Fundamental Sales effectiveness Training outline

Introduction:

Earning the right to "advise" your prospects or customers require hard work and a lot of preparation. Elite sales professionals are knowledgeable about their markets, their accounts' work environments, their challenges and aspiration. They do not talk about features and benefits anymore, they discuss customers' business challenges, build relevant insights and challenge the status quo by creating constructive tension.

Learning Outcomes of his Training:

Participants attending this course will learn the following:

1. They will be introduced to a consultative selling approach that is needed in today's markets, where customer needs and wants are changing and where all sellers claim to have the right solution
2. Learn what competencies are required for elite sales forces
3. Identify the buying process and steps their customers take, from start to finish
4. Learn how to build insights about their customers' industries, learn how to identify business challenges, and build compelling arguments that lead customers to buy
5. Learn how to answer the 6 why's that customers will always wonder about:
    I. Why change?
    II. Why now
    III. Why spend the money?
    IV. Why your industry solution?
    V. Why your company?
    VI. Why your product or service?
6. Learn how to follow a consultative approach in selling that creates value to their customers and to their own organizations
7. Learn the different business models and value creation methods
8. Learn the different personalities of buyers and how to deal with them
9. Learn questioning, presentation, negotiation, objection handling and closing skills
10. Learn how to build a competition analysis framework and appropriate situation dependent strategies
11. Learn how to manage their territories and develop account plans

Who Should Attend

This course is suitable for revenue generating professionals. Sales/presales professionals and managers, Business development representatives and manager. It is also beneficial to technical personnel who could be a part of developing and presenting their solutions to customer.

Course Format

Because of the interactive and competitive nature of the course, and the use of gamification and role play scenarios, the recommended duration of this course is 3 days. The recommended number of attendees is up to 16.

KEMET Pre-Work:

Before we start, participants should be aware of some of the common sales terms. You should be aware of their meanings, their values, and the differences / cross-relation between them:

- Sales process stages
- Sales competency areas
- Gross margin/markup
- Market segmentation
- Value proposition
- Funnel/pipeline/forecast
- Backlog/front-log
- Time to value
- Win rate
- Average deal size
- Conversion ratio/closing ratio
- Roti (return on time invested)
- Suspect, prospect
- Lead/opportunity/account
- Closed opportunities
- Business pain/gain
- Pain chain
- Closed-won/ closed-lost
- Cold calling
- Percentage of old to new
- Sales cycle length
- Sales cycle length per product
- Number of days per sales process stage
- Lead to billing
- Billing to collection
- Seasonality
- Blue bird
- Cross-selling/up-selling
- Feature/benefit/value/business outcome
- Value chain
- Business model

Module 1: Competitive Economy Challenges

- People buy what they need? Or what they think they need?
- Sales professionals are the creators of value proposition
- Is selling an art or science?

Module 2: Mindset, Skillset, And Toolset

- You!
- Your company
- Effective tools for successful sales professionals

Module 3: Business Development Fundamentals

1. Strategic alignment
2. CAC and CLTV
3. Forms of business partnerships
4. What b2b sales is all about!
5. Forecasting
6. Sales organization structure
7. All about sales territories
8. Sales players and cost of lost opportunity
9. Quota setting
10. GTM models

Module 4: Forms of business partnerships

- Business partner
- ISV
- Reseller
- VAR
- Distributor
- VAD
- OEM and white labelling
- Systems integrator
- Subsidiary
- Joint venture
- Franchise
- Master franchise

Module 5: Sales Management Fundamentals

1. Different structures of sales departments, pro's and con's
2. Sales territory design basics
3. The importance of having "a" players
4. The cost of lost opportunity
5. Quota assignments
6. Go to market, GTM model
7. Why and how to create "ideal customer profile, ICP"
    - Who buys our products
    - Why do they buy our products?
    - Where do they get their information from?

Module 6: The Five Profiles of The Sales Professional

- Challenger
- Hard worker
- Relationship builder
- Lone wolf
- Problem solver

Module 7: The Sales Conversation Is Changing

- Respond to the opportunity
- Shape the opportunity
- Create the opportunity

Module 8: Buyers Journey

- Step 1. Awareness
- Step 2. Options
- Step 3. Research
- Step 4: selection
- Step 5. Execution
- Step 6. Business outcome
- Step 7. Post purchase behavior (buyer's remorse)

Module 9: Sales Processes, Why Do We Need Them?

- Considerations to consider when designing a sales process;
- The major stages in the sales cycle
- Objectives to accomplish in each stage
- Selling activities to carry out in each stage based on best practices
- Verifiable outcomes to state actions that customers must take to signal their readiness to move to the next stage.

Module 10: KEMET 7 Stages to Sales Effectiveness Model

In the following section, the facilitator will walk you through the seven stages sales process or sales effectiveness model including the roles and responsibilities

- Stage 1 – Lead and Demand Generation: Market segments dynamic, segment challenges and insight building
- Stage 2 - Prospecting & Qualification: Look for the spec of gold that leads to the "mother lode", then qualify like a CHAMP!
- Stage 3 - Explore the Needs & Assess What's Behind Closed Doors: Explore business challenges and assess customer's politics, decision criteria, and metrics important to stakeholders."
- Stage 4 - Access & Develop: Access executive(s) and effectively use your team members. Develop your solution based on the unique value you bring.
- Stage 5: Present Solution and Follow Up: Deliver a customized presentation that drives business results. Elicit customer feedback on your presentation.
- Stage 6: Negotiate & Close: Reach agreement on refined solution and scope. Negotiate price and terms to conclude a win–win agreement.
- Stage 7: Implement, Maintain, And Expand

Closing and Wrap Up

Hunter/Farmer sales training outline

Introduction:
This focused training is required if/when the sales team profiling is already done, and both hunters and farmers are identified. Each breed of sales (hunters and farmers) need to be equipped with the proper tools that will help them achieve their target on their best suited turf (hunting and farming accounts).
The following outline is prepared for both teams who will receive 2 days' intensive workshop each on selling techniques that will help them in their own domain. The teams are namely:

- Account development team (farmers)
- Greenfield development team (hunters)

Some of the sessions will be identical in both teams, while other sessions will be directed to the nature of the sales situation in the accounts they tackle.

Who Should Attend
Sales professionals who have passed the SFCA (sales force competency assessment) and have been identified as hunters/famers. Additional personnel can attend the workshop, preferably where the management sees fit. If no competency assessment is conducted, then we recommend attending "Sales Effectiveness" training course prior to conducting this specialized training session.

Course format:
It is advisable to conduct the following training path for sales and presales professionals:

1. Sales effectiveness training 3 days
2. Account development training 2 days
3. Greenfield development training 2 days

In case you have already assessed your sales team and identified and hunters and farmer, you already have a sales process in place, and your team is trained on it, then the recommended format:

1. Account development training 3 days
2. Greenfield development training 3 days

Account development team (farmers)

Learning Outcomes

Participants who will attend the course will be able to learn the following skills:

	Self-Development
	Relationship Building
	Business Acumen
	Customer Value Creation
Account development (Farmers)	Consultative Selling Process
	Account Management
	Strategic Sales Planning
	Time and Territory Management
	Account planning

Detailed outline:

In this section, we will detail the different sessions of each course starting by the account development team (farmers), followed by greenfield development team (hunters)

Account development team (farmers)
Session 1: Introduction • Review sales effectiveness practices (previous training course) • Building a professional vision, for self and others • Working with your customer to build a vision for their business entity
Session 2: Is it all about relations? • What is "relations" in sales? • Patterns of relationship • Stakeholders identification • Using business initiatives as the foundation for better customer relationship • Build the relationship matrix • Ranks, functions and lines of influence • Buyer, user, enabler, evaluator, beneficiary, and approver. • Adaptability to change, does it count?

Session 3: Business & commercial acumen • Understand general business management • Demonstrate fair competitive practices • Think globally and act locally • Demonstrate ethical behavior • Comply with corporate policies • Understand government legislation and governing bodies • Using business modelling and value mapping to build your company's and your professional brand
Session 4: Customer value creation • Value proposition canvas • Create value for every sales opportunity • Pain relievers and gain creators • How to educate your customer and jointly build his business initiatives
Session 5: Consultative selling • Prospect for potential customers • Plan for the initial contact • Understand customer industry • Build insight statements • Explore and assess (needs analysis) • Use relationship matrix to access stakeholders • Develop solution, position and follow up • Address objections • Ask for the business, negotiate and close • Implement, maintain, and expand
Session 6: Strategic sales planning • Manage your knowledge of the customer and market • Analyze your territory • Understand your competition • Know your unique value proposition • Communicate the value proposition to customers • Leverage your organization's customer value chain • Create and manage a customer value plan • Measure the value realized

Session 7: Account planning

- Identify the 80% revenue contributors
- Competitive landscape
- Customer's challenges and priorities
- SWOT analysis of your sales function
- Customer needs by division
- Relationship matrix
- Whitespace map
- Customer business goal by sales opportunity
- Strategy and action plan by opportunity
- Future sources of growth

Greenfield development team (hunters)

Learning Outcomes
Participants who will attend the course will be able to learn the following skills:

	Self-Development
	Prospecting skills
	Building relevant insights
	Questioning skills
Greenfield development (Hunters)	Customer Value Creation
	Consultative Selling Process
	Territory planning
	Time and Territory Management

Greenfield development team (hunters)

Session 1:

- Review sales effectiveness practices (previous training course)
- Building a professional vision, for self and others
- Using professional vision as part of insights that will be shared with prospects

Session 2: The art of prospecting

- The mindset of elite prospectors
- Time to master "interrupting", The more you prospect, the luckier you get
- Sources of reliable leads
- Define the objective of your prospecting call
- Bottom up or top down? Prospecting through insight and education
- What questions to ask, to whom, and when?
- Use of social media in prospecting

Session 3: Building relevant insights

- The power of insights
- Sources of insights
- How to build insights that help you throughout the sales cycle
    - Position a business challenge
    - Support with data
    - Support with success story
    - Ask for customer perspective
    - Build on the insight and delve into needs analysis

Session 4: Questioning skills

- Psychological biases

• Types of questions • What type to use? When? • Give before you take • Acknowledge before you move to the next question
Session 5: Customer value creation • Value proposition canvas • Create value for every sales opportunity • Pain relievers and gain creators • How to educate your customer and jointly build his business initiatives
Session 6: Consultative selling • Prospect for potential customers • Plan for the initial contact • Understand customer industry • Build insight statements • Explore and assess (needs analysis) • Use relationship matrix to access stakeholders • Develop solution, position and follow up • Address objections • Ask for the business, negotiate and close • Implement, maintain, and expand
Session 6: Territory planning • Goal setting • SMART goals and goal alignment • Reverse engineering • Realistic forecasting • Market/industry analysis • SWOT and competitive analysis • Customer profiling • Building a comprehensive territory plan

Effective Sales Management Workshop

Introduction:

Every sales professional aspires to the day he/she becomes a “manager”. He/she has been practicing the sales game long enough to think that adding the title” sales manager” is the long-awaited cue for greatness. Next day, he/she is in total loss and start to face the music and finds out that there is more to sales management than the title.

This course is designed for both, fresh/new sales managers, as well as experienced ones. It is structured in a manner that maps sales management practices to a well-known method that is heavily used in the field of Quality Management. It is 6M, which refers to Man, Machine, Material, Method, Measurement, and Milieu.

Learning Outcomes of his Training:

Participants attending this course will learn the latest trend in sales management in a structured way that enables them to start implementing what they learnt right away. The detailed outline shows each module and its learning outcomes

Who Should Attend

This course is suitable for both experienced and new sales managers

Course Format

The recommended duration of this course is 3 days. The recommended number of attendees is up to 16.

Module number	What you will learn in this module
Module 1: • Introduction & house keeping • Do you call yourself a manager! … or a leader? • Self-evaluation of your leadership level (position, permission, production, etc.)	• Introduction to management and leadership • Introducing the concept of leadership levels • Perform a self-evaluation to position participants in their strata • What is EQ (Emotional Quotient)? how is it related to leadership? • Introduce what each level means and what is required to move up the leadership ladder
Module 2: • The sales ecosystem • Mapping the sales ecosystem to 6M model (Man, Machine, Material, Method, Measurement, and Milieu) • Managing or influencing?	• Is “sales” a profession or a “craft” • Comparison between accounting, manufacturing, and sales • Elements of the sales ecosystem. Why do link the sales ecosystem to the 6M model? • What you can manage versus what you can influence
Module 3 (Man): • A, B, and C players; a cost perspective • Always be hiring! • How to select A players, what to do with C players • Coaching versus managing	• Sales persons’ personal traits and work tendencies • Hunter, farmer, challenger, relationship builder, problem solver. Which ones do you need? where? • A, B, and C players. How to classify your team and what to do with each one. • Always be hiring! What is the cost of having C players on board. • What is coaching? Types of coaching (internal/field), How to do it? • Conducting performance appraisals
Module 4 (Machine): • Do we have machines in sales? • Sales people as autonomous production units • Coaching 101 (how to? guide) • Time and territory management	• The concept of autonomous production units in sales environment • How sales professionals spend their time • Reverse engineering to achieve financial targets • How to help your team develop a territory management plan
Module 5 (Material): • Essential sales competencies • Business acumen skills • Business modeling and value chain analysis • Consultative selling • Know your team (hands on SWOT)	• Following best practices in sales competency development, CPSA. • Sales versus business development • What is business acumen? turning a “2nd hand car salesman” into an Entrepreneur! • What is consultative selling? how to train your team to develop insights and share them with prospects • Create/shape/ respond to opportunities
Module number	**What you will learn in this module**

Module 6 (Method): • Sales process 101 • Sales process alignment with the buying journey • Who does what? who drives and who supports? • Sample consultative selling process (full analysis of stages and exit criteria)	• Why do you need a sales process? How to align it with the buying journey? • Evolution of sales processes • Where are you at in your prospect's buying journey ? • Who owns the sales process? who does what? • Sample consultative selling process (objectives, players, quantifiable outcome and exit criteria from one stage to the other) •
Module 7 (Measurement): • KPI's versus sales metrics (leading and lagging) • Which metrics can you influence? • Business results, sales objective, and sales activities. • Metrics associated with each	• KPI's versus sales metrics • Leading and lagging metrics • Managing numbers is useless, what to manage then? • How to develop meaningful and effective sales metrics? • Business results (numbers), sales objectives, and sales activities • What metrics are associated with each category •
Module 8 (Milieu): • Milieu or mother nature? • Competition Analysis • Essential PESTEL for sale leaders (hands on)	• The new reality in the business world • "No man is an island" John Donne. Does it apply on sales? • Market, territory, accounts (buyers, users, beneficiaries), and competition • PESTEL analysis is needed today like never before, how to perform it?
Module 9 (Tools to help you manage your sales team) • Sales planner, win/loss review, value map, presentation planner • Interview tips and techniques • Performance improvement planning for troubled employees • Closing	• Sales planner, key players map, value map, presentation planner • Win/loss review • How to handle a sales professional declining performance • Interview tips and techniques •
Closing and Wrap Up	