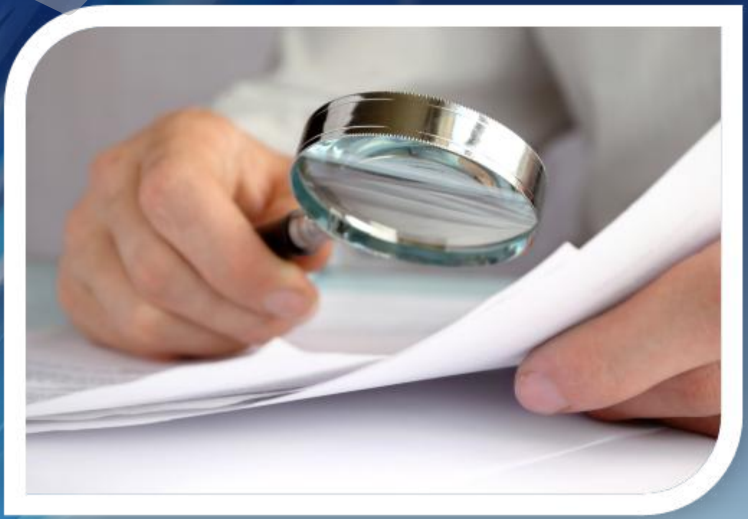
REPRODUCIBLE TRAINING LIBRARY

Customizable Soft-Skills Courseware

Selling Essentials: Prospecting and Territory Management



Instructor Guide

Published by HRDQ

Authorized distributor Dekon Business Solutions

Phone: 0040 734 350 525

Web: www.dekon.biz

ISBN 978-1-58854-720-0

2710E1SEPTM

EN-01-MY-13

Instructional Design and Learning Philosophy

We are committed to providing the best core-skills content possible for Instructor-Led Training (ILT). The following principles are applied in the development of programs:

Sound Instructional Design

All course content is developed using a variety of research techniques. These include:

- *Brainstorming sessions with target audience*
- *Library research*
- *Online research*
- *Customer research (focus groups, surveys, etc.)*
- *Subject Matter Experts (SMEs)*
- *Interviews with trainers*

Expert instructional designers create imaginative and innovative solutions for your training needs through the development of powerful instructional elements. These include:

- *Learning objectives provide effective tools for managing, monitoring, and evaluating training*
- *Meaningful connections are made between the topic and students' past, present, and future*
- *Appropriate organization of essential ideas helps students to focus on what they need to know in order to learn*
- *Modeling techniques demonstrate useful behaviors and problem-solving skills*
- *Active application, the cornerstone to learning, helps students immediately apply what they have learned to a real-life situation*
- *Consistent instructions and design help students learn and retain new information*
- *Accelerated learning techniques create interactive, hands-on involvement to accommodate different learning styles*

Application of Adult Learning Styles

Adults learn best by incorporating their personal experiences into their training and by applying what they learn to real-life situations. Our experienced instructional designers incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions, and lectures within each course to appeal to all learning styles and ensure that the ideas and information will be retained.

Customizing Your Program

There are two ways you can customize this program:
1) Customize the content and
2) Customize the format.

Customizing the content is easy. The Instructor Guide and Participant Guide are created in Word, so you can simply modify the content just as you would in any Word document. Some common reasons for customizing content include:

- *Changing examples to fit your industry or work environment*
- *Modifying content to match work rules and procedures*
- *Adding, deleting or rearranging content to meet training time constraints*

The other way to customize the program is to change the formatting. Typically, organizations will do this to add their corporate logo and/or colors, or it may just be an issue of personal preference. Again, treat the Instructor Guide and/or Participant Guide as you would any Word document. The styles used in this document are labeled HRDQ in the Quick Styles tab. For additional help using Word, consult the Microsoft website.

Preparing for the Training

As you know, preparation is the key to conducting an effective training. Here are some issues to consider:

Logistics

- *Advertise the training with enough advance notice that participants can block it out on their calendars. Consider contacting potential participants' managers to encourage their attendance.*
- *Send a confirmation notice before the training reminding participants of the date, time and location.*
- *Room setup: Ideally, use round tables to facilitate partner and small group interaction.*

Equipment and Supplies

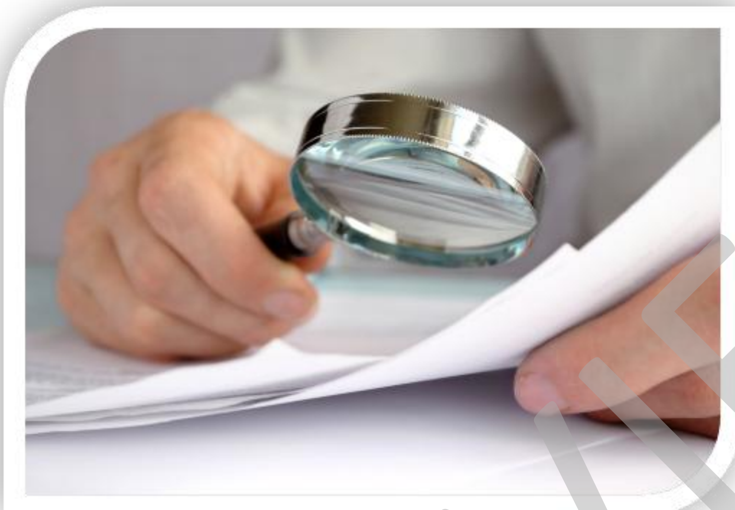
In order for the training to go smoothly, have these supplies and equipment on hand:

▪ *Name tags*	▪ *Pens or pencils*
▪ *Flip chart and markers, tape*	▪ *Beverages and snacks (optional)*
▪ *Laptop with projector (for the PowerPoint)*	▪ *Water for yourself and the participants*
▪ *Timer or watch*	▪ *Koosh ball*
▪ *Pads of sticky notes, blank paper*	

Please note: Only the pages highlighted in yellow below are those featured in this preview.

Contents

Module One



What is Territory Management?

Course Objectives

Successful completion of this course will increase your knowledge and ability to:

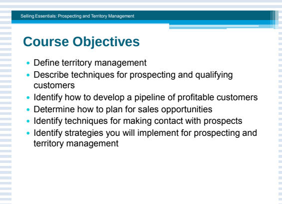
- *Define territory management*
- *Describe techniques for prospecting and qualifying customers*
- *Identify how to develop a pipeline of profitable customers*
- *Determine how to plan for sales opportunities*
- *Identify techniques for making contact with prospects*
- *Identify strategies you will implement for prospecting and territory management*

Trainer Notes

5 minutes

Introduce yourself and provide a brief background if participants don't know you. Go over logistics (schedule, breaks, restrooms, etc.) and any ground rules for the day. Typical ground rules include: no electronics in use, show respect for every participant, participate fully, no dominating or interrupting, etc.

Review the course objectives with participants.



Today, we'll spend time on prospecting and territory management.

We will consider: Whom to contact, how to contact them, when to call, and what to say.

Using hands-on learning activities and easy-to-use tools, you will find that the tasks become much easier. The tools are designed to be used for your real-world planning and work use after the classroom as well!

Territory Planning

Activity

***Instructions**: Review this list for territory planning. Then answer the questions below.*

Territory Planning

- *Define your objectives*
- *Analyze your customers*
- *Allocate territory time*
- *Develop a plan for your calls*
- *Plan your route*
- *Schedule your calls*

Evaluate your plan – Questions

What are the challenges you face with planning?

What prevents you from taking the time to plan?

What can you do to ensure you plan properly?

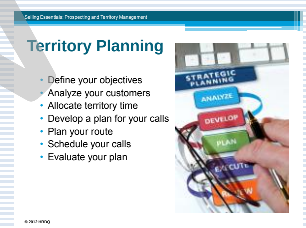
What successes have you had with planning?

What are your best practices in territory planning?

Trainer Notes

15 minutes

Territory planning is usually long-term planning. It helps you maximize your time and ensure you consistently build territory revenue by calling on a good mix of new prospects and existing customers. There are basic steps to preparing a territory action plan to effectively manage your territory.



Define your objectives - Break down overarching objectives by customers and determine how to allocate your time among customers to reach your objectives

Analyze your customers - Classify them and keep the classification updated

Allocate territory time - Good time management is an important skill

Develop a plan for your calls – Determine what information you need to plan your calls

Plan your route - Effective routing is based upon scheduling and frequency

Schedule your calls - To be efficient with your time, schedule your calls

Evaluate your plan – Continually evaluate your territory plan to determine how effective it has been

Activity: Allow about 10 minutes for participants to work in small groups and discuss the questions at the bottom of the page.

Debrief by allowing each table to share its key learning insights from their discussion with the entire group.

Your Territory

Territory Knowledge

Trends to consider:

- *Economic*
- *Technological*
- *Political/legal*
- *Competitive*
- *Industry trends*

Territory Analysis

- *Analyze last year's results, consider current year-to-date sales*
- *Estimated market potential this year*
- *Market share this year*
- *Source of sales type of customer this year*
- *Estimated market potential next year*
- *Tentative market share next year*
- *Tentative sales objective next year*
- *Allocation of selling time by product and type of customer*

> *"Knowledge is power and enthusiasm pulls the switch."*
>
> *Steve Droke*

Technology has also changed the way we do business. We didn't always use email to conduct everyday business. Now proposals are expected to be submitted almost instantaneously. The internet has provided a wealth of information that is immediately available to customers. Product information and reviews are available on demand. Social media has also changed the way companies do business. Companies provide promotions and customers can write reviews instantly.

Reflect on how these changes have affected the companies in your territory. Perhaps they have introduced new products to stay competitive. Keep these changing factors in mind as you begin to prospect for new business, as you may be able to present valuable ideas to gain their attention.

Trainer Notes

10 minutes

Before you can plan to grow your territory and approach prospects for new business, you must have knowledge of how trends affect your territory.

Discuss the trends in today's competitive business world. When possible, draw out the changes participants have seen and challenges they have faced.

The business world is influenced by ever-changing factors such as customers, the economy, politics, and technology.

The economy is always a factor in the business world. In other words, the famous words of wisdom, "It's the economy, stupid" will probably always follow us in the business world. Economic cycles persevere and we can always count on change; the economy will continue to be volatile.

Reflect on how the economy has affected your territory. What industries has it impacted most? Politics affect business whether we like to think so or not. For example, the savings and loan failings in the 1980s, insider trading, Enron, oil prices, and protests affect legislation and therefore, business.

The Sales Funnel

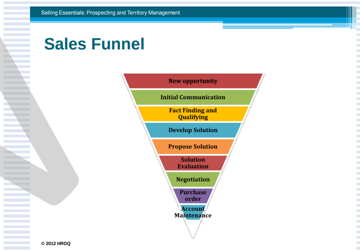
Each step in the funnel has clearly defined criteria that need to be addressed before the opportunity can move further along. In other words, leads become more and more qualified as they work their way through the funnel. The funnel also provides a great way to track and forecast sales as well as gauge marketing activities.

By reviewing a Sales Funnel Report, the sales rep can easily see how many leads are at each step, if there are any "bottlenecks", or if there are an insufficient number of leads at any stage. Armed with that knowledge, the sales rep may then decide to shift his focus. He can then also work closely with the sales and marketing managers to determine whether they are generating enough leads to hit sales goals, whether the leads are of high enough quality, or what further actions need to be taken to help him reach his territory objectives.

Trainer Notes

5 minutes

The sales funnel is a systematic approach to selling a product or service. It can show a "snapshot" of your sales operation at any point in time.



From a "process point of view" it serves as a tool to improve our sales progress. Quality expert Joseph Juran observed, "There should be no reason our familiar principles of quality and process engineering would not work in the sales process."

A sales funnel or pipeline report presents a "snapshot" of your sales function at any given point in time. When you initiate conversations for new opportunities with prospects, they enter the "system" or funnel.

The qualifying process is often compared to a funnel where new leads coming into the system (i.e., opportunities) are initially placed into the top of the funnel (the widest part) and then worked through the system by qualifying, developing, proposing and evaluating solutions, negotiating and then at the narrow part of the funnel, a purchase is made and implemented.

Qualifying

Activity

Instructions*: Think of one account you are working on and complete this checklist.*

Qualifying Checklist

Need:

- ☐ *Are you aware of all their needs?*
- ☐ *Does the prospect acknowledge that a significant problem exists and she must take action?*
- ☐ *Is their need a high priority (need to buy is quantified, prospect is committed)?*
- ☐ *Can you provide a unique solution for their need?*

Decision Making:

- ☐ *Are you speaking to the Ultimate Decision Maker?*
- ☐ *Are you speaking to the problem owner?*
- ☐ *Have you identified influencers and approvers? Do you know who else is involved?*
- ☐ *Are you aware of the RFP process? (Are they giving you influence on the RFP? Did the competition write the RFP? Is there a formal buying process in place?)*

Solution:

- ☐ *Is there a solution you can supply and support?*
- ☐ *Is it within your company's current product mix?*
- ☐ *Is your solution 'original' or unique and better/different than the competition's?*

Funding:

- ☐ *Is there a budget allocated?*
- ☐ *How much is it? Is funding committed and approved?*
- ☐ *Is it reasonable; can you provide a solution for that amount?*

Competition:

- ☐ *Do you know who you are competing against?*

Trainer Notes

15 minutes

"All business is good business" is unrealistic and false! It is important to qualify business to make sure you are working on profitable deals.

It takes just as long to work an unprofitable opportunity through the pipeline (only to lose it at the last minute) as it does a profitable one – the ability to differentiate a good deal from a bad one can have a great impact on your success in sales.

Some opportunities may look appealing at first glance, but upon closer inspection, you may find that they are not a good fit for your company. It is worth the time and effort to "qualify" them.

The Qualifying Checklist provides a basic, yet crucial checklist for qualifying prospects.

These qualification elements should be considered for each prospect. Complete this checklist and use it as a tool in FACT FINDING to identify whether the client is worth moving along in the sales funnel and pursuing.

In summary, as the value of your product increases, the depth of the qualification should increase. You should answer "yes" to most of the questions in order to have a qualified lead.

What Do I Say

Getting the Customer's Attention

Activity

If you were a customer, which salesperson would you meet with and why? Identify the customer-focused elements that you see.

1. *Dear Prospect,*

I'm Jan with Bugaboo, Inc. I'd like to meet with you to show you our award-winning products and services. Our customers love us and have had great success with our products. We're number one in our field. We can provide great benefits to you and your company, so now is the time to get started. I look forward to talking to you and playing a role in your success.

Jan

2. *Dear Prospect,*

I'm Jim with Bugaboo, Inc. We help businesses like yours increase productivity and significantly reduce employee turnover.

I know that you are busy, and I don't want to waste your time with a canned sales presentation. You know your business far better than I do, but I offer a good mind and fresh perspective. I promise to listen carefully to the information you share and to transform it into insightful ideas.

Since we specialize in helping firms like yours, I believe we may be able to help you as well.

Jim

Jan simply talks from her own perspective; she doesn't try to position her letter from the customer's standpoint. She is probably sincere, but comes across as bragging about her company and products with nothing to back it up. Her letter is simply "fluff." There is no substance or proof of prior success. The customer will ignore the letter or delete the email.

Jim starts his letter with substance. He immediately begins with a customer focus and WIIFM. "Increase productivity and significantly reduce employee turnover" is in the customer's world. These are issues the customer will have interest in learning more about. Describing changes and results in such areas of interest will grab customers' attention.

Jim is sincere and promises to listen carefully and offer a fresh perspective. He reiterates that his company specializes in the customer's field to gain credibility.

Trainer Notes

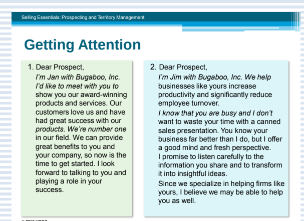
10 minutes

Now, we'll spend time reading about best practices for getting the appointment.

Today's buyers are very busy. They have too much to do and too little time to do it. They don't have enough resources to accomplish what they have to get done. On top of that, they are bombarded with hundreds of reps like you calling and emailing them.

What can you say to break through the pack, get their attention, and make an impact?

Read each message and think about which one you'd meet with if you were a busy buyer.



Allow 5 minutes for the participants to read the letters and discuss them in the large groups.

Debrief by leading a conversation to draw out customer-focused qualities.

How Do I Reach Them?

Phone or Email?

Email pros and cons

- *It takes less time to read an email than to listen to a voicemail.*
- *Customers can read emails when they want and in the order they choose.*
- *Email responses take less time.*
- *HOWEVER, it is easy to delete an email and reject a sales rep via email.*
- *People who work in technology fields are more likely to prefer email.*

Phone/Voicemail pros and cons

- *Some people prefer voicemail as they see email solication as spam.*
- *You can come across as more "human" with voice inflections and may be harder to reject.*
- *Many people use programs that translate voicemail messages into email or texts so they have the flexibility they want.*
- *A phone call can be seen as an interruption.*

The Answer:

Use what your prospect prefers. If you don't know your prospect's preference, use both. Leave a voicemail and note that they can expect an email as well.

Tips when sending emails

- *KISS (Keep it simple, silly!)*
- *Align with their vision*
- *Focus on priorities*
- *Share insights*
- *Avoid sales hype in the subject line*
- *Avoid the "junk mail look"*
- *Get through the spam filter*
- *Create a campaign*

> *"It takes nine touches to get someone's attention."*
> *Jack Daly*

Trainer Notes

10 minutes

Discuss the pros and cons of using email or the phone to contact prospects.

Keep it simple. It should be 2 paragraphs or less. Focus on their priorities. Why should they respond to your email?

Align your pitch with their vision. Speak in their language.

Share insights you have as an expert in your field. Your product may be a commodity, but you are not.

Avoid sales hype in the subject line, and focus on business issues such as "quick question re: outsourcing initiative" or "reducing product launch time"

Do a test on your email draft and send it to yourself. You get junk mail. You can "sniff" it out. Does your subject line "smell" like junk mail? Using words like: exciting, partner, state of the art, unique, free, excellent opportunity will land you in junk-mail-jail! Go to your junk mail folder and read those emails. Avoid that type of wording and over-promoting. You want to provide unique and targeted ideas here!

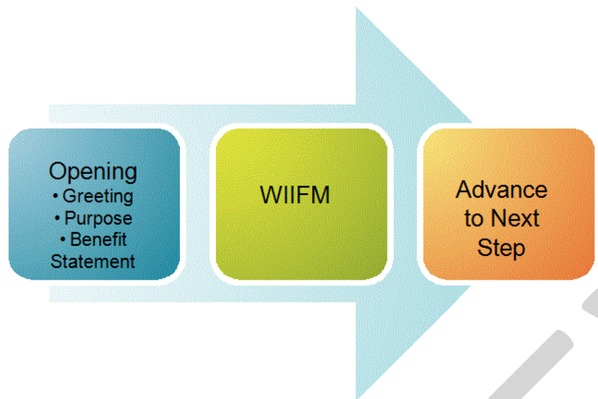
Being specific helps you to get through the spam filter. "Congratulations on the product release/great quarter/New York Times coverage/new customer."

Adding Value is another way to break through. Use the prospect's name, so they know it's not spam. "Mary, I thought this article on your industry/your competition/field may be useful to you."

Create a campaign. Frequency is key; it takes nine touches to get someone's attention. You don't want to stalk them, so space them over the course of a couple of months.

In My Own Words

Framework for Making Contact



Step	*Tips*	*Results*
Opening: *· Greeting* *· Purpose* *· Benefit statement*	*Be clear and succinct.* *Describe the purpose of your call.* *Make a benefit statement that reflects your knowledge of the prospect's company, position or the industry.*	*This establishes your credibility so the prospect will take you seriously and continue to listen. Answers "why us?"*
WIIFM (What's In It For Me)	*Cite something that is important to the prospect.*	*This grabs the prospect's attention.*
Advance to next step	*Summarize the prospect's issues and concerns and ask for the appointment.* *Ask for agenda suggestions for the meeting. ("Is there anything you'd like to learn more about?")*	*A scheduled appointment with the prospect and ideas for the meeting agenda*

Example

"Hi Tom, This is Carol Smith with Western Relocation. I'm calling because I have an idea that may help you with your relocation issues. I read about your move in The Journal. The article noted that you are concerned about productivity during the move. I specialize in helping companies in your field improve productivity during relocations. Can we talk sometime next week?"

Trainer Notes

5 minutes

It is important to plan what you are going to say. A framework will help you do that. You don't want to sound "scripted."

A framework helps you ensure you have your ideas organized.

Review the framework for making contact by phone in order to set up an appointment with your prospect.

Practice Makes Perfect!

Activity

***Instructions**: Now you will have the opportunity to "put it all together" as you practice delivering your Benefit Statement, WIIFM and Advance to the next step to a **new partner**.*

Framework for Making Contact

Step	*Tips*
Opening	☐ *Be clear and succinct.* ☐ *Describe the purpose of your call.* ☐ *Make a benefit statement that reflects your knowledge of the prospect's company, position or the industry.*
WIIFM	☐ *Cite something that is important to the prospect.*
Advance to next step	☐ *Summarize the prospect's issues and concerns and ask for the appointment.* ☐ *Ask for agenda suggestions for the meeting. ("Is there anything you'd like to learn more about?")*

Identify Partner A and Partner B.

Partner A*: Listen to Partner B as she practices her Framework. Check each box in the above table to make sure Partner B included each tip for all three steps of the Framework.*

Partner B*: Practice your Framework (all three steps: Benefit Statement, WIIFM and Advance to next step) as if Partner A were your prospect.*

Reverse roles so Partner A has the opportunity to practice his Framework.

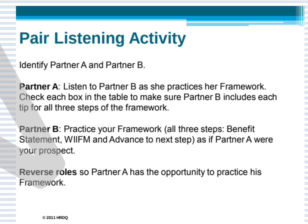
> *"It's not necessarily the amount of time you spend at practice that counts; it's what you put into the practice."*
> *Eric Lindros*

Trainer Notes

20 minutes

NOTE: Make sure participants are teamed up with someone they have not worked with yet in this pair activity.

Review the instructions.


Pair Listening Activity

Identify Partner A and Partner B.

Partner A: Listen to Partner B as she practices her Framework. Check each box in the table to make sure Partner B includes each tip for all three steps of the framework.

Partner B: Practice your Framework (all three steps: Benefit Statement, WIIFM and Advance to next step) as if Partner A were your prospect.

Reverse roles so Partner A has the opportunity to practice his Framework.

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Debrief by having one or two participants share their framework for making contact.

Have the class provide feedback and then ask the participant to modify or make corrections accordingly after they get feedback from their partners.

Tools: Checklists and Worksheets

(pages 31-37)

Crucial Questions

Company

- *Who are the key personnel in your company? What are their unique contributions?*
- *What unique capabilities does your company have?*
- *What is your company's reputation with its current customers? Competitors?*
- *What are your company's strengths and weaknesses compared to the competition?*
- *What is the marketing philosophy of your company?*
- *What are the present and future markets of your company?*
- *Describe your company's sales history for the last 5 years.*
- *What is your company's policy for:*
    - *Pricing*
    - *Discounts*
    - *Guarantees*
    - *Service*

Products

- *What benefits do customers get from your products?*
- *How does your product compare to the competition in terms of those benefits?*
- *Are there features that make your product stand out from the competition? If so, what are they?*
- *How does your product compare to competitors in your territory in terms of:*
    - *Quality*
    - *Price*
    - *Delivery*
    - *Value*
- *What might prevent a customer from purchasing your product? What can you do about that?*

Course Review

1. *Define territory management.*

   ____
   ____
   ____

2. *List at least two strategies for territory management.*

   ____
   ____
   ____
   ____

3. *Which of the following is NOT a necessary component for successful territory management?*
   a. setting objectives
   b. creating strategies to maintain and grow existing business and to develop new business opportunities
   c. identifying resources and tools
   d. being competitive

4. *Before talking to prospects about business opportunities, you must have knowledge of your territory. True or False?*

5. *The Crucial Questions checklist helps to provide an understanding of your company, products and competitive issues. True or False?*

Trainer Notes

1. Territory management is simply the process of determining the potential of your sales territory, setting a realistic goal and identifying the most efficient way to achieve your goal.

2. Maintain existing accounts, grow existing accounts, garner new accounts.

3. d.

4. True.

5. True.

What our Clients Say about the Reproducible Training Library

I have used many of the *Reproducible Training* programs and I can't say enough good things about them. The content is easy to tailor—I've even combined programs to meet my clients' specific needs. Not only am I able to provide my clients with a professionally developed, customized program at a reasonable price, but I've saved myself a lot of time and frustration, too. I plan to buy more programs in the future. I highly recommend them!

Rosemary C. Rulka, MS, SPHR
President
R.C. Rulka Consulting, LLC

We chose the *Reproducible Training Library* for the open-source format and customizable materials. The programs are well structured and rich with content. Preparation to delivery was less than 2 hours, and the addition of our company themes make the materials look like they were designed in house.

James T. Puett
Manager, Leadership and Organizational Development
Healthways Human Resources

Delivering high-quality, customized training has never been simpler.

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Have questions?

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