**LESSON 1: SALES BASICS  
Introduction**

Hello,

NCAB is set up to supply the best quality PCBs for demanding customers. And NCAB is also all about making our customers successful.  
Here, in NCAB Academy, you will find a range of courses that are all geared towards understanding what the customer needs, which is essential for our future growth and our own success.  
I will lead some of these courses, but you will meet other colleagues as we go. So let’s start, let’s start by how we sell at NCAB – the NCAB Way.

There are, basically, two different sales strategies in the world:  
One is called ‘**spray-and-pray**’:  
This means that you spray your sales message or offering to everybody, praying that a potential customer will notice, while possibly annoying everybody else. Good examples of this are all the emails that you probably get every day or every week. And another spray-and-pray is of course all the marketing material you get in your mailbox at home.

The other way, which is the NCAB Way, is what we will call ‘**HEED the NEED**’:  
*Heed* means to notice, or to pay attention to something, and it also means to mind, or to be influenced by the information. So HEED the NEED means that we are paying close attention and understanding to what the customer’s actually needs, and we let that influence our offering.

Instead of spraying-and-praying we are more like need-analysts. We need to understand what the customer needs or expects, to develop and be successful in their business.  
And it’s actually quite easy to be a needs-analyst! The hard part is to change from a “listen to me”-scenario to a “I want to listen to you”.  
We also pick our customers carefully, because we only want customers that fit our business and service so we can be successful. When we find our kind of customer, we can put a lot of effort into serving them, and knowing that the business will be worth it.  
So our way is needs-analysts and HEED the NEED. Work with the right customers and learn everything about their needs.  
This, of course, is also in line with our values. We build strong, professional relationships by putting Quality first and taking Full responsibility for the work we do.  
And relationships is everything with customers – we know that. When we measure in SuperOffice, we can see that we have a 14% higher hit-rate with customers where we have a strong relationship. That’s amazing!  
So, every contact we have with a customer should strengthen our relationship. When customers notice that we HEED the NEED, they will trust us with more of their business.

The purpose of any customer contact is not just to sell. The purpose is to A) understand & HEED their NEED, and B) agree on the next step. If we achieve any of these two it’s a win, because it brings us closer to the customer.

So, what you just saw in the presentation, that will be the foundation for the courses to come. Welcome to NCAB’s sales academy.

**LESSON 1: SALES BASICS  
ABC**

There is a saying in sales that you have probably heard of – ABC. It means **Always Be Closing**.

Here at NCAB, ***closing***, in this case, means that you make sure that there is a **next step**. So closing here does not always mean that we get the order, but it does mean that we are in an **agreement** with the customer on a next step and what that is.

Typically, a next step can be a date for the next call, confirmation on a meeting, agreement to send information, etc. A tip is to surf on success. If you get the business, what else can we support with, and when can we support with that?

If the customer says “I will call you when I know more”, that’s not ABC. The ABC should always be in our hands, meaning that we are doing the next activity. Closing means that we should have the customer’s agreement to call back, and having that agreement makes it so much easier to start the next conversation.

Asking for agreement shows the customer that we take Full Responsibility, and that we want to build Strong Relationships. We live our values.

Sometimes we do lose an order, but in that case, closing can be an agreement on the next project, so we are in the game of possibly winning the next opportunity. So we can’t win all the orders all the time, but it’s our job to make sure that there is always a next step. Either on a coming project or with a person or on a company level. So don’t limit yourself by only talking about projects – what’s the next big thing we can do for you as a customer, person or company? And the agreement is a win because it brings us closer to the orders now and in the future.

So at the end of every call or customer visit you make, make sure you got further steps accepted and agreed on and deliver on them. A tip is to always have a short and long-term commitment with the customer. A short-term is a next step in the project or the next meeting. A long-term can be a seminar in six months, or something that happens further down the line.

ABC, Always Be Closing.

**LESSON 1: SALES BASICS  
Open or closed questions?**

To HEED the NEED we of course need to have information from customers. So we need to ask the right questions that lead the customer to express their thoughts and give us information.  
Being skilled in questioning is helpful in a needs analysis so let’s dig in to it.

A **closed** question typically gives a one-word answer – *Yes* or *No* – which doesn’t give us much information.  
**Open** questions typically give much more information, and there is a potential for further discussions and questions,and information about customers situation which can lead us to more opportunities.

These are examples of **closed**questions.  
– Did the quote meet your expectation?  
– No  
– Oh, that was not good, was it the lead time what was the problem?  
– No  
– OK, did I miss anything technically?  
– Yes  
– So was it wrong panel design?  
– No

So, we can go on like this forever. This is of course a bit of overplaying, in reality they will give some info but as you can see, they will give you a precise answer, but not much information. So, it doesn’t really invite the customer to speak.

**Open**questions encourage the customer to talk about their needs, and they generate a lot of information much faster.  
Open questions typically start with *where*, *who*, *how*, *what*, *when* and *why*.  
– So what’s your situation on this quote?  
– Well, it´s halted  
– OK, how come?  
– Our customer have EMC problems with the prototypes and need to redesign  
– OK, we can actually be helpful as our techs can support in good stack up suggestions, who should they talk to?  
– Aha, I do not know customers technical person but from our side it’s Mary Hopkins that lead the technical discussions with the customers.

As you see, open questions will lead to much more information and can drive the conversation forward in a good way.

A good thing to remember, is that closed questions make customers reply on what’s on **your**mind. Open questions make customers talk about what’s on **their**mind.

Closed questions are useful, especially for **confirmation**, to check if we understood correctly, or to get a **commitment**.

A good way to work with open and closed questions is to mix them; so open question, followed by a closed question, followed by an open question. Let’s have an example.  
– What needs to happen for you to give me the order?  
– I need you to shorten the lead time with four days  
– So if I meet your lead time target, will you give me the order then?  
– Yes!  
– Perfect! When can you issue the order?  
– Tomorrow at lunch

So by constructing a closed question you can actually get a very strong confirmation from the customer. “So, have we now agreed that if I meet your four days shorter lead time, you will actually give me the order?” The answer will be “Yes”.

**LESSON 2: 5 PS FOR BETTER MEETINGS  
Introduction & Personality**

*Hello! Welcome back. Nice to see you again. So, this Academy module – the 5 Ps – my question to you: are excellent sales people born or made? What do you think? Well, in my view, it’s a little bit of both. Some of it is inside us already. But the other bits, well, this is where this Academy course is designed to help you – specifically with customer facing meetings. I wish you every success, I hope you enjoy the module, and I look forward to meeting up with all of you again very soon. Bye bye!*

These are our 5Ps – Personality, Passion, Preparation, Presentation Skills, and Professionalism.

All 5 Ps are powerful ways to build trust, which is a good goal for any meeting. The five Ps are strongly connected with the NCAB values – Quality first, Strong relationships and Full responsibility.

First, I want to talk about Personality.

We can do a lot of things in NCAB, but we cannot change your personality. You are who you are. We don’t even want to change it, you are already a very nice person. But there are two things that all salespeople need to be good at, whether it comes naturally to them or not. I’m talking about **smiling** and **asking questions**.

This is a Chinese proverb, full of ancient wisdom:

"A man without a smiling face should not open a shop".

What do we really mean by that? Well, when you break it down, it’s true; people buy from happy people. So, no matter how grumpy you feel that day, if you want to sell something, you should smile. Practice when commuting to work! You will make new friends!

And then it’s asking questions. There are two reasons for this:

1. You will learn things about the customers and their business – you might be surprised how much.
2. You show interest in the customer’s situation – that’s a friendly thing to do and it builds trust.

So, even if it’s not in your personality to be curious, to ask questions, it’s an important skill in sales. Being **interesting** is overrated but being **interested** is underrated. Be interested! Practice! Practice at home, you’ll might pleasantly surprise your family!

People buy from you – you as a person. Buying from a trusted brand such as NCAB comes second, and then, the product that we produce, PCBs. So be that person that they want to buy from.

The most successful sales people, whether a barista in a coffee bar, a waiter in a restaurant or in our complex world of PCBs are happy, friendly and interested people.

**LESSON 2: 5 PS FOR BETTER MEETINGS  
Passion**

Our 2nd P is about passion. Does being passionate about those little green things have anything at all to do with increasing sales? In my opinion, yes, and here are just some of the reasons why:

* Passion creates desire and I am a great believer in this. If you are passionate about what you do, who you work for, the products, the quality... that breeds passion with our customers and even our factories.
* Passion creates strong relationships – one of our key values. Customers prefer buying from people who are passionate about their job. It makes sense; passionate people want to deliver excellent quality.

Many of you will have met Hans Ståhl. If you met him, there is a good chance that you will have heard him say this:

*“I really love circuit boards and I really love my job!”*

He means it, this is passion! Every customer Hans meets can see that he is passionate about what he does.

When you stand back and reflect, there are so many reasons to find **your** passion for what you do. People with passion build trust and confidence and along the way, you will have more fun, be more successful, and build stronger relationships with customers.

Nurture your passion, it will serve you well.

**LESSON 2: 5 PS FOR BETTER MEETINGS  
Preparation**

OK, welcome back. So now we talk about the 3rd P, the hard yards, **Preparation**. As Benjamin Franklin once said: "By failing to prepare, we are preparing to fail".

Prepare the meeting in a way that keeps you in your comfort zone, being confident & enthusiastic helps bring out your passion for what you do. Any preparation sends a very clear message, we are **Professionals.**

Preparation is key, because if you do this well, the other 4 Ps will be easier.

So how important this is? How can you do this?

**Step 1** is **research** – Know the reason for the meeting.

Understand your customer before you get there. How are they performing? What is their website saying about new product launches? What can you learn about that customer before you go to the meeting?

Think about what **you** want to achieve from that meeting. I need to go into a meeting with a clear vision of what I wish to achieve. In the same way, I am also fascinated to think about:

* What might the customer wish to achieve?
* What do we think they might need?
* What can NCAB do to help them?

This is one of the most exciting parts of selling, building a picture, starting on this journey of discovery. The area where these factors meet, that’s where it is easy and profitable to do business.

Remember – we are needs-analysts.

**Step 2** is **get** some **information** from the customer before the meeting.

Some examples:

* How long should we plan for the meeting?
* Who will be attending the meeting?
* What topics do they wish to discuss?

Asking questions like this send a very professional message to the customer that you are preparing for the meeting. If we don't ask the questions, we're either guessing or hoping. Asking is better.

**Step 3:** With what you now know, what **material** could you use?

We have so many different marketing tools – which ones can you imagine we might use?

Prepare any **presentation** so that it is short, interesting and relevant to this meeting.

**Step 4**: Setting and sending a simple **agenda**.

This process takes maybe 1 minute, but gives clear direction and structure of how the meeting will be. Agendas are so important for so many reasons:

1. It enables you to prepare efficiently.
2. It gives the meeting structure, it takes us on a journey.
3. You will come across as a professional who does not waste anybody’s time.

As Mohamed Ali once said:

“I run on the road long before I dance under the lights.”

Be prepared!

**LESSON 2: 5 PS FOR BETTER MEETINGS  
Presentation**

We are onto the 4th P, the art of presenting.

Let’s first look at the way most companies present. How do they pitch their business to their customers?

1. They show lots of Power Points.
2. They show the same PowerPoints to all customers.
3. They talk about things that they hope and guess that customers want to know.
4. They talk, and often forget that our customers can read, more quickly than you can repeat what is shown on the screen.

This sales method is called ‘Spray and pray’ – they spray the same message to everyone, hoping that some customer will like it. Do you remember THAT presentation, the “death by PowerPoint-experience” and thought “How many hours of my life has this man just robbed me of?"

But NCAB’s sales method is HEED the NEED, so how do we pitch our business?

* Presentations are valuable to share information, knowledge and create interest, but more importantly, in a sales pitch, they are the starting point to understand customer needs.
* We talk about what the customer said they wanted to achieve from the meeting.
* We can use PowerPoints, but we recognise that customers might also wish to be pleasantly surprised by other relevant NCAB presentation tools.

All of these are “soft selling” our USPs, market leading quality, technical expertise, a people orientated business, a fun culture & environment. You create, without even talking (much), a vision that they wish to be part of, and it will help the customer remember NCAB among other suppliers.

As you can see, this **Presentation** module is not so much about us **making** presentations; it’s about **encouraging the customer** to talk. Ask questions, open up discussions! Your presentation is just the starting point for the customer to tell you what they need.

Here is an example:

*Hello, I’m Howard. I am a key account manager for NCAB. I have been working for the organization for ten years. Thank you very much for agreeing to meet with me today. Just going around the table, can we do a quick introduction of who you are and what your expectations are from today's meeting?  
OK, yes, good morning, lovely to meet you, we’ve meet once before I think, you’re the quality manager. So why are you in today’s meeting?*

*Great! And Bob, why are you here today? Aha, you're interested in high reliability printed circuit boards for railway applications? Perfect! I’m going to spend just two minutes presenting NCAB. The objective for me today is to come in and present where we are today, where the organization is going, some of the changes that has just happened, and also to cover these three areas of discussion. So that’s what I would like to do in the hour that we’ve allocated for today. Perfect, we will be starting with a presentation of NCAB…*

So, my challenge for anybody making a presentation is this:

* Keep to the time you agreed
* Engage with your audience
* Ask questions, open questions
* Make sure you listen more than you talk

**LESSON 2: 5 PS FOR BETTER MEETINGS  
Professional**

Our final and 5th P is being **Professional**.

Professionalism embraces each of our values, but especially, *Quality first* and *Full Responsibility*. Being professional is also closely linked to **Preparation** and **Presentation**.

Why is it important to be professional? Because it makes customers feel that they are in good hands. It builds trust in you and it builds trust in the company. There is no university course that teaches you how to become the perfect salesperson, so with many years in sales, all I would like to do, is share with you some tips from the many mistakes I have made along the way.

Tip 1 – Do discuss, agree and then send an agenda.

Tip 2 – Be on time. 10am means 9:55am.

Tip 3 – Respect the time agreed for the meeting.

Tip 4 – Dress appropriately. If in doubt check w*ith a colleague.*

Tip 5 – Make introductions. Be interested in who they are, what they do.

Tip 6 – Tell them what you would like to achieve from the meeting, but also ask them: what are their expectations? And write them down!

Tip 7 – Listen and let them finish what they are saying before you answer.

Tip 7b – This is actually a lot harder than it sounds.

Tip 8 – Any questions you get asked in a meeting are buying signals. Go deeper, open questions, question to yourself: “I wonder why they asked that question?”

Tip 9 – Be graceful in defeat. Smile, you cannot win them all! Be respectful of their decisions.

Tip 10 – End the meeting in a good way with agreed next steps.

And my final tip – this is something I remind myself of every time I go into a meeting: The more I listen, the more I learn. I will learn nothing when I am talking.

**LESSON 2: 5 PS FOR BETTER MEETINGS  
Conclusion**

We're in the home stretch. How should we end a meeting?

It's easy, we just go around the table:

*“John, you wanted to talk about increasing prices on prototypes. Are you happy with the discussion we had around that? You are? Great. Perfect!”*

So, the things we said we were going to talk about – have I done it to their levels of satisfaction? Where I have, I move on. Where I haven't, I have the opportunity to fix it.

*"Bob, you wanted to talk about high reliability PCBs for railways applications. We didn't spend so much time on that. How was it for you? Oh, it wasn't very good? Okay. I'm sorry. What did we miss? No, Bob, I agree. I am not a technical expert on high reliability. We have a very strong technical team. When would it be possible for them to come in and present to you maybe later next week? Yeah? OK. When would be a good day? Great, okay. I will ask our technical expert to come and talk to you next week and arrange a meeting with you. How does that sound? Fantastic, great".*

So, move on if they're happy. If they are not, why not? What else do we need to do?

Then we summarize what we have talked about, who is going to do what, when and maybe how? Remember ABC – Always Be Closing. Make sure you agree on the next step.

So what have we talked about in this Academy module?

We have talked about the 5 Ps of meeting quality. They are all about making the most out of every minute that we get to spend with our customers. These minutes are so valuable, they can lay the foundation for years and years of business. And I wish you every success. This is hard yards, hard work, and if we do these things well, we can double the size of our business within the next six months. Thank you very much.

**LESSON 3: SPIN SELLING  
Introduction – Why SPIN?**

In relationship selling, the idea of a sales “presentation” can be misleading. To deliver customized value to your customer, you have to understand their needs and make sure that you are in agreement with them about a solution they could use. This means the sales presentation is a two-way communication.

When you make the effort to listen this way to understand the customers’ needs, not only will you close more sales, but you will also build stronger, lasting customer relationships. Your customers will come to trust NCAB as problem-solving experts.

**What Is SPIN Selling?**In Michael’s HEED the NEED lesson, he explains the difference between a ‘Spray-and-pray’ sales strategy and the NCAB-way, which is ‘Heed-the-need’. SPIN selling fits perfectly with ‘Heed-the-need’.

In the SPIN sales model, there are four components of a sales meeting:

1. **Opening**
2. **Investigating**
3. **Demonstrating capability,** and
4. **Obtaining commitment**.

Please note that *Investigating* customer needs comes **before** *Demonstrating capability*. A ‘Spray-and-pray’ sales meeting would instead start with *Demonstrating capability*.

SPIN gets its name from the four kinds of questions that take place during the *Investigation* stage: **S**ituation, **P**roblem, **I**mpact, and **N**eeds.

To make this work, you have to ask your customer or prospect a lot of OPEN questions, let them do most of the talking, and give their responses your full attention.

My tip to you – this works very well at home as well.

**LESSON 3: SPIN SELLING  
Opening & Investigating: Situation questions**

At the beginning of every meeting, you want to set the agenda, objectives and any necessary introductions – remember, the NCAB academy **5 P’s**.

If you are following up on an earlier meeting, it is important to recap the conclusions of your last discussion. Then, you want to get your customer’s agreement to let you ask him some questions, which brings you into the *Investigating* phase, the SPIN, the most exciting part.

SPIN starts with…

# Situation Questions

…which deal with the facts about your customer’s situation. But be careful here; if you ask too many situation questions, you risk boring your customer and damaging your credibility, so ask them sparingly. If you do careful research before your sales call (remember **Warm calling**, **5 Ps**), you already know most of the basic information about your customer before your meeting. The situation questions you ask should only be the ones that will give you information you can’t find elsewhere, or has changed since the last time you met.

As an example, if you are planning to really promote Quick Turn Around at your customer, you might ask the following:

*HOWARD:* With your quick turn needs, how many new projects are planned this quarter?

*CUSTOMER:* I don’t know exactly, but it is at least five.

*HOWARD:* How many prototype runs are you seeing each week currently?

*CUSTOMER:* Relentless, at least three every day, and at least one project is struggling, we are on rev8 already.

*HOWARD:* Wow, that’s a lot, what lead-times are your project managers demanding?

*CUSTOMER:* Normally, 5 -7 days, some are asking 3 working days.

OK, so from this, we are starting to sense an opportunity. What opportunities do you see? Remember, we are not pouncing in and saying “Don’t worry, NCAB are here, we can sort this out!”.

* Design issues with one project, I wonder who we need to talk to?
* Lots of stress, too many RFQs, probably workload issues, response time challenges.

I can smell lots of orders at good margins…

*NARRATOR*: Howard smells orders! Now that is a good sign. What will happen next? Don’t miss the next lesson about *Problem* questions!

**LESSON 3: SPIN SELLING  
Investigating: Problem Questions**

Customers only buy if they are aware of what their needs are. If a customer thinks about their need as ‘somehow get PCBs on time with zero defects’, it is easier for us to get their business than if they just need to ‘buy PCBs’.

Asking problem questionsIn SPIN selling, problem questions help uncover your prospect’s need. helps customers fully see their needs, and gives us information on what solution to offer. **But not yet!** Sometimes it’s tempting to jump right into presenting the solution, but keep in mind that your prospect might not see the problem right away, even if it is obvious to you. Remember, you will never learn when you are talking.

To understand the difficulties your prospect might face with their current QTA solution, you could ask problem questions like:

*HOWARD:* With so many quick turn demands, how are you and the team coping with the workload?

*CUSTOMER:* It’s OK, we have new QTA buyer who just started, so it will get easier. But yes, challenging days, we are behind on many other activities.

*HOWARD:* What sort of response times are you seeing to the RFQ’s?

*CUSTOMER:* Well, some are better than others, but typically, 24-48 hours.

*HOWARD:* How quick are you finding the EQ process?

*CUSTOMER:* Some of the really rubbish traders “hide” behind EQ’s., Sometimes they simply send in questions from their factory. Really frustrating. Can add sometimes 3 days, even 4 days to the lead-time.

OK, I am starting to get excited. I can smell the money! What did we learn this time?

* They have a new QTA buyer, we need to make friends with him or her
* Quote response times – it’s quite long, we can do better
* Real problem with EQ’s. We are more professional (and quicker) than that!
* We are up against ”traders”, they do not seem to be buying directly from a QTA factory
* EQ issues mean late deliveries. That means Time To Market is delayed.

*NARRATOR*: This woman sure needs help! This is so exciting! What will Howard do next? Will he ask open questions? Don’t miss the next lesson about *Impact* questions!

**LESSON 3: SPIN SELLING  
Investigating: Impact Questions**

So now you and the customer both know what their problems are. Time to offer the solution, right? Not quite yet. Now it’s time for *Impact* questions.

*Impact* questions uncover the effects or consequences of a customer’s problem. These questions are especially effective when a stressed customer hasn’t quite thought about all the effects; how it’s impacting *their* customers, their colleagues, up-the-line, other suppliers, themselves and their work situation.

To help them understand the impact of the problem, you might ask questions like this:

*HOWARD:* Sounds like you have some challenges, what impact is this having on project delivery timelines?

*HOWARD:* How are your designers feeling about the delays?

*HOWARD:* How much time is this taking you to manage your suppliers?

You probably already know the answers you will get, but by asking these impact questions, you are helping your customer to identify needs that you can offer a solution for.

You also help the customer see the costs and headaches the problems cause. This will matter later, when you set the price. What is the solution worth?

*NARRATOR*: Now that’s one stressed out customer. Will Howard ever get to offer a solution? Will he build a strong relationship with the customer? Don’t miss the next lesson about *Needs* questions!

**LESSON 3: SPIN SELLING  
Investigating: Needs Questions**

So far, you have not “sold” them anything, all you have done is understand the *Situation*, established what *Problems* there are, have been sympathetic to the *Impact* this is having, and now… Now is the time to let the customer tell you what they *Need*. *Them telling you* is much more powerful than *you telling them*. Once you help your customer uncover his specific needs, you can help him or her to discover a way out by asking how the problem could be resolved.

Some questions you might ask are:

*HOWARD:* What would help you get the production department off your backs?

*CUSTOMER:* I need on time delivery. I don’t want to keep chasing for news.

*HOWARD:* What are your expectations on quote response times?   
What do you need?

*CUSTOMER:* Ideally, quotes within same working day would be brilliant.

*HOWARD:* What are your expectations around technical support at the design stage?

*CUSTOMER:* That’s a great question, let me check with our design team and get back to you.

From these answers, where could we go deeper and how?

* Who is your design team leader?
* How would be the best way for me to arrange a face to face-meeting between our technical team and yours?

*NARRATOR*: Did you notice? Howard tries to get an agreement on the next step! What happens next? Will he HEED the NEED? Don’t miss the next lesson about *Demonstrating capability*!

**LESSON 3: SPIN SELLING  
Demonstrate Capability**

Now that everyone understands what the needs are, it is finally time to show the customer how well equipped you are to deliver a solution. It is time to…

*Demonstrate Capability!*

**Features** – We are a local company.  
**Advantages** – We have our own local technical experts, who speak your language.   
**Benefits** – With our local technical team, we can handle all EQs within 24 hours.

All three methods demonstrate capability, but which method do you think moves you closer to an order? Is it Features, Advantages or Benefits?

If you guessed benefits, you’re right! Features are **facts** about NCAB. Advantages point out **what the features do**. Benefits describe **why** this could be important for **this** customer.

A ‘Spray-and-pray’ salesperson will talk about features and advantages that could be useful to *any* customer. But SPIN selling is all about finding a solution that is specific for this customer’s needs. HEED the NEED! So you should only mention features and advantages that *this* customer needs, and put all your emphasis on what benefits this could bring.

Let’s have another example:

**Features** – We are one of the world’s largest suppliers of PCB’s, we are present in 17 countries, and have been doing this for 26 years.

**Advantages** – Our size gives us the opportunity to have a 80 strong factory management team that make sure we work with the best factories, according to our tightly controlled PSL.

**Benefits** – Through our FM-team, we have a deep understanding of the production process. So, if our technical team meet yours at an early stage, we can help you find design problems *before* they cause expensive delays in the purchasing process.

Can you see why customers will want to pay more for benefits than for features?

Remember, you can only demonstrate benefits successfully if you have asked the right questions to uncover your customer’s needs. What they need is probably quite different to what the customer you met yesterday needed, which is different from the needs of the customer who you visit tomorrow.

*NARRATOR*: Wow! What fantastic benefits! I sure want to buy from NCAB now! But the question is – will the customer buy from NCAB? Stay tuned for the final lesson in this SPIN-course about *Obtaining commitment*!

**LESSON 3: SPIN SELLING  
Obtaining commitment**

The last step in the sales process is…

Obtaining commitment!

**So, what kind of commitment should we expect?**

In complex sales, such as ours, fewer than 10 percent of customer contacts will lead to an order. But you should always aim for agreeing on a next step. Every time you get such a commitment is a win, because it brings you one step closer to the order.

At this point, you switch from **open** to **closed** questions:

*HOWARD:* So, have we agreed that I will arrange a meeting between my techies and yours next week?

*CUSTOMER:* Yes!

*NARRATOR:* Well done, Howard! Great SPIN meeting!

*HOWARD:* Oh, thank you very much! I’ve had a little bit of practice…

So my friends, my colleagues, this concludes this SPIN course. Thank you for listening. SPIN, same and simple, it is hard work. Much practice will make your process at SPIN selling that much easier. I wish you every success.

*NARRATOR*: And there he goes – Howard Goff, the SPIN legend! And from what I know, he is still SPIN-selling today…