

Strategic Sales Management
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Lecture - 16
Miller Heiman Approach and Virtual Framework
(Remaining Part) Strategic Selling

Welcome back. So, this is the remaining part of session 5. The only reason why we extended this particular week in number of hours was simply because Miller-Heiman Approach and looking at the Virtual Framework are very important aspects which we wanted to discuss at length or maybe I would say sufficiently. So, that you actually gain out what we are aiming at.

Now, as far as this particular session is concerned, we will be definitely comprehending the Miller-Heiman approach to selling strategic virtual selling framework, in which I will be giving the more task to you. And finally, as a part of an extra fodder for thought we will be going through one of the articles which will talk about deciding on the virtual selling.

Miller-Heiman are one of the two very important people when it comes to the sales dynamics. These two fantastic people have written a lot of books and contributed a lot to the sales world. And whatever they have written even makes a lot of sense in the present dynamics. Even their work which is done in let us say 1980s, holds quite a certain magic about being important today as well.

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The slide features a blue header with the title "Miller-Heiman Approach to Strategic Selling" in white and green text. Below the title, the subtitle "Essence of Strategic Selling" is written in purple. Two quotes are presented in black text: "An individual order is never enough: True selling success rests on such beyond the order achievements as repeat business, solid referrals, and long-term relationships" and "Manage every sales objective as a joint venture - a mutually beneficial transaction where both buyer and seller: Win". At the bottom, a small source note reads "Source: The New Strategic Selling, Heiman, Sanchez and Tuleja, Hachette Book Group, In, pp. 15". The slide footer includes a Swajili logo and the number 19.

Now, as we move forward one thing which becomes important is understanding what is the essence of strategic selling according to Miller and Heiman. So, I am quoting or I would read as far as their particular quotes are concerned.

“An individual order is never enough: True selling success rests on such beyond the order achievements as repeat business, solid referrals, and long term relationship.”

“Manage every sales objective as a joint venture - a mutually beneficial transaction where both buyer and seller: Win.”

And I think they have put it so beautifully that the focus should not be on one time sale. If you are looking at it just as a onetime sale, it is definitely going to be a loss if you look at it from the long term perspective because the seller may not turn again to you to kind of do more of business. And then, the chances of selling more upselling or cross selling are also squashed.

But if you approach every sale as a kind of joint venture and you try to create a win-win situation for both, which means where both the buyer and seller feel elated once the deal has been done or once the deal has been closed.

It is definitely going to open a lot of doors for you with respect to getting repeat business, solid referrals, or convertible referrals. Which means just because you have kind of dealt with someone in the best possible ways or created a win-win situation, they

are definitely going to recommend it to the people in their circle or in the industry which would be very much interested in buying because of the experiences that you have had with them.

And definitely long term relationships, I do not think in this session I need to dig more deep into this because we have been talking about this at length in almost one session or the other.

Now, as far as Miller-Heiman are concerned they also talk about another important concept which is called as a complex sale.

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Also, strategic selling certainly involves handling complex sale(s) but what exactly is a complex sale?

"A Complex Sale is one in which a number of people must give their approval or input before the buying decision can be made"

In other words, it can be said that the seller needs to satisfy or fulfill the desirability criteria of all or majority of the members of a buying organization.

And that too.. profitably...

Source: The New Strategic Selling. Heiman, Sanchez and Tuleja, Hachette Book Group, In, pp. 44

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According to them, in the present sales dynamics every sale is a complex sale.

Now, complex sales simply means when you have a lot of people or in other words we would say when you are supposed to meet the desirability criteria of the buying center. Gone are the days when you see salesman going and giving presentations or demos to the individual people, right, that is not happening now.

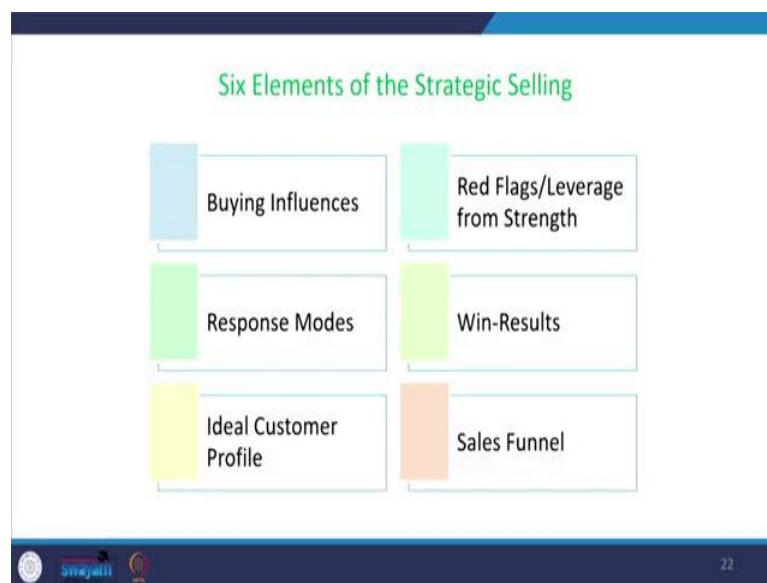
Now, you have a buying center in which you might have someone let us say you know from production, you might have someone from finance, you might have someone from the marketing team or the other people who could be influencers in other way. Influencers as in who could who might influence which decision will be eventually made. You are supposed to satisfy each one of them.

So, as and when the people increase, the complexities are also going to increase. Simply because everyone in the buying center will be coming up with a different thought process, with different objectives. Like, while the finance people would only want to reduce cost. You might have the production team who might not be bothered that much about cost, but about the quality of the product or maybe let us say if it is going to be used as an ingredient or a machinery that it will bring in.

And see this complexities further gets enhanced that you need to close the deals in a profitable way. It is not like you sold something at a loss. That is definitely not going to work for the organization also in long term. So, just imagine you know how much complexity has crept in as far as the present sales dynamics are concerned.

Now, as far as these two fantastic gentlemen are concerned, they have proposed 6 elements of strategic selling.

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Starting from the buying influence, red flags, leverage from strength, response modes, win results, ideal customer profile to sales funnel.

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The slide is titled "Six Elements of Strategic Selling" in blue text. Below the title, the first element is "1. Buying Influences" in purple text. The main text is in blue and reads: "You certainly need the sanction of more than one person in the sales process because of buying center being at the fulcrum of purchase processes". A second paragraph in blue text states: "The emphasis must be on understanding the members of a buying organization and the role they might play in accomplishment of your sales objectives". At the bottom left, there are logos for "Swayam" and "SWAYAM". At the bottom right, the number "23" is displayed.

Now, when you talk about buying influences, what they are trying to say is, see again the same thing in the present selling scenario, you need the sanction or approval of more than one person in the sales process because you have a buying center which will be commanding what will be both or not. And which again comprises different people coming up with different mindset.

But according to Miller and Heiman, there are 4 kinds of buying influences.

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The slide is titled "As per Miller and Heiman, there are four types of buying Influences:" in purple text. It lists three types of buyers in blue text: "Economic Buyer: This is the one who gives the final approval. Rather, economic buyer holds the authority to say 'yes' despite others have said 'no' and vice versa.", "User Buyer: These are the ones who will judge the seller's offering on the basis of its impact on their performance. Their efficiency on the job is tied to your offering.", and "Technical Buyer: These screen out the possible providers and check for the technical fit between what is required (technical specifications) and what is being offered. These do not have the authority to say yes but their no matters." At the bottom left, there are logos for "Swayam" and "SWAYAM". At the bottom right, the number "24" is displayed.

The first one is economic buyer. Now, he is the one who will be giving final approval, right. But one thing which becomes very particular or crucial about the economic buyer is this person has the authority to say yes when others have said no, or this person also has the authority to say no when the others have said yes.

So, he is he or she is someone who can actually be the game changer. If you focus on this particular person along with other members also, then it is definitely going to be a done deal.

Now, the next kind of buying influence is going to be a user buyer. Now, these are the people who are going to judge your offering on the basis of its impact on performance. Which means whatever product or service you are offering, it is going to impact their performance in the organization.

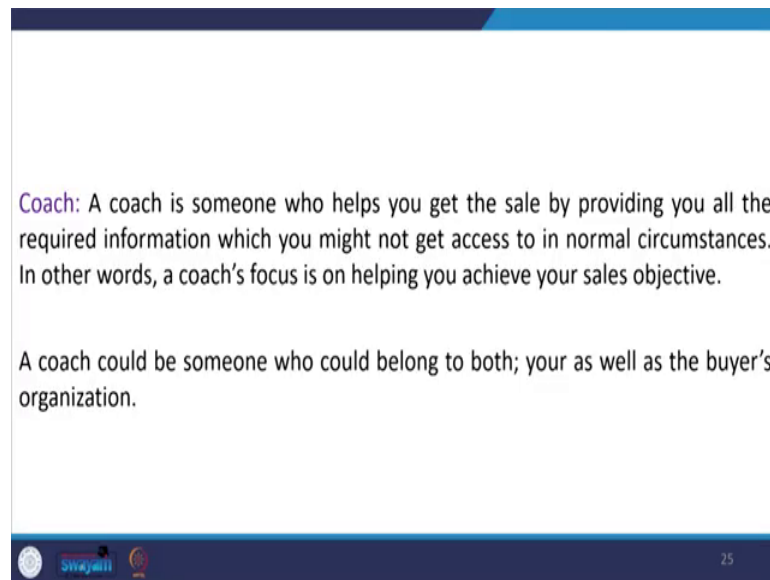
Like, let us say if we are talking about selling a particular machinery. The people or the foremen or the staff will be using it with respect to its productivity or how much time does it take you know to operate or to function, it is definitely going to impact their working hours or their productivity also. So, likewise, these are the people who will also have a say with respect to the deal.

Now, the third category is of technical buyer. It is again one of the key influences. Now, these are the people who will be checking the offering on technical specifications. But one thing which makes this group special is they may not have the final authority to say yes, but they are no matters. If they say that the technical specifications are not aligned, then anyway the deal will be lost.

So, this again gets a little more critical or complex with respect to the specifications. And this particular aspect they having the authority to say no and which will influence though they say will be important, but they do not have that much weightage to kind of get the deal done see.

But again this is going to matter. You might have an organization in which technical buyers could be placed on priority along with economic buyer. You could also see such situations.

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So, now the fourth buying influence that you have is of a coach. Now, a coach is someone who helps you get the deal, right. He will, in ways maybe you can say he will provide you some additional information which could be very useful for you in cracking that deal or he will keep guiding you through various phases of sale.

But one interesting part again about coach is, he is not someone who is supposed to be from buyer's side. He can also be a senior in your organization who is guiding you.

So, one thing which again makes his influence quite fascinating is that he could be from your organization as well, as well as from the seller's organization. You can say he is more like an angel for you who is guiding you to crack that deal.

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2. Red Flags/Leverage from Strength:

Red flags indicate the points of concern, where immediate attention must be directed for solutions. In case of red flags, finding out a sound alternative position is of crucial importance. Red flags should be seen as hazards that can jeopardize the sale.

Examples of Red flags: *Missing information, Uncertainty over information, Any uncontacted buying influence, Any new buying influence, Reorganization (Role shifts)*

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Now, when you talk about the second key element which might influence strategic selling, it is red flags or leverage from strength.

Now, red flag simply indicates danger. It is more like the points of concern which need your immediate attention. But one thing which brings them on priority with respect to strategic selling is that they should not be treated as minor problems. They should be rather treated as big hazards, who could jeopardize the sale or could just squash your deal fantastic deal which you might have had in sometime soon.

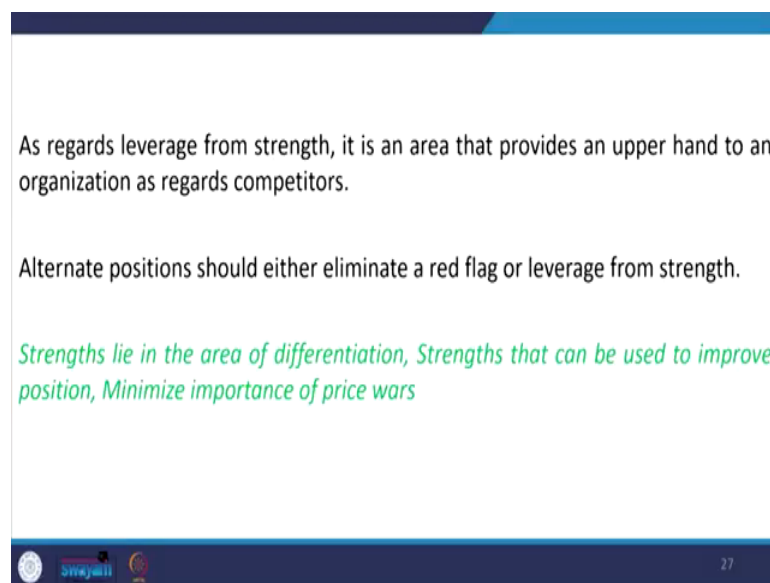
So, examples of red flags could be, let us say there is some missing information which you do not have, which might impact how the deal is going to be or whether you know how much interested the buying organization is going to be, uncertainty over information, what information you have how much reliable is that.

You have not contacted or missed out on contacting any of the buying influence or you have missed out on considering the objective of any of the key members of the buying organization, right. Or maybe there is some new buying influence which has crept in, maybe let us say someone who is close to the CEO or maybe let us say the head of the buying organization, and he might seek his opinion in a professional way. And other could be reorganization which means the people who are sitting over all these positions have been shuffled or someone new has joined the organization there is new CEO.

Now, he might have a different view altogether whereas, your product or the offering was expensive, but it was more focused on quality. Whereas, the new CEO might say no, no, we want something which is less expensive. We are ok with a decent quality. Now, this again is going to influence their decisions with respect to what you are offering.

Now, when you talk about leverage from strength, it is an area that is definitely going to provide you an upper hand or maybe will make you look more superior with respect to the competitors.

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Now, what strategic selling says is, that see your objective should always be either to eliminate a red flag which means to decrease the risk or leverage from strength, right. Which means you should thrive upon your core competencies and make the buyer feel that this is something which you are best at as far as your competitors are concerned.

So, this could be in the area of differentiation. You might have you know machines which are very production, efficient and decrease the cost or very value driven with respect to competitors or it could be anything which helps you improve your position.

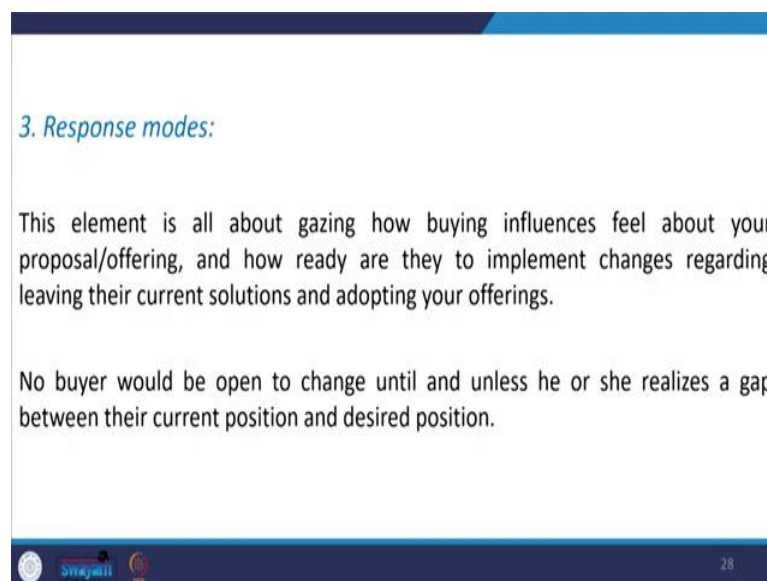
That, this could also be brand value or maybe you know the positive aura that you enjoy with respect to existing competitor. Or something that you have which cannot be competed with respect to price, which means that you have something if the other party comes in who is offering a lower price, they still may not be willing to go for it.

Like, let us say you have become an expert in offering the best of after sales services. Whereas, the other party might come in and might decrease the price, still the buyer may show more of importance or give you more importance with respect to the other players simply because they know that if repairs are needed, your organization is someone which is very very reliable.

Now, the third key buying influence is definitely going to be of response modes. Now, this is all about gauging or you go ahead and try to understand the feel of the buying center with respect to your offering or how they feel about it.

Now, you might be wondering we want to see how they feel about it, but in what context. Now, that context simply is the fact that they will see whether if they adopt your offering whether their present position is going to be improved or not or will it help them resolve. Let us say a problem which they are facing now or not.

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3. Response modes:

This element is all about gauging how buying influences feel about your proposal/offering, and how ready are they to implement changes regarding leaving their current solutions and adopting your offerings.

No buyer would be open to change until and unless he or she realizes a gap between their current position and desired position.

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So, technically it happens in two ways, one is they feel that it will help them grow, it will improve their efficiency quality or something like that. Or let us say their productivity could be very low right now and your solution is definitely going to help them, increase that. Or if you are not looking at it from the perspective of B2B selling even, if you look at it from consumer markets your product is definitely going to help them solve any of the problems.

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Possible response modes

Growth: In this case, the buyer feels that if your proposal is executed, it will improve their performance in terms of either quantity or quality or both. Precisely saying, your offering will help the buyer organization do more and better.

Trouble: If the offering helps the buyer diminish risk or avoid the problem at hands, they would be interested in the offering and they would qualify to be a good candidate for sale.

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Now, possible response modes are technically of 4 kinds, one is growth, which as I told you it is more about feeling that if your proposal is executed their performance is going to improve either in terms of quantity or quality. Now, this increases your chances of closing the sale.

The other way is that they think they are going through a particular problem and if they take up your solution, it is definitely going to resolve that. Now, this again is going to be a good candidate for sale.

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Even-Keel/Confident: No gap is found between actual position and desired position. Making the sale is difficult at this stage as the buyer prefers status-quo.

Over-Confident: Buyer perceives the present situation to be far better. In case the buyer moves from over-confident to trouble mode on account of any uncertainty or turbulence in the environment, a sale might occur.

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So, the third response is even keel or confidence. See, this simply means they are confident that there is no gap, which means they will not be better off if they buy a solution or if they go ahead with your proposal. So, this again reduces the chances of making the sale because they are happy with the status quo.

And the fourth one is over confident, which means that their present situation is much better. In a way, this indicates they are much better off if they do not adopt your solution and they do not need to make any further changes or improvements because they are already in the best state.

So, in this case, the sale is only going to happen if the prospect or the customer moves from the stage of being overconfident to trouble mode which means they start facing some problems in which your solution is going to help them.

See, I will again put this thing in perspective. The point is a buyer or a prospect is definitely going to evaluate their present position and desired position. Present maybe you can say actual position. So, if they see that the solution or maybe the offering that you want to sell them, will help them grow, which means it will help them reach them to the desired position, which is maybe you know improving the quantity or quality, then they will buy a solution.

There could be a case when their present situation is not that good. In that case, they are facing some of the problems they might buy a solution simply because it will help them avoid that trouble.

But in cases where they think there is no gap between the actual position, and where they want to reach, they might not be interested in buying the solution and as I just said they might prefer the status quo.

In over confident situation, they think that their present situation is much better off they are in a far better position. So, whenever they have, this thought process they will definitely not be interested in buying a solution. In this case, it becomes important for the either the sales people to make them realize that you know or maybe take them away from the stage of being over confident or things will only work out when they move from the stage of being over confident to the trouble mode. I hope this is clear.

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4. *Win/Results*

You need to look beyond one-time sale and focus on creating a *win-win situation* than it simply being a win or a lose for either one of the parties

A seller should always strive for long-term profitable relationships as these not only bring heightened revenue but also amplify convertible leads and positive word of mouth

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Now, as we move forward we will be talking about the fourth key element of strategic selling which is win results. See, this particular state simply indicates that your focus should always be on creating a win-win situation, right. Win-win situation means where both buyer and seller are benefited.

Now, we will look at different circumstances of this particular facet. See, this could be win-win, win-lose, lose-win and lose-lose.

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Four possible outcomes of buyer-seller encounters:

WIN-WIN: Both buyer and seller win, its profitable for both or at least both have no regrets as regards the sale

WIN-LOSE: You win but buyer is at loss, short-term orientation, most likely buyer will not do any business in future with the seller

LOSE-WIN: Buyer wins but you lose, not profitable for the organization

LOSE-LOSE: Sale is made but neither party feels good about it

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Now, win-win means where both buyer and seller win and they both arrived at a stage where it is profitable for both of them, right. And they will have no regrets with respect to the sale.

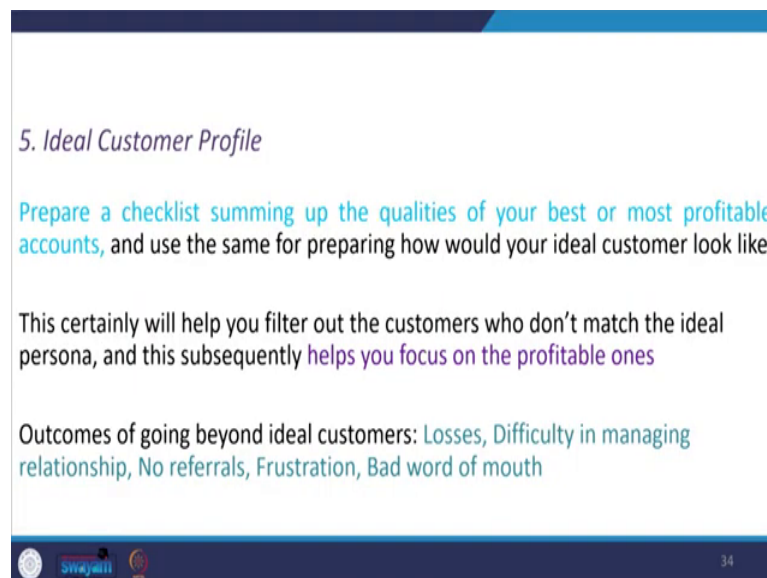
Win-lose indicates a situation where the seller has won, but the buyer has lost. And now this again indicates this is precisely a short-term orientation and most likely the buyer will not be interested in doing any business in the future because with time he might realize that he had the bad deal.

Now, the third category could be lose-win. Now, this particularly indicates buyer wins and you lose, right. Now, this definitely is not going to be profitable for your organization. So, this again is not going to work for long term.

The fourth is lose-lose, which again indicates you know both parties are not feeling good about it. They will not be interested in doing business in future.

Now, once you have analyzed the situations of win and lose, and definitely you should be going ahead with win-win situations, the fifth another important element of strategic selling is the ideal customer profile.

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5. Ideal Customer Profile

Prepare a checklist summing up the qualities of your best or most profitable accounts, and use the same for preparing how would your ideal customer look like

This certainly will help you filter out the customers who don't match the ideal persona, and this subsequently helps you focus on the profitable ones

Outcomes of going beyond ideal customers: Losses, Difficulty in managing relationship, No referrals, Frustration, Bad word of mouth

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Now, this simply indicates that you know you analyze all your best or most profitable customers, you chalk out their qualities in form of a checklist, then you should always

only go ahead with these customers because these are the ones who are going to be profitable for you in long term.

Now, if you go ahead with customers beyond ideal ones, it is definitely going to bring in losses, difficulty in managing relationships, because they could be very very demanding and might take away lot of your time. And you might not be able to focus on those who are profitable. They will not bring in good referrals. You will have you know a lot of frustrations with respect to dealing with them. Eventually, then they will bring in the bad word of mouth.

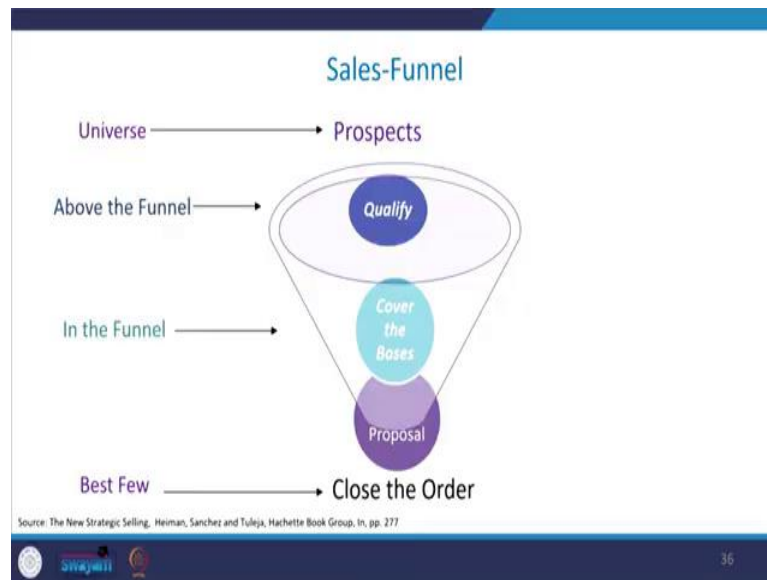
Because see, getting into a relationship which is not going to be profitable, I am completely talking from a sales perspective, will at one point or the other bring in a lot of dissatisfaction leading to frustration and eventually bad word of mouth.

Now, once you have identified a ideal customer profile we will now understand the concept of a sales funnel. See, one thing if you talk to sales people is they will always say that in one quarter you know we get a lot of sales, it is very profitable, and we get a lot of incentives. Wherein in the next quarter they might see a dip. Then, in the next one they might see those highs, then in the next one they might see those lows, or maybe there will be a lot of ups and downs in the sales numbers.

Now, why this happens or how, why this can, how, rather than why we would say how this can be minimized. So, one thing is this can be minimized or this can be handled if the sales people know that they are dealing with the ideal customer profiles because they know that there will be very high chances of doing or closing the sale or these are going to be profitable.

Now, why this happens because majority of the time of the sales people goes in dealing with the customers who are not very ideal or maybe is not completely focused on selling time. I will explain you about this particular concept of selling time and how it matters with respect to the sales funnel which has been proposed by Miller and Heiman.

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This is how a sales funnel looks like as it has been proposed by Miller and Heiman.

Now, if you look at it had different concepts. First is they are talking about prospects, qualify cover the basis, and proposal. Apart from that you can see universe above the funnel in the funnel in best view.

Now, when you talk about universe what they are trying to say is that you will always have a lot of people that you can reach out to selling or offering your products, right. Now, it is more like, you know they are using the literal term universe. Technically, which means that it is not going to be infinite. But what they are trying to say is you will always have the option of reaching out to people more than you can handle at a given point of time with respect to the sales activities, right.

So, what they are trying to say is in these universe you should always try to find out who are going to be your best prospects which means you will search for the fit. Now, this fit is again is with respect to ideal customer profile fit, which means you should identify by looking at your profitable customers, ok is he is the one who is going to be profitable for me or is she the one who is going to be profitable for us if we sell our offerings to them.

Now, once we have narrowed down to the prospects you will again go ahead and get more narrower in the sense like now you will look for data which should give you an information about the fit between your offering and prospects immediate needs.

So, when you talk about the next stage, once you have identified the ideal product fit, you will be going ahead with respect to qualifying. Now, qualifying is about the people that you will be placing above the funnel.

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Universe: Limitless selling opportunities (not literally) but in terms of what one can handle at any give point of time

Prospects: Search for the fit, Check against *Ideal customer profile fit*

Qualify: Look for data that suggests a *fit between your offerings and prospect's immediate needs*, Contact buying influences to verify the fit and identify growth or trouble discrepancy

Cover the base: Identify all buying influences and their objectives, check for response mode, Check for Win-lose situations, Assess Red flags and areas where you can leverage from Strength

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You have kind of you know not pushed them with respect to giving more time as far as your sales activities are concerned.

Now, once they get in the funnel or cover the base pass, then you will be devoting more time to them. Now, as far as the qualify stage is concerned, you try to look for data that will suggest a fit between your offering and prospects immediate needs.

Now, you might be wondering why this is important. See, the only reason why a lot of sales people see ups and downs with respect to their sales targets revenue is simply because they focus equally on people who could be let us say you know who might not have immediate needs or people who have immediate needs.

Just imagine, if you are focusing on people who have immediate needs, there are high chances of closing that deal. That is why it becomes important you know that you kind of also check the fit with respect to their prospects needs.

Now, this eventually can be done by talking to people who are a part of the buying center of the buyer's organization. You might get to them, speak to them, or maybe you can

have a conversation with them with respect to identifying the growth or trouble discrepancy.

Which means if you will try to identify their desired and actual position, if you think that you can your solution can help them reach a better position with respect to growth or maybe quantity quality or other ways in which the organization will grow or will be in a better position, then definitely it is going to be a qualified thing. Otherwise, if they are facing any problem in which your solution can help them resolve that it again gets into the part of qualifying.

Now, once you get to this phase in the funnel or cover the base, it specifically talks about checking out with respect to the 4 first key strategic selling. You know parameters that we have discussed which is with respect to kind of you know jotting down all the important buying influences, whether it is economic buyer, whether it is you know the technical buyer, whether it is the user or whether it is the coach. And then you see what are their objectives with respect to this deal and how you can satisfy them.

Then, you will check for the response mode, whether it is going to be a growth, or it is going to be a trouble, or it is going to be a confident or it is going to be a over confident situation.

Then, you will be checking whether in this particular situation, it is going to be a win-win, win-lose, lose-win or lose-lose. You should only be focusing your energy and timings on the deals which you think are going to be win-win deals because you are supposed to have a long term orientation.

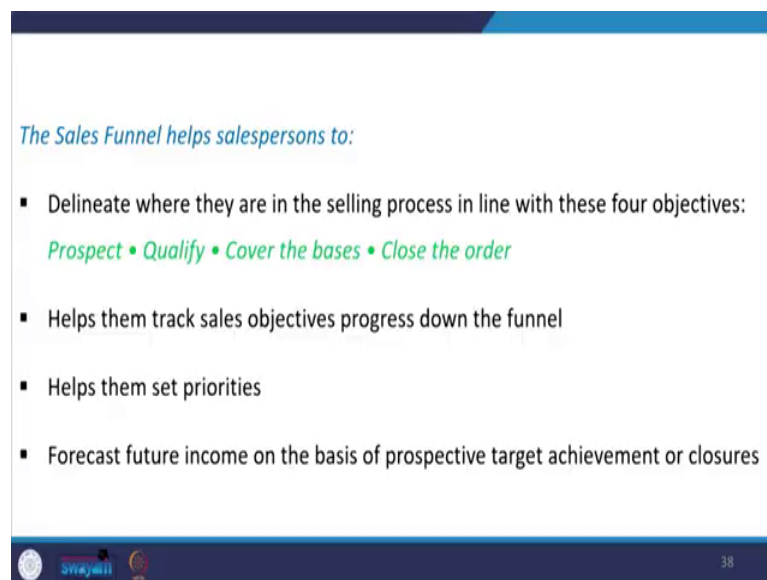
After that you will be assessing the red flags. Anything which can cause hazard or just push away this deal which could have happened very fantastically, or you will see where you can leverage from strength.

See, the only particular thing about this particular sales funnel is, that is definitely talks about an important aspect and also highlights that the salesperson should be giving more time to people who finally, get into the stage of cover the base who are in the funnel. If you are giving more time to people who are in the universe or maybe a part of prospect see you might need the pipeline, right. But if you are not focusing on cover the basis

part, eventually you will be losing out on them immediately and you could have competitors hinging on to them.

Then, after this the proposal should be given to them and in these like best few means who are kind of generating a win-win situation for you, you will go ahead and close the order with them.

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The Sales Funnel helps salespersons to:

- Delineate where they are in the selling process in line with these four objectives:
Prospect • Qualify • Cover the bases • Close the order
- Helps them track sales objectives progress down the funnel
- Helps them set priorities
- Forecast future income on the basis of prospective target achievement or closures

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So, in a way as far as the concept of sales funnel is concerned, it helps them delineate where they are in the selling process in line with these 4 objectives, prospects, qualify, cover the basis and close the order. It helps them track sales objectives, and their progress down the funnel, like how many people are in the prospect stage, how many people are in you know above the funnel, or how many people are in the funnel and then finally, in the stage of closing.

It again helps them set priority. See, as I told you cannot be devoting your precious time to someone who is just above the funnel, then to someone who is just on the verge of closure. I think it takes just some logic to understand that who will become more important. And it also helps them predict their future income, right.

So, I think the beautiful thing is about this particular sales funnel is that how it is explained with respect to universe, then getting to the prospects, then qualifying them. Then, talking about cover the basics which eventually looks at this particular fantastic

part of understanding buying influences, you know then looking at win-lose perspectives, response modes and other things.

See, because it one thing or the other is eventually leading you to a situation where you can create or identify the best view and kind of push things towards a win-win situation, right. So, I hope you really enjoyed learning about this.

Now, as far as the virtual selling aspect is concerned, I will only be explaining you this and giving you a perspective of a strategic selling framework by Gartner. But I want you to kind of develop one, maybe for yourself, and then see how a virtual selling framework can be created. Because see we have been talking about all the important elements which happens in sales, about the processes, also we got some perspective about what are the skill set that makes the sales person stand out, right.

So, I want you to do this as a part of your homework or your own learning experience. I hope you really enjoyed learning about the Miller-Heiman approach to strategic selling, and all those kind of intriguing facets which can be summed up as the 6 important elements.

Now, see as far as our experience with COVID was concerned, we all know how things were going around. So, virtual selling again became the thing, right because you cannot go out, you cannot meet clients, you cannot kind of meet prospects. So, a lot of people you know started writing about what is important for virtual selling, how this can be done and things like that.

Now, before we move further, we will first understand what virtual selling is.

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Virtual Selling

According to Gartner the *definition of Virtual Selling* is:

"the collection of processes and technologies by which salespeople engage with customer remotely with both synchronous and asynchronous communications."

Virtual selling is simply leveraging virtual communication channels in place of physical, face-to-face interaction (Virtual Selling, Jeb Blount, pp.19)

Source: Gartner, Gartner Virtual Selling Framework, <https://www.gartner.com/en/sales/trends/effective-remote-selling-framework>

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So, according to Gartner it is all about, “the collection of processes and technologies by which sales people engage with customer remotely with both synchronous and asynchronous communication.”

Now, synchronous and asynchronous are very important part of virtual selling. As we will move forward I will be definitely explaining you these. But before that we will also address one of the definitions by Jeb Blount which says, virtual selling is all about leveraging virtual communication channels in place of physical, face-to-face interactions.

And as I just said in COVID, we were left with no option. So, companies definitely leveraged on the virtual aspect. You know there were a lot of companies who even started selling products on WhatsApp. They created groups in societies and things like that, right.

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Synchronous (talking with people): Dynamic, require both parties to be available at the same time and calls for engagement. Eg. Face to face (not virtual), Video calls, Phone calls etc.

Asynchronous (talking at people): Do not require parties to be engaging or present at the same time. Eg. Interactions over email, voice mail, social media posting etc.

Source: Virtual Selling, Jeb Blount, Wiley

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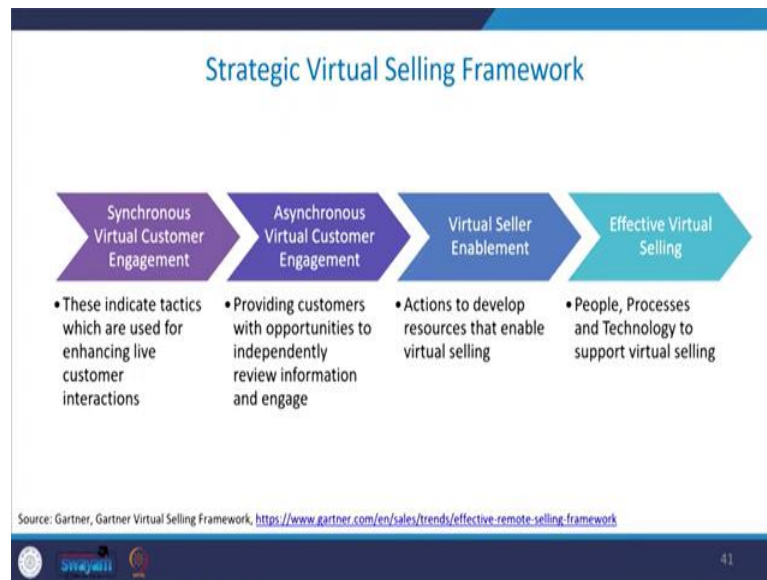
So, as I was just telling you, when you talk about synchronous it is more about talking with people. It is very dynamic and it requires both the parties to be available at the same time and calls for engagement.

Like, let us say if you are having a zoom call, you definitely want the other party to be on the other side of the screen, right or on the other side of the call. So, this is more related to face-to-face which could be physical not virtual video calls and phone calls.

So, synchronous means when the both the parties are present which could be again face to face when you are meeting in a physical environment, video calls, and phone calls because even in phone calls you have the other party on the other side and you are engaging at the same time.

Whereas, when you talk about asynchronous or talking at people, this does not requires party to be engaging or present at the same time. It is more like the interactions which are happening over emails, voice mails, social media postings or in other ways even if you share a video with them which they are watching at their own leisure time or maybe you give them a hangout which they are reading at their own time. It is again going to be a part of asynchronous, right.

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Now, we look at one of the strategic selling frameworks, but my job here is to just to stimulate a thought processes with respect to the elements that it can have. So, I would be very happy if you develop your own strategic selling framework as we have talked a lot about what matters in selling, what are the stages, how it happens, so now it is important for you to get creative and stimulated with respect to working on this.

Now, a strategic virtual selling framework is definitely going to have 4 elements. First is synchronous virtual customer engagement. So, these are the tactics or strategies which you actually use for enhancing live customer interactions. Like, you might for zoom calls with them or have video calls with them or maybe let us say phone calls with them where both the parties are engaging at the same time.

Apart from that the other thing which becomes important is asynchronous virtual customer engagement. Now, this is when you know you provide them the opportunities to independently review information and engage, right. You might give them a handout, you might share a document which highlights the unique selling proposition of your product and then you might ask them to get back or share their doubt.

See, this again becomes important because let us say you just had a video call and you gave them a perspective about your products, and his unique selling proposition. Now, to stimulate their interest to the next level or to bring in the element of desire in them, you decided to share some handouts with them or some material for them which they could

read out, right. So, asynchronous becomes equally important as far as the virtual selling frameworks are concerned.

Now, the next pillar is going to be virtual seller enablement, which means the actions that you do to develop resources that enable virtual selling. Like, you might have a platform where they can see the progress of their orders, they can post their queries, and things like that, right. So, enablement with respect to virtual selling could be very very different with respect to let us say the physical settings which have been happening for a long time or which have been executed from the time immemorial.

Now, the last part is going to be effective virtual selling which indicates that you need to have people, processes and technology to support virtual selling. See, the whole idea of talking about these stages is to give you some threads or some beats to think about what virtual selling framework could be all about.

But as I said, I want you to get more into it and read about it with respect to the link that has been given below and come up with your own virtual selling strategy framework. Or maybe a strategic framework that can be implemented for virtual selling without kind of you know or maybe I would say keeping all these 4 elements in mind or maybe something extra that you would like to add to it.

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Extra Fodder for Thought : Deciding to Invest in Virtual Sales

Evaluating Competitive Focus
Evaluate Where it Makes Sense to Compete Using Virtual Sales

Advantage: Virtual Sales	Product	Advantage: In-Person Sales
DIY, TOI	Digital - Niche	?
Gift	New - Market	Leaf
Apple	Mass Affluent - Ultra-PRM	Person
High SAC Investment	Need Complexity	High SAC Investment - Address Expertise Suffers

Source: Gartner.com

<https://blogs.gartner.com/michael-horney/2021/06/29/four-key-factors-for-investing-in-a-virtual-sales-strategy/>

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So, as a part of extra fodder for thought, I have provided the link for this article which will provide you an information with respect to you know thinking about whether or which organization should be investing in virtual sales or not. So, please go and read this article.

This is definitely again going to bring in some perspectives about that how virtual sales may not work for each and every organization or for each and every product with respect to the facets like product, market, segment, and need complexities. So, please go and read it.

So, as far as today's session is concerned, I hope you really enjoyed learning about the Miller-Heiman Approach. I would again urge you to go back and read more about these fantastic people because they have definitely made some you know fantastic contributions to the world of selling and sales management.

So, thanking you for now. And we will be again meeting next week where we will learn some more interesting things about the strategic sales management.

Wishing you a good day.

Thank you.