrassments*

With an off-putting conversation opener, sales people can **spoil** potential business even **in the preliminary stage**. That is why it is important to identify the biggest **pitfalls** and avoid them in a confident manner.



ADVERTENCIA

A sales representative is a good 15 minutes late for his customer call. But he is certainly not lost for words or an excuse: “Your visitor parking lot is way too small,” he explains to the customer upon arrival, “I had to go three blocks down to find a space.” “Then next time we can arrange for your very own assigned parking space,” the customer **replies** sarcastically.

Embarrassing situations like these happen quicker than you think, explains sales trainer Helmut Schwind from Gilching. And **clumsiness** like this is most likely to happen in the difficult phase of starting a conversation. The sales representative **awkwardly** searches for a conversation starter and promptly **lands off the mark**.

“I was in your neighbourhood and just decided to drop by” is a typical example of **putting your foot in your mouth**. The customer **is depreciated** to a “**stopgap**”, where you “just drop by” when there is nothing else to do.

Keeping the necessary distance

Private matters can be embarrassing when they are worded **inexpertly** or when you know your conversation partner only superficially: “And your wife is well?” – “I don’t know,” could be the

customer's ironic answer, *"she has been living in the United States for four years."*



ADVERTENCIA

You will find yourself on the safe side, however, if you **resort to** information that you have about the customer's company early in the conversation. For example: *"I have studied your new business report. It is **remarkable** how well your business has developed!"*. When opening a conversation in such an **upbeat fashion**, the sales representative can be sure that the customer will **pick up the thread**, *"We are indeed very proud, too, especially because we work in such difficult markets."*

Opening the dialogue

When starting a conversation, it is important to animate the customer so that a **lively** discussion can **commence**. To **facilitate** this, it is wise to word the initial sentences in an open-end fashion, *"I read that you are planning to expand to Eastern Europe. Which of the countries do you want to focus on?"*



CONSEJO

It is ideal if the sales representative can open a discussion with the customer's favourite topic, says corporate consultant Klaus Spazier from Südbrookmerland near Emden. Which discussion topics the consumer prefers depends on his personality profile. The selling expert differentiates between the following customer types:

- » The emotional type: You can motivate him with just a few **appreciative** words. The **premise**, however, is that the **praise** is heartfelt and honest.
- » The **vain** type: He **feels flattered** when the sales representative mentions his **accomplishments**. He also likes to talk about status symbols.
- » The industry expert: He **comes out of his shell** when you deliver the latest news regarding his field of expertise.

- » The workaholic: He opens up when you drop a few words about his massive work volume and his major responsibility.

Whichever type of customer you are dealing with, salespeople should always give their dialogue partners **ample** possibilities to talk about their favourite topics. It is advisable, however, to not let this conversation develop into **gossip** about other customers. Sales representatives that **give in to** such behaviour will themselves **gain** a reputation of **not being trustworthy**.



RECUERDA

Interposed questions on demand analysis it is advisable to effortlessly **steer** the opening of a conversation towards a demand analysis. An elegant way is to ask specific interposed questions, “*Oh, you are planning to expand your product range – does your existing machinery **suffice** in that case?*” Once the customer has answered all the essential questions, the next phase of the sales talk can begin with the fitting keyword, “*Speaking of production costs, we have a very economical solution that should fit your needs perfectly. Do you know our...?*”

Palabras para recordar

skilfully: competently, expertly, cleverly, capably, efficiently

embarrassment: awkwardness, discomfort, distress, confusion, agitation

to spoil: to ruin, to mess up, to destroy

in the preliminary stage: in the introductory, beginning, or opening phase

pitfall: trap, stumbling block, hazard, peril, danger, difficulty

to reply: to respond, to answer back

clumsiness: awkwardness, ungainliness, ineptness, gaucheness

awkwardly: clumsily, inelegantly, gracelessly, amateurishly

(continúa)

- to land off the mark:** to be off base or wide of the mark
- to put one's foot in one's mouth:** to drop a brick, to drop a clanger, to put one's foot in it
- is depreciated:** is devalued, downgraded, reduced, diminished, or minimised
- stopgap:** temporary substitute, fill-in, makeshift, last resort
- inexpertly:** clumsily, ineptly, tactlessly
- to resort to:** to fall back on, to turn to, to make use of, to bring into play
- remarkable:** extraordinary, exceptional, outstanding, noteworthy, phenomenal
- upbeat fashion:** optimistic, positive, confident, or cheerful way
- to pick up the thread:** to develop a thought further, to spin a thought out, to expand on an idea
- lively:** energetic, animated, enthusiastic, high-spirited, stimulating, exciting, active
- to commence:** to begin, to start, to get going
- to facilitate:** to help, to assist, to aid, to advance, to ease
- appreciative:** grateful, thankful, enthusiastic, supportive, encouraging
- premise:** idea, precondition, prerequisite
- praise:** applause, acclaim, approval, acclamation, commendation
- vain:** conceited, narcissistic, self-admiring, self-important, big-headed
- to feel flattered:** to feel complimented, pleased, grateful, fawned-upon, or thrilled
- accomplishment:** talent, skill, gift, achievement, performance, capability
- to come out of one's shell:** to loosen up, to relax, to become responsive
- ample:** plenty of, more than enough, enough and to spare
- gossip:** rumours, idle talk, hearsay, smear campaign
- to give in to:** to succumb to, to give way to, to go along with
- to gain:** to obtain, to get, to acquire

(continuación)

to not be trustworthy: to not be reliable, dependable, or honourable

interposed questions: placed-between, interjected, or inserted queries

to steer: to navigate, to guide, to direct

to suffice: to meet the requirements, to be sufficient, to satisfy the demands

Take the “so what?” test

While preparing for your next meeting with a customer, scrutinise your sales arguments by taking the “so what?” test. Examine if the customer may possibly reply “so what?” to one or the other benefit you are intending **to quote**. This answer would mean that the customer doesn’t attach any importance to the mentioned benefit. In this case you should **withdraw** the respective argument.

Palabras para recordar

so what: who cares, what difference does it make

to quote: to refer to, to mention, to name, to cite, to make reference to

to withdraw: to remove, to eliminate, to do away with, to get rid of

Pay attention to body language

Salespeople, who not only listen to their customers **attentively** but also observe them closely, can tell quite accurately whether they are currently in a positive or negative **mindset**.

Sales representatives are used to conducting many more conversations with their customers face-to-face than on the phone. This works to their advantage: “Only when you are face-to-face with a customer, you can interpret words correctly,” explains Xenia Busam, trainer at the CoachAcademy in Stuttgart. “Only in combination with body language can you make sure that you clearly understood **your counterpart**.”

Since most human beings have a natural intuition for body language, we can interpret it correctly in most cases without thinking about it too much. “It is difficult, however, when someone is not speaking and we can only observe them and try to guess, according to their body language, what they are thinking at the moment,” says Xenia Busam.

Typical *behavioural patterns*

This happens to be the case during major presentations, at which a sales representative talks at length to an audience. “When someone leans back in an overly relaxed manner, this indicates that their mind is elsewhere,” Xenia Busam explains. On the other hand, taking notes, eye contact with the presenter and a slightly bent-forward upper body all suggest **acute awareness**. If a listener’s facial features harden around the mouth and he **squints**, this points toward **disapproval** or **annoyance**. “The mouth and eyes **are a giveaway**,” the trainer explains. “Also, if someone avoids eye contact and looks to the side, this is usually a sign of disagreement.”

Question your assumption



The most effective way to confirm your assumption during a presentation is to address the listeners directly. “**Judging by your look**, you doubt my

reasoning?” is a possible approach **to coax someone out of their shell**. “Either he will react surprised – which **disproves** your hypothesis – or your impression will be confirmed,” says Xenia Busam.

It is also tough to be sitting across from someone with a “poker face.” “People like that aren’t playing games,” Xenia Busam accentuates. “But they have **mastered the art of** reducing their body language **to a bare minimum**.” That is why they **appear aloof** and one **is at a loss** trying to figure out what exactly they are thinking, regardless which expression they put forward.

The best method **to assess** the attitude of such a listener is **to prompt** them to a movement or reaction, as Xenia Busam recommends: “You can, for instance, hand them a brochure or a sample.”

A subtle distinction



CONSEJO

Skilled buyers and negotiating partners largely have their body language under control. Yet there is a method **to discern consciously adopted** body language from natural body language. “Natural body language always sets in for just a moment, right before one starts to speak,” explains Xenia Busam. “Consciously used body language, however, happens simultaneously to speaking.”

Sweat the small stuff

If a salesperson happens to be uncertain about or irritated by the customer’s body language, it is wise to pay close attention to small details. “For example, how steady or unsteady is your customer’s **gaze**, does he look around much, or does he keep eye contact?,” says Xenia Busam. In case a customer’s body language makes him come across as not very likeable, the trainer recommends using your own

body language in a positive manner to open the other person up. “For example, it **is perceived as trustworthy** to show **the palms of your hands**.”

Possibly, this gesture might spark a positive reaction in your counterpart.

In the trainer’s opinion, there is never any danger in **overrating** body language. “One simply cannot overrate body language because it allows for your counterpart’s words to be fully understood.”

Palabras para recordar

attentively: carefully, alertly, conscientiously

mindset: state of mind, frame of mind, way of thinking

your counterpart: the person across from or facing you

behavioural pattern: mode of conduct

acute awareness: keen alertness, attentiveness, responsiveness, or consciousness

to squint: to narrow one’s eyes, to look askance

disapproval: displeasure, dislike, dissatisfaction, condemnation

annoyance: irritation, exasperation, frustration, aggravation

to be a giveaway: to be revealing, disclosing, divulging, or betraying

to question one’s assumption: to examine one’s theory, hypothesis, or guess

judging by your look: guessing, assessing, surmising, or guesstimating by your gaze

reasoning: way of thinking, interpretation, analysis, reckoning

to coax someone out of one’s shell: to draw someone out, to induce someone to talk, to put someone at ease

to disprove: to invalidate, to contradict, to negate, to refute, to challenge

to master the art of something: to become proficient, skilled, or adept in something

to a bare minimum: to the smallest, least, or lowest degree

(continúa)

(continuación)

to appear aloof: to seem remote, distant, unapproachable, or detached

to be at a loss: to be at one's wits end, puzzled, perplexed, or bewildered

to assess: to evaluate, to judge, to determine, to appraise

to prompt: to induce, to encourage, to motivate, to impel, to provoke

a subtle distinction: a fine, fine-drawn, slight, minute, or tenuous difference

skilled: accomplished, experienced, trained, expert, practised

to discern: to distinguish, to recognise, to perceive, to detect, to observe

consciously adopted: deliberately, intentionally, wilfully, or knowingly assumed

to sweat the small stuff: to pay attention to details or fine points

gaze: look, stare, gape

to be perceived as trustworthy: to be professed, alleged, recognised, or understood as honest

the palm of one's hand: the under part of the hand between the fingers and the wrist

possibly: perhaps, maybe, for all one knows

to overrate: to overestimate, to think too much of, to place too much emphasis on, to attach too much importance to

High-profile but not pushy

Sales representatives, who **put pressure on** their customers and push them to a buying decision, **attain** only short-term success, or none at all.



ADVERTENCIA

To display a strong presence when dealing with customers is one of the most important success factors for sales representatives. This **applies especially to** the acquisition of new customers. “If you let more than 15 days **elapse** between the initial and the

follow-up visit, you're **banned** from the customer's mind," explains Michael Weber, Sales Manager Germany for Viessmann, Allendorf.

But showing a strong presence **is often confused with applying** massive pressure. Instead of **being responsive to** the customer's needs and **taking them seriously**, he's pushed to a decision.

The pressure already starts while **scheduling an appointment** over the telephone, emphasises Klaus-J. Fink, a telephone trainer based in Bad Honnef. "If you push the customer too hard for an appointment, he **experiences a feeling comparable to buyer's remorse**." Therefore, providing benefit instead of applying pressure **is the way to go**.

Sales representatives should, on the one hand, give their customers enough freedom so they don't **feel hassled**, and on the other hand **convey** that they're always there for them to advise them competently on all important **issues**.



For example, it may be greatly beneficial to the customer if the sales representative helps him with the **transition to** the new supplier. "This may include, for example, the sales representative programming the phone numbers of all the important contact persons into the customer's telephone system," explains Michael Weber.

Palabras para recordar

high-profile: impressive, imposing, daunting, commanding, arresting

pushy: aggressive, forceful, insistent, hard-line, overambitious

to put pressure on someone: to coerce, bully, intimidate, or harass someone

to attain: to reach, to achieve, to obtain, to gain, to accomplish

(continúa)

to display: to exhibit, to demonstrate

to apply especially to: to be particularly valid for or pertinent to

to elapse: to pass, to go by, to slip by

to be banned from: to be expelled, barred, or excluded from

to be confused with: to be mixed up with, to be mistaken for

to apply: to use, to exercise, to employ, to administer, to utilise

to be responsive to something: to be open or quick to respond to something

to take something seriously: to not take something frivolously or flippantly

to schedule an appointment: to set a date for a visit, to arrange a meeting

to experience: to go through, to encounter, to become familiar with

comparable to: like, similar to, akin to

Play your trump cards right

While *lavish* product presentations are mostly planned right down to the last detail, salespeople sometimes allow “normal” sales talks *to progress* differently than *desired*. Dramaturgical rules could *be applied* in these situations as well.

Some salespeople are true masters of improvisation. They know how *to convince* customers even in the *trickiest* of situations. Other salespeople get nervous if the presentation *doesn't proceed according to plan*. They need their *firm order of events* to which they can hold on to.

In the experience of sales trainer Josua Fett, owner of Pro Value Consultants in Straubing, the point in time, when the price *is quoted*, *has an impact on* the *entire* sales talk and on the behaviour of the customer and salesperson.



CONSEJO

USE YOUR SALES ARGUMENTS STRATEGICALLY

If you use up all of your best sales arguments at the same time, you are left without a trump card to play. It is more advantageous to use your sales arguments wisely and **enjoy their effect to the fullest**. Here are some tips:

- » Always cite your sales arguments individually, never bundled.
- » **Embellish** each argument and take time to present it to the customer **vividly**.
- » Hold a sales argument back if you're not sure yet whether it is a deciding factor for the customer.
- » Do not make your sales arguments sound like "counter attacks" to objections, but offer the customer a new point of view or a new aspect that he hadn't thought of before.

Fett emphasises that salespeople who **put discussion of price on the back burner**, are in **the weaker** position and **impair** the presentation's effective dramaturgy. They are **building up tension**, causing strain for both sides throughout the sales talk. Fett, therefore, recommends quoting the price at the beginning. This may even be an advantage in regard to the **ensuing** sales arguments. Now, the salesperson has a chance to demonstrate to the customer, step by step, what great benefits he is getting in return.

Take advantage of each sales argument

Step 1: Before your presentation, collect all the sales arguments that are available to you. Do some brainstorming and write down everything that

comes to mind, even seemingly obvious things.

Step 2: Select your sales arguments. The **objective** is to find out which argument is most effective at what point. This is done in the following way:

- » **Subdivide** your arguments into “**belly** arguments”/ emotional considerations and formal arguments/ factual arguments.
- » **Assign** the arguments to certain interests, for example cost savings, **conveniences**, safety, image, etc.
- » Determine what your customers’ main interests normally are, for example: Controller = cost savings, production manager = high quality, safety, etc.

Step 3: Now put your sales arguments in a dramaturgical **order of precedence** and **consider** at what point they will be most effective.

- » The way to start. At the beginning of the sales talk you need sales arguments that **rouse** the customer’s interest. This is not yet a time for playing your strongest trump cards. Pay close attention to how the customer **responds to** your initial arguments.
- » Create positive tension. Once you’ve roused the customer’s interest, you need sales arguments which create positive tension. The goal is to increase the customer’s **desire** to own the product or solution.
- » The critical stage. In order to generate a real buying need, you have to cite your most powerful argument. Above all, it has **to outshine** the competition.
- » Dealing with objections. Once you **have succeeded in making the customer’s buying need reach its peak**, objections usually follow before he makes

the final decision. You have to prepare yourself extremely well for this situation: Even if each customer doesn't come up with the same objection, you still need to have your counter arguments ready. Of course, you use those only if the customer really makes the objection.

- » Finale. Now you need to play one more trump card in order to convince the customer completely. Which of the trump cards is the most effective **depends on** what type of customer you're dealing with and what function he holds. In any case, you need powerful facts, meaning an effective factual argument because the customer wants to be sure of making the right decision also on a rational level.

Palabras para recordar

lavish: elaborate, involved, highly structured, complex, extravagant

to progress: to develop, to advance, to proceed, to move forwards

desired: wanted, looked - for, required, wished for, needed

to be applied: to be used, utilised, put into practise, or brought into play

to convince: to persuade, to win over, to influence, to bring around

trickiest: most complicated, problematic, awkward, difficult, precarious

to not proceed according to plan: to not continue in line with the strategy

firm order of events: definite or fixed sequence on how to proceed

is quoted: is cited, given, or named

to have an impact on something: to influence or affect something, to have a bearing on something

(continúa)

entire: whole, complete, total

to put discussion of price on the backburner: to not talk about the costs right away

the weaker: the less effective or powerful

to impair: to damage, to harm, to spoil, to diminish, to mar

to build up tension: to create stress, nervousness, or apprehensiveness

ensuing: following, subsequent, resultant

to subdivide: to classify, to sort, to arrange, to order, to categorise

belly: instinctive, innate, gut

to assign: to allot, to apportion, to allocate, to distribute

conveniences: comfort, amenities

order of precedence: sequence or classification of priority

to consider: to think about, to contemplate, to weigh up, to take into account

to rouse: to stir up, to incite, to awaken, to provoke, to evoke

to respond to: to react or act in response to

desire: wish, want, inclination, fancy

to outshine: to outdo, to surpass, to put in the shade, to tower above

to have succeeded: to have been successful or victorious

in making something reach its peak: in causing something to arrive at or get to its highest point

to depend on: to hinge on, to be subject to or determined by

to enjoy their effect to the fullest: to savour or relish their results thoroughly

to embellish: to embroider, to decorate, to adorn, to enhance, to enrich

vividly: graphically, clearly, lively

objective: point, goal, idea, purpose, intention, aim, object

Remaining unfazed in the hour of truth

Price **negotiations are regarded as** the most critical moments in customer contact.



ADVERTENCIA

This applies just as much to the members of your sales teams as to key account managers.

Even for experienced salespeople, the moment when the price **has to be quoted** and negotiated is a great stress factor. This doesn't have to be the case according to Erich-Norbert Detroy, one of the leading management and sales coaches, because in his experience, the price of a product doesn't matter quite as much as its value. *"How else can you explain the phenomenon that high-priced products are often a step ahead of the low-priced competition?"* asks Detroy and states: *"Although the customer says loudly and clearly 'Only the price matters!' ultimately quite different factors are important."*



CONSEJO

The way Detroy sees it, the price is a welcome opportunity to force a salesperson onto the defensive. Therefore, Detroy recommends to your sales team the following **behaviour** for keeping the upper hand in price negotiations:

- » Enjoy the price talk. A sales representative should stand positively by his product and its price and realise that the price **is fully justified by** the benefit the customer receives. Advantage: The salesperson is keeping the upper hand, he controls the talk. A customer, who had intended **to force down** the price, starts **to totter** on his **preconceived** way **to dismantling it**. Detroy's tip: Start with **well-meaning** negotiation partners because positive initial experiences build up your courage and confidence.

- » Present the price **as a given**. No salesperson should **tense up** when it's time to quote the price. If a sales representative **exudes** that quoting the price is the most natural thing in the world, he **conveys** price stability to the customer. Aside from the salesperson's inner and outer **calmness** it is important that the price **be naturally imbedded** in a sentence, without artificial pause before and after quoting it. Quote the price in a clear voice, without **mumbling**, haste, or stuttering, and without raising or lowering your voice.
- » Avoid pauses. One of the biggest mistakes when quoting the price is to make an **emphasising** pause before and after you say it. *"Every artificial pause gives the customer time to think and **revise** his tactic. Artificial pauses kill the price"* warns Detroy. *"The rule is: the sentence containing the price has **to be completely rounded**."* It is effective **to surround** the price with benefits. For example: *"If you take more than one hundred pieces of this suitcase which **features** a very practical **combination lock**, you can have it for 98 euros and also take advantage of the three-month period allowed for payment."*
- » Select the smallest unit. Large units **imply** large prices which hold danger **to scare** the customer. Instead of quoting the price of 800 euros for a package of a thousand component parts, the salesperson should bring the unit price of 80 cents into play.
- » Create price combinations. Every customer feels **"revaluated"** if you let him get involved in the price creation, recognising that there is a certain degree of **elbow room** in which he can negotiate. Detroy recommends to salespeople to create product and price bundles for the customer **to "take apart"**. This way the customer is able to create "his" price. *"Experience shows that the customer often buys more from the package than he would buy if we offered him only the naked product at the naked price,"* says Detroy.

Palabras para recordar

to remain unfazed: to stay unflappable, to be in complete control

negotiation: bargaining, discussion

are regarded as: are thought of, viewed, or looked upon as

to have to be quoted: to have to be mentioned, cited, or given

behaviour: actions, manners, ways

to be fully justified by: to be completely acceptable or reasonable because of

to force down: to apply pressure to reduce, lower, or cut

to totter: to be unstable or unsteady

preconceived: predetermined, prearranged, predecided

to dismantle something: to demolish or destroy something

well-meaning: kind, benevolent, caring

as a given: as a matter-of-factness, as a matter-of-course

to tense up: to feel under pressure, nervous, keyed-up, or strained

to exude: to emanate, to display, to radiate, to ooze, to emit

to convey: to communicate, to suggest, to get across, to express

calmness: serenity, tranquillity, quietness

to be naturally imbedded in something: to be a normal part or element of something

mumbling: muttering, murmuring

emphasising: underlining, underscoring, accentuating

to revise: to reconsider, to review

to be completely rounded: to flow naturally and without interruption

to surround: to encircle, to enfold, to ring, to gird

to feature: to include, to have

combination lock: security device, safety feature

to imply: to signify, to mean, to indicate

to scare: to alarm, to make nervous, to intimidate, to shock

revaluated: upgraded, more important

elbow room: leeway, room for manoeuvre

to take apart: to disassemble, to take to pieces, to take to bits