

卓越销售

本书中的技巧和工具能帮助销售代表、销售经理、客户服务人员、培训人员以及其他面对最终用户进行销售的人员拥有更好的销售业绩，成为名副其实的销售高手。

[英] Clive Bonny 著
钦 寅 译

上海交通大学出版社



英汉对照管理袖珍手册

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图书在版编目(CIP)数据

英汉对照管理袖珍手册. 卓越销售 / (英) 邦尼 (Bonny, C.) 著; 钦寅译. —上海: 上海交通大学出版社, 2007

ISBN 978-7-313-04399-3

I. 英... II. ①邦... ②钦... III. 销售学-手册-英、汉 IV. F713.3-62

中国版本图书馆 CIP 数据核字 (2006) 第 111717 号

责任编辑: 汪 俪

英汉对照管理袖珍手册: 卓越销售

钦 寅 译

上海交通大学出版社出版发行

(上海市番禺路877号 邮政编码200030)

电话: 64071208 出版人: 韩建民

常熟市文化印刷有限公司印刷 全国新华书店经销

开本: 890mm × 1240mm 1/64 印张: 4.0625 字数: 161 千字

2007年4月第1版 2007年4月第1次印刷

印数: 1-4 050

ISBN 978-7-313-04399-3/F · 627 定价: 10.00 元

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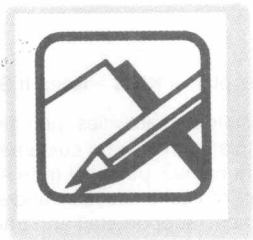
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PLANNING

制定计划

PLANNING

THE SALES PLAN



The first rule in preparing a sales plan is **KISS** – **K**ee**P** It **S**hort & **S**imple.

- | | |
|------------------------------|--|
| 1. Summary | Key results and activities, prioritised and timetabled |
| 2. Background | Marketplace profiles on customers, prospects and competitors |
| 3. Targets | Account names, potential (rate A-B-C) and schedule call plan |
| 4. Methods | Territory routes, timescales and special projects |
| 5. Resource needs | Equipment, support staff and training |
| 6. Potential problems | What if ... |
| 7. Contingencies | ... needs this action |
| 8. Feedback | Reporting channels and frequency |
| 9. Costs and returns | Forecast financial payback |

Focus on your GOALS and customer needs



制定计划 销售计划



准备一个销售计划的第一个规则是“KISS”(Keep It Short & Simple)——简洁明了。

- | | |
|----------|---------------------------------|
| 1. 提纲 | 按优先顺序和时间先后排列核心目标和具体工作 |
| 2. 背景材料 | 包括客户、发展前景和竞争者等在内的市场概况 |
| 3. 目标 | 列出姓名、客户发展潜力(按 A—B—C 评级)和电话拜访时间表 |
| 4. 方法 | 路线图、时间表和特别计划 |
| 5. 所需资源 | 设备、辅助人员和培训 |
| 6. 潜在问题 | 如果……会怎么样 |
| 7. 偶然事件 | 什么情况需要采取这样的行动 |
| 8. 反馈 | 报告的渠道和频率 |
| 9. 成本和回报 | 预测财务回报 |

关注你的目标和客户需求



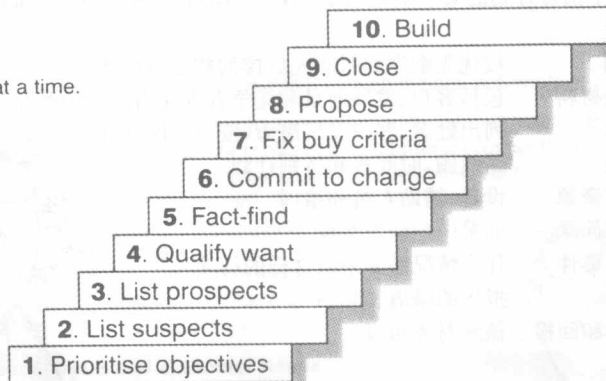
PLANNING

GOALS

TEN STEPS TO ACCOUNT DEVELOPMENT



Take one step at a time.



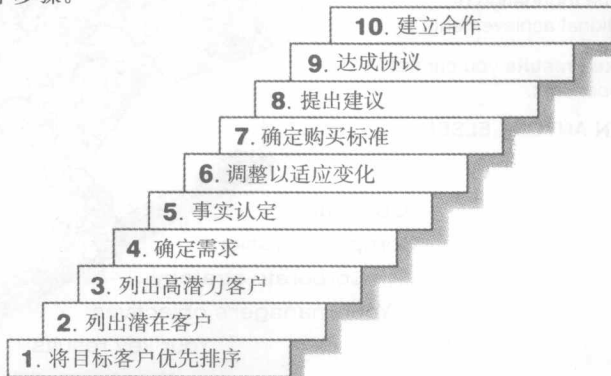
制定计划

目标

发展客户的十个步骤



一次采取一个步骤。



PLANNING

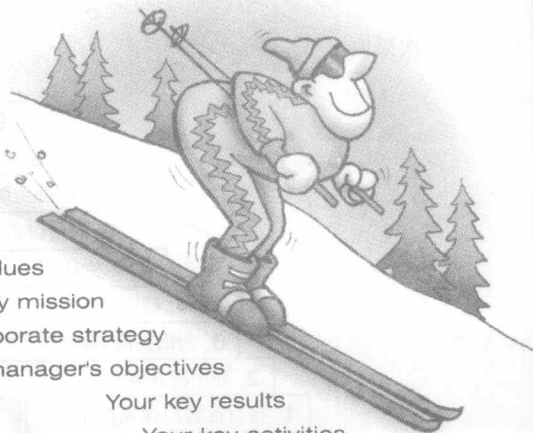
KEY RESULTS

GO FROM THE TOP DOWN

You are the foundation of organisational achievement.

Without **key results** you cannot judge good work.

NOR CAN ANYONE ELSE!

A cartoon illustration of a skier in a dynamic pose, leaning forward as they descend a snowy slope. The skier is wearing a helmet, goggles, and ski gear. In the background, there are several evergreen trees. The skier's path is marked with small circles indicating movement.

Core values
Company mission
Corporate strategy
Your manager's objectives
Your key results
Your key activities

制定计划

核心目标

采取自上而下的方式



你是机构发展的基石。

不确认**核心目标**，你就不能判断
工作的优劣。

其他人也一样不能！

核心价值

公司使命

企业战略

经理的目标

你的核心目标

你的具体核心工作



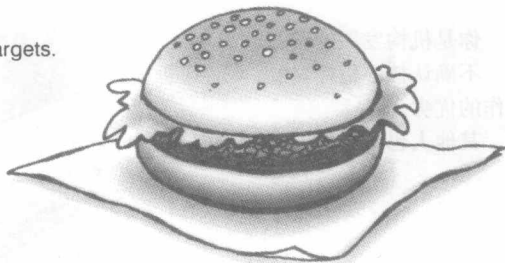
PLANNING

TARGETS

SET MEATY TARGETS

Focus your planning with 'MEATY' targets.

M easurable
E ssential to the job
A chievable
T imetabled
Y our commitment



Examples

- Achieve quarterly forecast accuracy of at least 75%
- Clear all outstanding debts within 45 days
- Achieve minimum monthly revenue of 10,000
- Resolve all customer complaints in writing within one week
- Answer all incoming telephone calls within four rings

Don't bite off more than you can chew



制定计划

目标

设定 MEATY 的目标



以“MEATY”为目标,制定计划。

M——可衡量的

E——关键的

A——可实现的

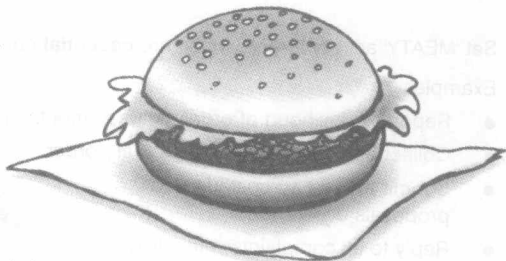
T——时间进度可控的

Y——你承诺过的

例如:

- 达到至少 75% 的季度预测准确率
- 45 天内清偿所有应付债款
- 每月至少达到 10000 元的销售收入
- 在一周内解决所有客户的书面投诉
- 在铃声响四下以内接听电话

制定您可以达到的目标,不要眼高手低。



PLANNING

KEY ACTIVITIES

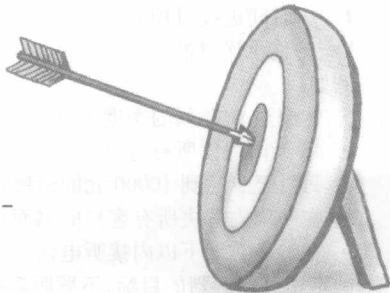


Set 'MEATY' activity targets which are **essential** components of the key results.

Examples

- Report % likelihood of order status at month end
- Collect payment deposits with every order
- Submit at least 10 cost-justified proposals every month
- Reply to all complaints within two days of receipt
- Arrange continuous telephone manning
09.00 – 17.30 daily

**If you don't know where or when you're going –
you'll never arrive!**



制定计划

核心行动

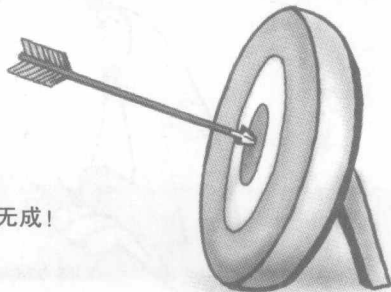


制定 MEATY 的行动目标,这是核心目标的基本组成部分。

例如

- 月末以百分比的形式报告订单的进展情况
- 收取每一个订单的付款保证金
- 每月至少提交十项成本合理的建议
- 对所有投诉在收到两天内做出回应
- 在每天 9 点到 17 点 30 分安排不间断的电话接听人员

如果您不了解行动的时机与方向,就会一事无成!



PLANNING

ATTITUDE

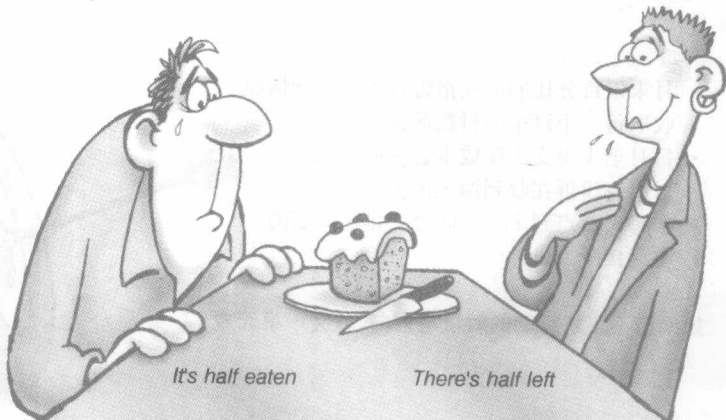


Your best resource is **yourself**: **ASK!**

A ttitude

S kill

K nowledge



It's half eaten

There's half left