

## Sales & Sales Management Table of Contents

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# The Sales Process

## INTRODUCTION TO SALES

Selling can be defined as: “moving goods and services from the hands of those who produce them into the hands of those who will benefit most from their use.” According to Gallup polls, research shows that the key to wooing customers isn’t simply price or product alone. It’s emotion. In fact, 70% of customers’ buying decisions are based on positive interactions with sales people.

## Typical Sales Cycle

Most retail and service franchises have a similar sales cycle. We will address each of these in this section of the manual.

- Prospecting
- Initial Contact
- Presenting Your Product or Service
- Dealing with Concerns or Objections
- Closing the Sale
- Getting Referrals



**HANDLING RETURNED MERCHANDISE**

When a customer wants to return merchandise, follow these steps to reach an agreement and handle the return by:

- Issuing a refund.
- Exchanging the merchandise.
- Issuing a credit.
- Deciding whether to charge a restocking fee.
- Some combination of the above.

Below is an example return procedure. Edit this procedure below to match your own.

<b>Steps</b>	<b>Suggested Return Actions</b>
1	If you are <b>not</b> comfortable that the customer has a legitimate reason to return the merchandise, then do not proceed. Get the Manager involved before continuing.
2	If the merchandise is <b>not</b> in the same condition as when it was taken, then follow store policy for your next steps, or get a Manager's assistance.  <b>Considerations</b> No defects or damage due to customer actions.
3	If the merchandise is flawed, offer the customer a full exchange or refund.
4	If the merchandise is not flawed, offer solutions to the customer <b>in this order</b> :  Exchange the merchandise for other merchandise.  Issue a store credit for the full value of the merchandise.  Take back the merchandise and refund the purchase price <b>minus</b> any applicable restocking fee, as established by the Manager.
5	If you are <b>not</b> comfortable that the customer has a legitimate reason to return the merchandise, then do not proceed. Get the Manager involved before continuing.



## Providing a Sales Resource Center

### Resource Center Format, Location, & Maintenance

A Sales Resource Center is the “go to” source for important sales-related information.

#### Recommendations

- Set up the Sales Resource Center in a 3-ring binder.
- Keep the Sales Resource Center in an easily accessible area.
- Ensure that the Sales Resource Center has current information and does not become overwhelming; purge old information on a regular basis.

### Maximizing Sales Resource Center Usage

To help your sales team use the Sales Resource Center effectively, you should:

- Encourage them to check the Sales Resource Center daily for new information.
- Highlight updates to the Sales Resource Center during the daily mini-meeting.
- Be able to gauge Sales Resource Center usage.

**Example:** Consider having each person initial the article, announcement, etc. after reading it so that you will know with whom to follow up.

### Sales Resource Center Topics

Your Sales Resource Center should be kept up-to-date with the information described in the table below.

Type of Information	Description
General Communication	Any general interest e-blasts, newsletters, or even a personal log of notes from the Manager.
Contests / Incentives	Guidelines for any monthly sales contests or special incentives.
Product Updates	The current copy of the product information etc.; e-blast information received from corporate; and other key information.
Advertising / Promotions	A copy of current ads, promotional information, and financing offers and ticket codes.
Cleaning/Maintenance Checklist	A blank copy of the cleaning/maintenance checklists with assignments for the day / week / month.



## SALES GOALS MANAGEMENT

### Establishing Goals for the Store & for the Sales Teams

#### Introduction

When sales performance is an on-going and positive focus, an environment of high performance is created.

In a high-performing environment, sales people will monitor their own performance on a daily basis. When they do this, they will take the initiative to achieve their goals.

Setting and monitoring sales goals for each sales person on your team is an integral part of achieving annual sales goals for the store.

#### Annual Sales Goals (Store)

##### Responsibility

The Franchisee and the Manager should work together to establish annual sales goals for the store.

##### When to Set Goals

- After completing the annual financial planning process, and
- 2-3 months prior to the beginning of the next fiscal year

##### Types of Goals

Set goals for each month that are based on trends from the past 2-4 years. Annual sales goals should be established for:

*<<Edit the following to reflect your specific franchise goal metrics.>>*

- Delivered Sales
- Average Ticket
- Closing Rate
- Conversion Ratio
- Advertising Spend

