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成功销售手册

The Sales Success Handbook

(美) 琳达·理查德森 (Linda Richardson) 著
施淑芳 译

推荐专家

清华大学经济管理学院 赵纯均教授

Professor Zhao Chunjun
School of Economics and Management
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英汉对照 附送 CD

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出版说明

在这个瞬息万变、竞争激烈的商业环境中，各行各业的人士若想要跟上时代的步伐，不断吸收新知识当属首要任务。面对当前形势，更惟有能够精通中英文，熟悉职场文化的人才，才能抢得先机，领先群伦。

有鉴于此，清华大学出版社精心策划引进了世界知名出版公司麦格劳-希尔（亚洲）教育出版公司全力打造的“职业成功必读书架”系列丛书，旨在为广大的有志在职业生涯中取得成功的人士量身打造一套内容精要易懂、中英文对照的管理好书，让读者能以最短的时间、最快的速度，吸收当今有效的管理新知，并通过中英文对照、难词注释及配套的英文朗读，彻底掌握相关知识的地道英文表达，使您双倍受益，信心百倍地走入成功之道。

本套书在编排上独具特色。每章末尾都附有名言警句，读者除了可以吸收管理新知，更能从中领略到智慧与哲学的思考。同时，本套书在开本大小、中英文对照、生词醒目标记、中心思想重点提取等方面精心设计，以方便商务人士的携带，也方便他们利用运动休息之时、茶余饭后和会议休息之际，或者出差旅途之中花上不多的时间轻松阅读。

本系列丛书呈开放式，使得不同领域和职位的人士各取所需，找到最适合自己或自己最迫切需要的内容，使之成为准备或已经进入商务圈的人士必备的进修工具书和赢在起跑线上不可或缺的成功利器。

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Preface

Sales talk

Sales talk. What is it? It is more than you talking. Sales talk takes two. It is not a **monologue**. It is a dialogue. It is a customer-centered exchange of information that begins and ends with the customer whose needs must drive the conversation.

You have a sales approach you use consciously or unconsciously every day. How open are you to looking at your sales talk up close? If you are open, these lessons can help you assess yourself, spot your strengths and weaknesses, and change your sales talk. You will **tap into** your natural skills, **leverage** your knowledge, and sell more by creating compelling dialogues with your customers.

You are probably thinking, “But I already do all that.” And it is likely that you do. But

monologue /ˈmɒnəlɒɡ/ *n.*
长篇大论（使别人无从插话）；自言自语

tap into /tæp ˈɪntu/ 接近

leverage /ˈli:vərɪdʒ/ *v.* 影响

前 言

给业务人员的话

什么是“销售对话技巧”？“销售对话技巧”不是你一个人的滔滔不绝，而是指你和顾客双方对话的一种沟通方式，所以“销售对话技巧”不是一个人的独白，而是对话。是以顾客为中心的信息交流，对话的起点和终点都是集中在顾客的需求上。

每天你会有意识或无意识地运用自己的销售方法。你是否能够坦然地剖析自己的销售对话技巧？如果你能坦然面对，这些课程将可以帮助你进行自我评估，确认自己的优势及劣势，并且加强你的销售对话技巧。你将可以更进一步开发潜在的销售能力，让你的知识有效地发挥其影响力，而且通过令顾客信服的对话过程，创造更好的销售成绩。

你可能会想：“我早就都做到那些要点了

什么是“销售对话技巧”？

how are you keeping up with the changes that are occurring everywhere around you—with your customers, your competitors, your markets, and your own organization?

Relying solely on product knowledge or technical expertise doesn't work in today's environment. The Internet is a free and convenient source of knowledge, giving customers more information than ever before. Salespeople face a tough business climate in which they need to win all the good deals that are out there. In this environment, products—once the key **differentiator**—are the equalizer. Instead of talking about products, your role is to communicate a message in which you add value, provide perspective, and show how your features and benefits apply to and satisfy customer needs.

Most salespeople use a model for selling that has been the predominant model for decades. It primarily relies on the old, tried-but-*no-longer*-true feature-and-benefit focus. Too many salespeople tell their product stories too soon, without necessarily meaning to do so,

differentiator

/ˌdɪfə'renʃieɪtə(r)/ n. 差异点

啊”。没错，或许我要说的你都已经做到，但是销售市场瞬息万变，你是否能顺应来自顾客、竞争对手、市场环境以及你的组织等各个方面的变化？

在当今的环境中，单独依靠产品知识或专业技术是没有用的，因为网络俨然成为顾客最方便且免费的信息来源，顾客透过网络可以轻而易举地取得丰富的知识与信息。因此，销售人员面对前所未有的复杂交易环境，想要顺利成交的困难指数远比过去要高。此外，过去一向被认为是主要差异点的各家公司的产品，如今也变得大同小异。有鉴于此，你不应该将焦点放在产品上，而是要将自己定位为信息沟通者，在向顾客沟通的信息中强调附加值，并且提出你独到的观点，最后还要向顾客展示你的产品特色及优势如何满足他们的需求。

大多数销售人员至今仍遵循过去数十年的主流销售模式，也就是依据产品“特色加优势”为主的销售模式，这种销售模式虽然历史悠久、经过千锤百炼但却不再是真理。

销售人员面对前所未有的复杂交易环境，想要顺利成交的困难指数远比过去要高。

and invariably talk from a generic product vs. customer point of view. When they ask about needs, they don't go far enough. When they identify a need, they *jump* to product, rather than *create a rich dialogue* to understand why, how, or when.

Selling today is more **demanding**. As business becomes more challenging, salespeople need a higher level of skill. My experience, in more than two decades of working with tens of thousands of salespeople in some of the finest organizations in the world, shows that at *best* only 30% of salespeople truly practice need-based **consultative** selling and no more than one third of those achieve trusted-advisor level with their customers.

The bottom line is that too many salespeople are still too quick to tell a product story. While most *think solution*, they *present product*. Because they tend to talk more than they listen, they create an imbalanced give/get ratio instead of a 50/50 dialogue. Overall, the level of preparation and questioning does not measure up. Most sales organizations have

demanding /di'mɑ:ndɪŋ/
adj. 需要很大耐性、技巧努力的

consultative /kən'sʌltətɪv/
adj. 咨询的

很多销售员常常在没有必要性的情况下，迫不及待地阐述他们的产品特点，并以千篇一律的方式介绍产品而忽略顾客的观点或立场。就算他们问及顾客的需求，也只是点到为止，根本不会深入探究顾客真正的需求。一旦他们认定顾客的需求是什么，他们就会立刻将话题引向产品，丝毫不试图开创更丰富的对话空间以便更进一步了解顾客，包含为什么他们有这种需求、何时产生这种需求以及如何满足他们的需求。

当今的销售较过去更为吃力、严格，且要求更高，交易活动也越来越富挑战性，因此销售人员需要更高的技巧。我拥有和全世界顶尖企业的数万名销售人员一起工作二十多年的经验，我发现只有三成的优秀销售人员真正身体力行，进行以顾客需求为基础的咨询性销售，并且只有不到三分之一的销售人员能在顾客面前扮演好值得信赖的顾问角色。

有太多的销售人员太急于阐述与产品相关的信息，当他们一旦思考解决问题的方法，就直接想到产品。造成这种结果的主要原因在

当今的销售较过去更为吃力、严格，且要求更高，交易活动也越来越富挑战性，因此销售人员需要更高的技巧。

good salespeople, but they lack enough **superb** salespeople to drive the growth they need to succeed.

As much as everything else is changing, the old formulas of selling features and benefits are still around, blocking dialogues and holding good salespeople back from becoming superb.

The lessons in *The Sales Success Handbook* will let you tap into your natural talents by helping you take advantage of your personal strengths, build on them, and create sales talk that sells.

superb /sju(:)'pə:b/ *adj.* 卓越的; 杰出的

ratio /reɪʃiəʊ/ *n.* 比率



于他们和顾客对话时，倾向于说话多于聆听，因此他们产生不平衡的“付出/获得”比率，而不是说话与聆听各占一半的平衡对话状态。整体而言，他们的准备程度以及提问技巧也不符合标准，大多数的销售组织都拥有优秀的销售人员，但是他们缺乏足够的一流销售人员来促使组织成长以及激励员工更上一层楼。

世事万物都在改变，令人惊讶的是，过去强调“特色加优势”的销售模式竟然还普遍被采用，阻碍了销售人员与顾客的顺畅交流，也使得他们难以成为顶尖业务员。

依循本手册中的诸课程，将唤醒你天生的才能，帮助你善用个人的长处，更进一步建立优势，并且创造足以达成交易的销售对话技巧。

Check your sales talk. Measure your “give/get ratio.”

检查你的销售对话技巧，衡量你的“付出/获得”比率。

帮助你善用个人的长处，更进一步建立优势，并且创造足以达成交易的销售对话技巧。

1

☐ Tell your story

☒ Create a dialogue

If you were to ask 100 salespeople you know whether their approach was *customer*-centered or *product*-centered, what would they say? Few, if any, would boast about selling “a box.”

Most salespeople believe that they know their customers’ needs. They believe they are positioning solutions, not products. They believe they are customer-focused. These beliefs are the biggest obstacles keeping them from making the changes they need to make in their sales talk.

Selling styles **run the gamut**. There is a sales style continuum. At one end of the **continuum** is generic product selling, basically

run the gamut /ʃʌŋ ðə
'gæmət/ 涉及全过程
continuum /kən'tɪnjuəm/
n. 连续统一体

1

☐ 自说自话

☒ 开始对话

假如你针对认识的100个销售人员，询问他们的销售取向是以顾客为中心还是以产品为中心，你猜结果会如何？我想几乎不会有人会以他们在卖“一个盒子”而吹嘘的。（意指销售人员不认可以产品为中心的销售取向。）

多数的销售人员自认为很了解顾客的需求，他们觉得自己总是替客户提出解决方案而不只是提供产品而已，因此他们认为自己绝对是采用以顾客为焦点的销售方式。这些信念是造成他们的销售技巧无法提高的最大阻碍，而这些突破又是销售对话中必不可少的。

销售风格有很多种，每个业务员都有其独特的作风，在销售风格的统一体中有一种

销售风格有很多种，每个业务员都有其独特的作风。

a monologue, a “product dump.” At the other end is consultative selling, an interactive *dialogue* that focuses on the specific needs of the customer. 100% on either end is impossible. All salespeople are somewhere in between.

Some salespeople are **charismatic** sellers who rely on their interpersonal skills and charm. Others are technical experts, substantive in content but weak in customer focus. There are the “killers” always rushing to the close, often at the expense of the relationship. These characterizations of sales types are extreme, but they set the context for thinking about how salespeople approach sales.

The majority of salespeople today use a combination of approaches. They want to be liked, they want to be credible, they want to close, *and* they want to meet the needs of their customers. But for most salespeople, this **amalgamation** has resulted in a *quasi-consultative* approach at best. While quasi-consultative salespeople identify customer needs and are productive, they fall short of

charismatic /ˈkærɪzˈmætɪk/
adj. 有号召力的

amalgamation
/əˈmælgəˈmeɪʃən/ n. 合并;
联合