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WE
HAVE
A

优势成交

老外这样做销售

Abdelhak Benkerroum (阿道) 著

范文曲 译

世界知名企业高级经理、高净值客户管理专家倾囊相授

你与老外谈判时，对方其实这样想！

DEAL

中国海潮出版社

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序言

3 个儿子与 17 头骆驼

有个阿拉伯人把 17 头骆驼作为遗产留给了他的 3 个儿子。在他去世后，他的儿子们聚在一起打开了遗嘱。

遗嘱上写着：“我有 17 头骆驼，3 个儿子。大儿子将得到一半数量的骆驼，二儿子得到总数三分之一的骆驼，最小的儿子得到总数九分之一的骆驼。”

三个儿子疑惑不解。要怎样按照遗嘱里说的来分 17 头骆驼呢？怎么可能把 17 头骆驼等分成两份、三份或九份呢？于是三个儿子开始商量如何在不杀死骆驼的情况下公平地进行分配。正当三兄弟的讨论逐渐升温时，一位骑着骆驼的阿拉伯老人顺道路过。他下了骆驼，表示愿意帮助他们。他看过遗嘱后思索了一番，说道：“我把我的骆驼借给你们，那么你们三个就有 18 头骆驼（ $17+1=18$ ）了，现在我们就按遗嘱上说的分一分。

大儿子得到 9 头骆驼（ $1/2 \times 18=9$ ）；

二儿子得到 6 头骆驼（ $1/3 \times 18=6$ ）；

小儿子得到 2 头骆驼（ $1/9 \times 18=2$ ）。

如此一来骆驼的总数为 17 头（ $9+6+2=17$ ）。剩下的一头骆驼是我的，我将其取回。”

然后他便骑上自己的骆驼离开了。

Preface

3 Sons and 17 Camels

An Arab man left 17 camels as an asset for his three sons. When he passed away, his sons got together and opened the Will.

The Will stated: "I have 17 camels, and I have three sons. Divide my camels in such a way that my eldest son gets half of them, the second one gets $\frac{1}{3}$ rd of the total and my youngest son gets $\frac{1}{9}$ th of the total number of camels."

The three sons were stunned. How to divide 17 camels as mentioned in the Will? It is impossible to divide 17 into half, or 17 by 3, or 17 by 9. So the sons started negotiating on how to divide them equally, without killing any camel. As the discussion heated up, an old Arab riding a camel goes riding by. He stopped, got off his camel, and proposed to help. He read the Will, pondered over it for some moment, then said: "I will lend my camel to you, which makes the three of you owners of 18 camels ($17+1 = 18$). Now let's divide as per this Will.

The eldest son gets $\frac{1}{2}$ of $18 = 9$

The second one gets $\frac{1}{3}$ of $18 = 6$

The youngest gets $\frac{1}{9}$ of $18 = 2$

Now the total number of camels is 17 ($9+6+2=17$). There is 1 camel left, and it is mine, so I will take it back."

He then jumped back on his camel and left.

What does this fascinating story tell us? It first tells us that **there is no problem that can not be solved**. You can look at ANY issue you are facing

这个神奇的故事告诉我们什么？首先，没有解决不了的问题。无论你在工作或者生活中面对任何问题，都要相信会有解决的方法。有些时候只需换个角度看问题，就能够找到一个全新的解决方案。这个故事也告诉我们，达成共识或是促成一个交易并非我们所想的那样艰难。通过运用正确的态度，谈判各方都可以促成一次成功的谈判。

关键问题：永远要找寻第十八只骆驼。

任何交易都由三个因素组成：人员、产品以及流程。一个公司或公司内部的一个部门要想存活并持续发展，就需要完全掌控这三个可变因素。

一个拥有好产品和好员工的公司不知道该干什么，是因为它没有清晰地规划流程。

一个拥有好流程和好员工的公司什么都卖不出去，是因为它没有一个好的产品。

一个有卓越产品和合理化流程的公司成不了大事，是因为它的员工不够称职。

回首我的职业生涯，我也遇到过在这三个因素中缺失了两个却依然存活下来的公司。没错，也许凭一些运气或充足的资金（或两者兼备），那个公司能够存活，但它永远无法发展壮大。一旦市场上有强大的新生竞争者出现，该公司就会迅速被后来者的迅猛之势碾压，其黄金时代也将不复存在。在那时的市场环境下，这样的公司想要转型十分困难。一场金融危机甚至可以在公司意识到市场状况之前就将其彻底摧毁。

《优势成交：老外这样做销售》一书选取这三个因素中的第一个因素“人员”，尤其是销售人员进行讲述，旨在介绍销售部门内部的逻辑关系。在第一部分，本书以极为简单实用的方式揭示了作为一名销售人员所应具备的“双赢”谈判技巧，涵盖从开始准备商务会面，到最终成交所涉及的各个方面，

at work or in your life, and be sure that there is somehow a way to make it work. Sometimes, just changing the angle from which we view things can expose a whole new world of solutions. This story also tells us that reaching an agreement and striking a deal is not as difficult as we might think. With the right attitude, each party involved in a negotiation can and has to contribute in the success of a negotiation.

Bottom line: Always look for the 18th camel.

Any business is a combination of three things: People, Products, and Processes. In order for a company or a department within the company to survive and thrive, it needs to have full control of all three variables. All of them.

A company with good **Product** and good **People** will not know what it is doing without clear and documented **Processes**.

A company with good **Processes** and good **People** will never sell anything if it has a bad **Product**.

A company with an exceptional **Product** and streamlined **Processes** will not go anywhere if its **People** are incompetent.

Over the course of my career, I came across companies where two of the three variables were deficient, yet the company managed to survive. Yes, with a bit of luck or a lot of money (or both), that company can still survive, but it will never grow. It will survive only up until the time when a strong new competitor rolls into the market with full speed and full resources, and shows them that the golden days are over. It will also be vulnerable to changes in market conditions. An economic crisis could wipe out companies before they even realize what exactly is going on in the market.

We Have a Deal! is mainly talking about the first P: People, especially the salesmen. It aims at introducing logical relation ship of sales departments. In its first part, it exposes in a very simple and practical manner how a salesman should negotiate for win-win deals, from the moment he starts preparing for the sales meeting, to the moment the deal is closed. It tells you exactly what you have to

并将明确地告诉你说什么和怎么说。在第二部分，本书会阐述如何招聘、考核、维护以及培训销售人员等。在第三部分，本书将介绍老外眼中中国销售遭遇的挑战，以及搞定外国客户的方法等。

本书还将解答一些大家关心的问题，如为什么用整数标价不是一个好主意？为什么应该避免争取大客户？如何以及何时在谈判过程中报价？

这都是我在世界各地，经过多年跨国合作所得的经验。通过这些经验的学习，销售人员可以提升业务水平，公司可以获得培训销售人员的方法，从而培养出出色谈判者和交易专家。

本书的出版也源自于我内心的一种失望。我曾经看到许多培训公司收取极高的费用来培训中国或其他国家公司中的销售团队，告诉销售人员如何销售和谈判。然而，许多这样的培训都只培训销售流程和销售态度。这些培训公司往往在培训中派出励志演讲人，而非引导师或培训师。甚至连培训的标题都令人匪夷所思，比如“一个月内让你的销售业绩提升 35%”或者“88% 的销售代表在此培训后获得了杰出的销售业绩”。我并不排斥励志演讲人，但是我认为当某公司聘用了销售与谈判培训师，那么其销售人员就应该获得有关销售与谈判的培训。这是很简单的道理。本书将告诉你在销售和谈判中所需要掌握的知识和技巧，除此之外你将不必在更多的培训上花费金钱。这本书的低定价是为了让中国的每一位销售人员都能够有机会阅读并从中获益。我希望本书能够服务并帮助中国的商业公司及企业家在国内外市场上获得成功。

阿 道

宁波东方海默信息咨询有限公司

say and how to say it. In the second part, it explains how to hire, assess, retain, and coach salespeople. In the third part, it introduces Chinese sales in the eyes of foreigners and the rules how to treat foreign clients.

This book can answer your questions such as: why pricing at a round number is a bad idea? Why should I avoid going after large customers? How and when to announce the price during a negotiation?

It is a result of several years I spent working around the world in and with multinationals to drive their sales growth and train their salespeople to become great negotiators and master dealmakers.

This book is also a result of a disappointment. I have seen many training companies charging outrageously high prices to businesses in China or elsewhere in order to train their sales team on how to sell and negotiate. Unfortunately, many of those trainings confuse sales processes and sales attitude. Instead of sending a facilitator or a trainer to the company, they send a motivational speaker. Even the training's headlines look suspicious. It reads something like this: "Increase your sales by 35% in less than 1 month" or "88% of sales representatives experienced stellar growth in their sales after this training". I have nothing against motivational speakers, but I believe when companies commission a sales and negotiation trainer, they should get a sales and negotiation training. As simple as that. This book will tell you what you need to know in terms of sales and negotiation, and you won't have to pay for more trainings. It is priced at a low price so we can get it in the hands of every salesperson in China. I hope it will serve Chinese businesses and help them succeed in domestic and international market.

Abdelhak Benkerroum

Eastheimer International

目 录

第一部分 从辨识客户到最终成交

为谈判做好准备·····	003
谁是你的潜在客户·····	017
让潜在客户接受你的会面请求·····	031
8 条守则打造完美第一印象·····	037
3 个步骤用闲聊开启正式谈判·····	051
把握谈判核心阶段，助力最终成交·····	055
最好的成交方式·····	091
成交后还有哪些事情需要做·····	103
阿道的独家谈判策略·····	113

第二部分 打造一支优秀的销售团队

如何挑选最适合的销售代表·····	137
留住人才的 7 种方式·····	149

CONTENTS

Part 1 From Probing the Prospect to Closing the Deal

Preparing for a negotiation	004
Identifying the right customer	018
Securing a sales meeting with the prospect	032
The 8 rules of a great first impression	038
Transitioning from the informal to formal talk in three stages	052
Mastering the different negotiation phases to facilitate closing the deal	056
Closing the deal	092
Follow-up	104
Abdel's ultimate negotiation tactics	114

Part 2 Building an Outstanding Sales Team

Hiring the right people	138
Retaining the right people	150

使用正确的方法考核员工·····	157
通过内部培训让销售代表适应外部变化·····	169
成为一个称职的销售经理·····	179
合理使用客户维护经费·····	183

第三部分 老外眼中的中国销售

与中国销售打交道时常遇到的 14 个问题 ·····	189
你有时并不了解外国客户的规矩·····	203

Assessing sales representatives	158
Employee training	170
Duties of a sales manager	180
Sales department expenses	184

Part 3 Chinese Salespeople Through a Foreigner's Eyes

Challenges I encountered when dealing with Chinese salespeople	190
You actually do not know about the rules how to treat your foreign clients	204



| 第一部分 |

从辨识客户 到最终成交

销售流程不可一概而论，汽车、玩具、珠宝等行业的销售流程各不相同。但不论销售所处的情境如何，其背后的逻辑大体上是相同的，比如制定销售策略、辨识并搞定潜在客户。本部分旨在讲解这些共通的流程。这一部分将带你领略销售流程的各个阶段，并为你提供一些经过转化能够用于你所在公司具体情境的商业实例。这样的调整是很有必要的，特别是当你的公司同时运作两种不同的销售策略时：一是线上销售，一是线下销售。

本部分的后半部分主要讲的是销售过程中的“阻力应对”。这是因为每位潜在客户都有抵触你的产品、购买你竞争者产品的理由和借口。潜在客户只有在极少数情况下不会去质疑你的产品价格或产品质量。因此，你用于回应这些情况的方式也将决定你是否能够成功地完成一笔交易。



· | Part 1 |

From Probing the Prospect to Closing the Deal

The sales process differs depending on whether your company is selling cars, toys or gold jewelry, but the logic is pretty much the same no matter where the sale takes place. It is a matter of setting a sales strategy, identifying the right prospect to engage with, then engaging with those prospects following a step by step process. This section is about that process. It will take you through the different phases of the sales process and provide you with a few examples that could be reframed and adjusted to fit your company's specific context. That adjustment would be relevant specifically if your company has two different sales strategies in place: one for online sales, and the other for offline sales.

A subsequent part of this section deals with the "objections handling" part of the process. The reason is that every prospect will have excuses and resistances to not buy from you and buy from the competition instead. There are very few cases where the potential buyers will not question your price, or the quality of your products, and so the way you respond to those situations/objections could determine whether you will be able to close that deal or not.

为谈判做好准备

孙子曾说：孰胜孰负，未战先知。意思是准备更充分的一方往往会获得战争的胜利，比如它拥有充足的供给、良好的训练、准确的情报、对地理地形的熟悉掌控、精密的计划以及对敌情的全面掌握等。这是一项艰苦的工作，而且没有捷径。销售谈判也是如此。把销售谈判等同于战争或许是一种误导，不过两者确有相似之处，比如没有人能够准确预测结果，因为没有人知道事情到底会怎样发展。所以，你能做的就是通过制订行动计划来为各种偶发状况提前做准备。

一次常规且简明的销售谈判一般由谈判前准备，谈判中与潜在客户座谈、辨析客户需求、报价、应对潜在购买阻力、成交以及谈判后的后续追踪这几个环节组成。但有些环节可能不按顺序出现。比如你第一次出现在某潜在客户办公室的那一刻就有可能产生购买阻力（被拒），一句简单的“你最近怎么样？我听说你的工厂近来面临一些生产上的难题”就有可能让你们的对话陷入僵局。在后面的章节我们会学习如何应对类似的阻力因素，现在先让我们来探讨下能够帮助你正确备战谈判，并以此提升成交率的6个建议。需要牢记的是，谈判相较于下棋，更像是一种扑克游戏。即便拿着一手好牌你还是有可能输，但如果你为潜在的可能性做好设想和计划，结果可能会好一些。这些计划你需要以书面形式记录下来，并在与客户谈判前与公司的管理层交流分享。我过去常以喝下午茶的方式与我的团队一起准备谈判。这种做法大错特错！除非聊天内容被记录下来，否则我和我的团队将带着不同的结论去参加谈判，这会有意见不一致的风险。

显然，这些记录便是“作战计划”，我们并不希望它落入客户的手中。

Preparing for a negotiation

Sun Tzu said that "Every battle is won or lost before it is ever fought". The battle would likely go to whoever had prepared best; a combination of the best supplies, the best training, the best intelligence, the best control of the ground, the best planning, the best understanding of the enemy, etc. It's hard work and there are no shortcuts. The same could be said about a sales negotiation. It is misguided to equate a sales negotiation to a war, but they share a similarity in that no one can predict the outcome accurately because no one knows exactly how things will develop. However, what one can do is prepare for any contingencies by setting an action plan.

A normal and simplified form of a sales negotiation would consist of preparing for the meeting, sitting-down with the prospect, identifying his needs, making an offer, handling potential objections, closing the deal, and following-up in that order. However, you might show up at a prospect's office and his first opening would be an objection. A simple "How have you been lately? I heard about the production challenges your factory has been facing" could take your discussion into a whole different direction. We will learn later how to handle similar objections, but let's first discuss the 6 pointers that will help you prepare for a negotiation properly so you improve your odds of closing the deal. One need to bear in mind that negotiation is more of a poker game than a chess game. You can still lose despite optimal preparation, but you would be better off planning for potential scenarios that might play out. That planning phase needs to be documented in written, and shared with the company's management before engaging prospects. I used to prepare for my negotiations by sitting with my team around an afternoon tea and chatting. Big mistake! Unless this information is documented, I end up going to a meeting where my team and I "don't speak with the same voice", hence risking to sound uncoordinated.

Obviously, since that document is our "game plan", we don't want the customer to get his hands on it.