Husqvarna Sales Success

Husqvarna Construction
MM/DD/YYYY

Module 1: Build a Customer Strategy

Objectives

Husqvarna Sales Success

1. Unify the sales process and terminology amongst the entire sales force.
2. Build a Sales Strategy and learn new skills.
3. Manage your current and prospective business.

Objectives

Husqvarna Sales Success

The Goal of the Husqvarna Sales Success Program is to Increase Your Generation of Profitable and Recurring Revenues!

Sales Productivity and Effectiveness Tool Box

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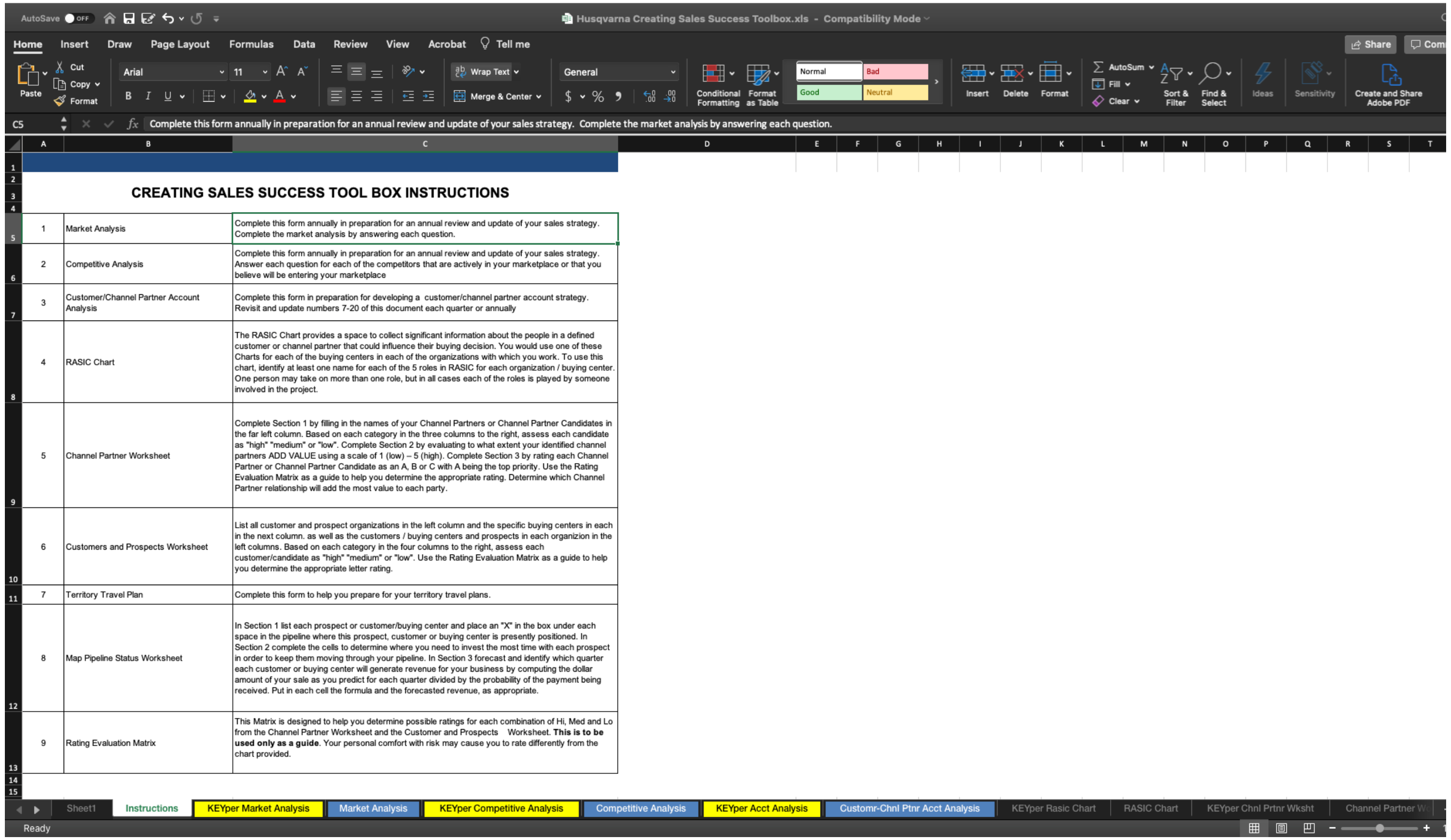


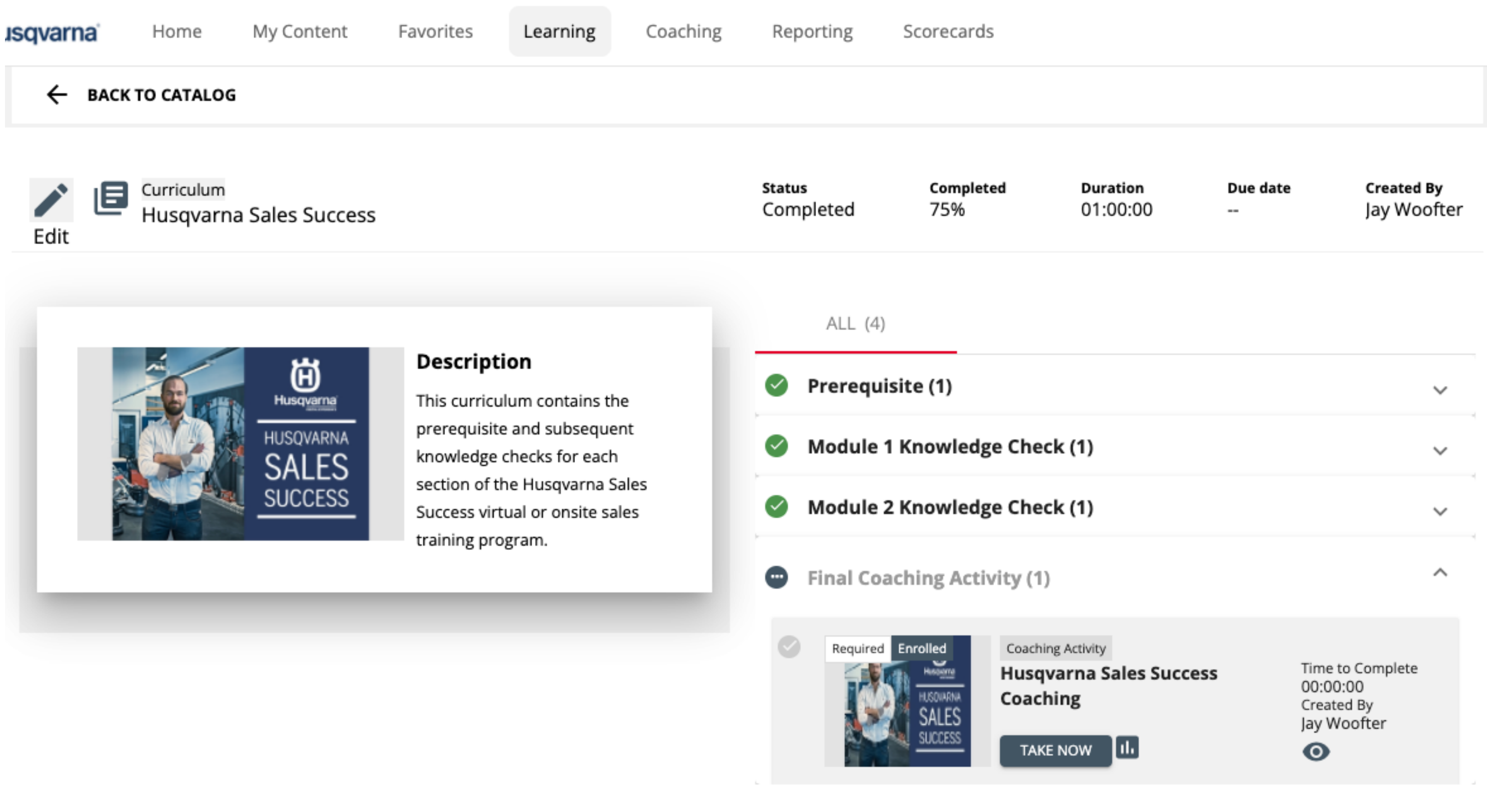
CREATING SALES SUCCESS TOOL BOX INSTRUCTIONS

1	Market Analysis	Complete this form annually in preparation for an annual review and update of your sales strategy. Complete the market analysis by answering each question.
2	Competitive Analysis	Complete this form annually in preparation for an annual review and update of your sales strategy. Answer each question for each of the competitors that are actively in your marketplace or that you believe will be entering your marketplace
3	Customer/Channel Partner Account Analysis	Complete this form in preparation for developing a customer/channel partner account strategy. Revisit and update numbers 7-20 of this document each quarter or annually
4	RASIC Chart	The RASIC Chart provides a space to collect significant information about the people in a defined customer or channel partner that could influence their buying decision. You would use one of these Charts for each of the buying centers in each of the organizations with which you work. To use this chart, identify at least one name for each of the 5 roles in RASIC for each organization / buying center. One person may take on more than one role, but in all cases each of the roles is played by someone involved in the project.
5	Channel Partner Worksheet	Complete Section 1 by filling in the names of your Channel Partners or Channel Partner Candidates in the far left column. Based on each category in the three columns to the right, assess each candidate as "high" "medium" or "low". Complete Section 2 by evaluating to what extent your identified channel partners ADD VALUE using a scale of 1 (low) – 5 (high). Complete Section 3 by rating each Channel Partner or Channel Partner Candidate as an A, B or C with A being the top priority. Use the Rating Evaluation Matrix as a guide to help you determine the appropriate rating. Determine which Channel Partner relationship will add the most value to each party.
6	Customers and Prospects Worksheet	List all customer and prospect organizations in the left column and the specific buying centers in each in the next column. as well as the customers / buying centers and prospects in each organizion in the left columns. Based on each category in the four columns to the right, assess each customer/candidate as "high" "medium" or "low". Use the Rating Evaluation Matrix as a guide to help you determine the appropriate letter rating.
7	Territory Travel Plan	Complete this form to help you prepare for your territory travel plans.
8	Map Pipeline Status Worksheet	In Section 1 list each prospect or customer/buying center and place an "X" in the box under each space in the pipeline where this prospect, customer or buying center is presently positioned. In Section 2 complete the cells to determine where you need to invest the most time with each prospect in order to keep them moving through your pipeline. In Section 3 forecast and identify which quarter each customer or buying center will generate revenue for your business by computing the dollar amount of your sale as you predict for each quarter divided by the probability of the payment being received. Put in each cell the formula and the forecasted revenue, as appropriate.
9	Rating Evaluation Matrix	This Matrix is designed to help you determine possible ratings for each combination of Hi, Med and Lo from the Channel Partner Worksheet and the Customer and Prospects Worksheet. **This is to be used only as a guide**. Your personal comfort with risk may cause you to rate differently from the chart provided.

This is where all activities will be completed.

It is a useful document to keep and reference.

Brainshark Companion Courses



Complete at the pace of the course.

Module 1
Build a Customer Strategy

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Agenda

Build a Customer Strategy

- **Strategy in Selling**
- Market Analysis
- Competitive Analysis
- Account Analysis
- Goal Setting
- Tangible and Intangible Needs/Wants
- The R.A.S.I.C Chart

Strategy in Selling

What is a Sales Strategy?

Talent

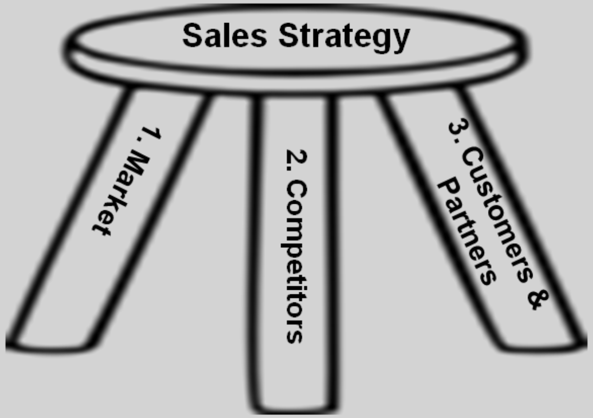
Resources

Studying

Practice

Two Types of Inputs

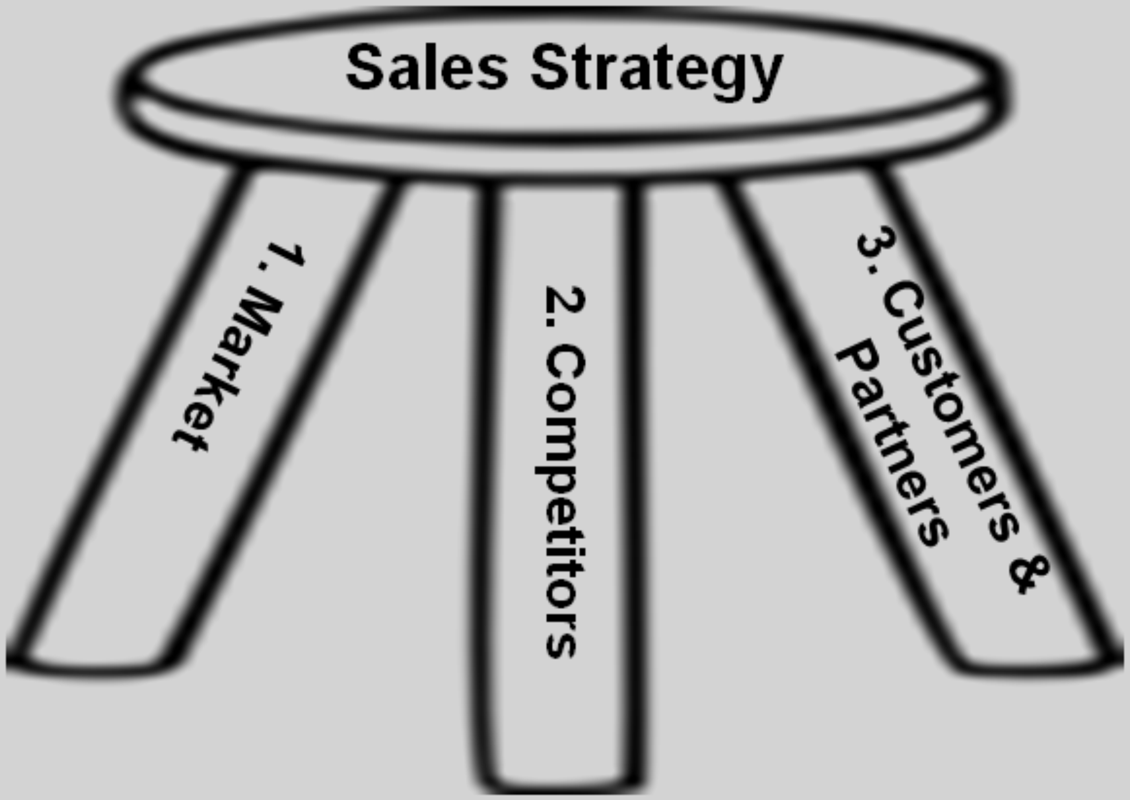
1. **Objective:**
   data that can be validated and is typically numeric
2. ***Subjective:***
   information that is based on observation, conversation or other collection methods, and is equally important as data



Strategy in Selling

What is a Sales Strategy?

1. Market
2. Competitors
3. Customers & Partners



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Build a Customer Strategy

- ~~Strategy in Selling~~
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Market Analysis

What and Why

What:

Market Analysis:

- Describing groups of customers
- How do they respond to external or internal factors?

Why:

Current market data and information helps sales professionals know how to position themselves and their products and services in each customer's mind.

Market Analysis

Market Segmentation

- Geographic Factors
- Demographic Factors
- Psychological Factors
- Behavioral Factors

Activity

What do they mean?

Market Analysis: Market segmentation

Market Analysis

Assignment!

You’ll need:

- Market Analysis tab in the toolbox
- Also on page 13 of your book

Market Analysis

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Market Analysis

Directions: Complete this form in preparation for an annual review and update of your sales strategy. Answer the questions below to complete your Market Analysis.

1. Geographic Factors that affect my Market, where the buyer is and how this location with its economics and politics affects buying decisions Continental, National, Regional, State, County, and City.	
2. Demographic factors that can be meas- ured or quantified about customer characteristics, Size or line of business, Organization type, Product use; Individual demographics like: Age, Gender, Income, Occupation, Education, Religion, Race, and Social class.	
3. Psychological factors that influence the way a buyer thinks, Values, Needs, Situation, Decision rules or process, Importance, Attitudes, Interests, Opinions, Values, Beliefs, and Benefits.	
4. Behavioral factors that describe what the buyer does, Usage, Loyalty, and History.	

Sheet1 | Instructions | KEYper Market Analysis | Market Analysis | Sheet2 | KEYper Competitive Analysis | Competitive Analysis | KEYper Acct Analysis | Customr-Chnl Ptnr Acct Analysis | KEYper Rasic Chart | RASIC Chart | KEYper Chnl Prtnr Wksht

Agenda

Build a Customer Strategy

- ~~Strategy in Selling~~
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What and Why

Competitive Analysis

What is Competitive Analysis?

- Not just market *facts* but consumer *belief*

Why is it important?

- reinforce your strengths and manage misconceptions

Competitive Analysis

"The most productive competitive analysis in sales includes more than information about the products or services your competitors bring to your market."

Competitive Analysis

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Three Levels of CA

Business	Culture	Personality

1. National or international level.

2. Regional or local level.

3. The individual one-on-one relationship-building skill level of the salesperson that is calling on the same people you are calling on.

Competitive Analysis

Assignment!

You’ll need:

- **Market Analysis tab in the toolbox**
- **Debrief on page 15**

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Competitive Analysis

Competitor Assessment Questions

List Competitors to the right	Morse Watchman	KeyTrak	Traka	KEYper
1. What is their market share?	35%	25%	20%	17%
2. What are their core products and services?	Largest electronic key management company - KeyBank sold in auto sector	KeyTRAK system	Traka Key Management System	KEYper system
3. What is their sales or promotion strategy?	Strong brand identity with many adjacent businesses to draw on for key management business; Standard product offering only sold through distributor; Security Key Systems Web video on Securitykeysystems.com	Quality materials / quality software / quality product; Ease of us; Most tech support done remotely	Provides basic, lower cost system – with add –on features costing extra; On-line training/tech support included; Additional fee for on-site training	Customer intimate to insure products are operational from cradle to grave ;Flexible cost provider – understand customer needs and adapt to meet those needs
4. How are they similar to us?	Electronically allow for sign out of keys using software	Customized pricing	Similar reporting capability	
5. How are they different from us?	Training/support at systems installation requires extra cost.; Not wireless; Only Wall mounted	Maintenance agreement required to have long term training/tech support and free software upgrades	Designed and manufactured in the UK	
6. What is their pricing strategy?	Standard pricing for standard product starting at $9.995;Can only use distributor; Additional charge for personal, on-site training/tech support	Customized pricing based on each customer's needs – sales team negotiates to best price	Starting price for basic system is $8.000 which includes standard reporting features.; Can add software enhancements for customized reports at an additional cost	Based on a 280 complete key management system the cost begins around $12,000; Final pricing is based on individual customer needs for the purpose of establishing a long term relationship
7. What are their top three STRENGTHS?	One size fits all, commodity approach; Largest market share	Quality; Ease of use	Low cost due to scalability and basic system offering	Established long term relationships
8. What are their top three WEAKNESSES?	Software does not offer as many features	Drawer system limits number of keys and configurability when floor space is limited	Weaker sales penetration in North America	Lowest market share, higher costs/price
9. What are their top three OPPORTUNITIES?	To expand into other markets and dominate the key management market	To design a more flexible, sophisticated system that can easily expand	To extend their product penetration into N. America	To expand market share
10. What are their top three THREATS?	Large cash flow to invest and dominate auto sector of business	New product that will set new standard in automotive key management	Software technology capability	
11. What are their top three TRENDS?	Moving towards commodity approach	Developing a new, sophisticated system that is flexible and targets larger dealerships	Moving towards more customized features and service due to software capability	Moving to improve quality and reduce cost/price for systems

Sheet1 | Instructions | KEYper Market Analysis | Market Analysis | Sheet2 | KEYper Competitive Analysis | Comp

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Build a Customer Strategy

- ~~Strategy in Selling~~
- ~~Market Analysis~~
- ~~Competitive Analysis~~
- **Account Analysis**
- Goal Setting
- Tangible and Intangible Needs/Wants
- The R.A.S.I.C Chart

What and Why

Account Analysis

What is Account Analysis?

- Keeping ***current*** and ***evaluating*** your accounts information.

Why is it important?

- Allows you to position your products more effectively.

Account Analysis

Assignment!

You’ll need:

- Account Analysis tab in the toolbox

15 Minute Break

Agenda

Build a Customer Strategy

- ~~Strategy in Selling~~
- ~~Market Analysis~~
- ~~Competitive Analysis~~
- ~~Account Analysis~~
- **Goal Setting**
- Tangible and Intangible Needs/Wants
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Goal Setting (Sales Strategy)

What and Why

What:

- A sales strategy is a long-term ***plan*** to position yourself for long-term success with multiple buying centers in your accounts.

Why:

- Motivation
- Have a clear plan of action to provide solutions for *their* world and help you to focus less on *your* world.

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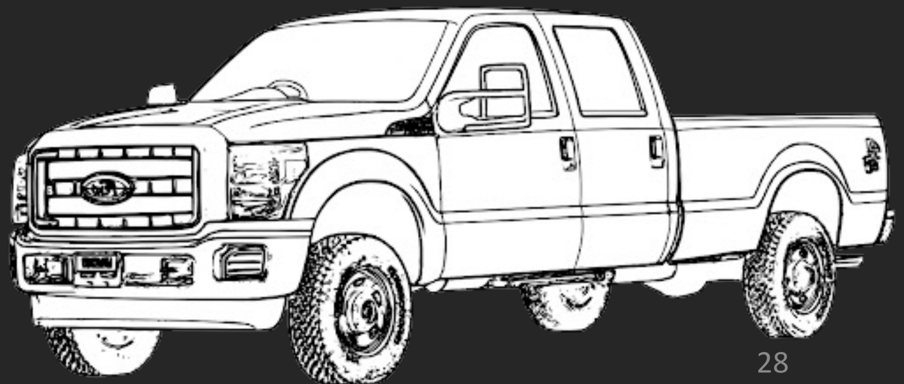
SMART Goals

Single Sales Objective Strategy

Sales Strategy

Specific
Measurable
Agreed
Realistic
Time-Bound



SMART Goals

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Specific	A clear and concise statement that describes what you will do in specific terms.
Measurable	Clarifies how you will know you have succeeded in terms you can measure such as quantity, quality, and cost.
Agreed upon	You and your customer commit to accomplishing the objective and the customer agrees there is value.
Realistic	You and your customer believe the objective is possible to achieve and you have the resources and authority to be successful.
Time-bound	Specifies when the objective will be completed and is agreed on with the customer.

Setting a SMART Goal

Assignment!

Guidebook page 24
SMART Goal Setting

You'll need:

- Device or pencil to fill out the activity.

"PLAN YOUR WORK AND WORK YOUR PLAN"

Activity Directions:

1. Working individually on page 23 of the guidebook , use the following formula to write a SMART Goal for a real customer or channel partner.

2. Then write a few of the real steps (Objectives) that are on the "critical path" for you to achieve this SMART Goal.

Action word + targeted area + measurable objective + targeted date = SMART Goal

Name of Customer or Channel Partner:

SMART Goal:

What are some of the things that you must do (Objectives or tasks) on your "critical path'" to success?

SMART Goal Setting
Making SMART Goals Real

Sample: *SMART Territory planning objective*

Secure one new order for incremental business within 90 days of the audit by performing three customer facility health check audits per quarter and presenting customer recommendations.

Sample: *Customer specific SMART account objective*

Achieve full implementation by end of Q3 by initiating EMS pilot program in customer's three (3) major food processing plants by end of Q2 and providing specific recommendations based on results.

Agenda

Build a Customer Strategy

- ~~Strategy in Selling~~
- ~~Market Analysis~~
- ~~Competitive Analysis~~
- ~~Account Analysis~~
- ~~Goal Setting~~
- **Tangible and Intangible Needs/Wants**
- The R.A.S.I.C Chart

Needs and Wants

Discussion

Take a moment to discuss and hypothesize what needs and wants might mean within a sales context.

Record your hypothesis as a group.

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Needs and Wants

Needs and Wants Motivate the Buying Decision

- **Needs:** are typically logic or reason based and can speed up a sale.
- **Wants**: are typically based on an emotional or "gut feeling" and can reduce price sensitivity.

Tangible and Intangible Needs and Wants

Discussion

Let’s take another moment to discuss and hypothesize what tangible and intangible needs and wants might mean within a sales context.

Record your hypothesis as a group.

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Tangible and Intangible Needs and Wants

- **Tangible**: typically refers to money and the "bottom line." Often the issue is around **"cost."**
  - *What costs are incurred as a result of excessive turnover in the sales department?*
- **Intangible**: typically refers to people or other issues that are less obvious in how they contribute to the "bottom line." Often the issue is around **"confidence."**
  - *How often do disagreements between porters and service personnel (an indication of employee morale) cause delays in moving vehicles through the service department?*

Tangible and Intangible Needs and Wants Activity

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- Think of the channel partner or customer you identified in the prerequisite.
- On page 24 in your guidebook write two "Hypotheses" you may have about this customer or channel partner.
- Then fill out the Tangible and Intangible boxes by listing two of the biggest needs or wants based on your research of their business in their marketplace that your product or service may be able to help them with.

You'll need:

- Device or pencil to fill out the activity and your Participant Guidebook.

Agenda

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Build a Customer Strategy

- ~~Strategy in Selling~~
- ~~Market Analysis~~
- ~~Competitive Analysis~~
- ~~Account Analysis~~
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- ~~Tangible and Intangible Needs/Wants~~
- The R.A.S.I.C Chart

RASIC Chart

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The RASIC Chart helps you to identify and understand who your customers are and how to approach their buying personality.

Responsible: owns the problem or the project

Approval: must approve the finances associated with the purchase or acquisition

POLITICAL

Supportive: must support the deal because he or she has other resources (tangible) needed to support success

Informed: must be kept informed through all milestones and with all results

Consulted: has information and/or capability (intangible) necessary to complete the sale or the work

One person may take on more then one role, but in all cases, each of the roles is played by someone in every sale.

RASIC Chart Activity

Working individually:

- Go to the tab in your toolbox that is labeled RASIC Chart.
  (Not the KEYper example)
- Complete the RASIC Chart for at least one of your customers or channel partners.

Agenda

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Build a Customer Strategy

- ~~Strategy in Selling~~
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- ~~The R.A.S.I.C Chart~~

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Module 2

Enhance Your Selling Skills

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Agenda

Enhance Your Selling Skills

- The Importance of Communication Cues in Selling
- Asking Questions
- Problem Identification
- Overcoming Objections (L.R.E.A.T.)

The Importance of Communication Cues in Selling

- How the sales professional looks, sounds, or what he or she says.
- Certain behaviors associated with communication make a bigger impression on people than others.
- Knowing how you are perceived by others can make the greatest impact on your sales goals.

The Importance of Communication Cues in Selling

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DIMENSION	Communication Cue
Verbal	CHOICE of the Words (WHAT is said)
Vocal	TONE of the Words (HOW it sounds)
Visual	LOOK of the Communication (IMAGE it projects)

The Importance of Communication Cues in Selling

On page 35 of your participant manual fill in the percentages. Which do you believe is the most influential cue.

DIMENSION	COMMUNICATION CUE	FACE-TO-FACE	OVER THE PHONE
Verbal	CHOICE of the Words	___% Of what customers believe is based on the words that they read or hear	___% Of what customers believe is based on the words that they read or hear
Vocal	TONE of the Words	___% Of what customers believe is based on how the words are spoken or read	___% Of what customers believe is based on how the words are spoken or read
Visual	LOOK of the Communication	___% Of what customers believe is based on what they see in another person, place, or thing	___% Of what customers believe is based on what people see in another per-son, place, or thing

The Importance of Communication Cues in Selling

DIMENSION	COMMUNICATION CUE	FACE-TO-FACE	OVER THE PHONE
Verbal	CHOICE of the Words	7 % Of what customers believe is based on the words that they read or hear	___% Of what customers believe is based on the words that they read or hear
Vocal	TONE of the Words	38 % Of what customers believe is based on how the words are spoken or read	___% Of what customers believe is based on how the words are spoken or read
Visual	LOOK of the Communication	55 % Of what customers believe is based on what they see in another person, place, or thing	___% Of what customers believe is based on what people see in another per-son, place, or thing

The Importance of Communication Cues in Selling

DIMENSION	COMMUNICATION CUE	FACE-TO-FACE	OVER THE PHONE
Verbal	CHOICE of the Words	7 % Of what customers believe is based on the words that they read or hear	**14** % Of what customers believe is based on the words that they read or hear
Vocal	TONE of the Words	38 % Of what customers believe is based on how the words are spoken or read	**86** % Of what customers believe is based on how the words are spoken or read
Visual	LOOK of the Communication	55 % Of what customers believe is based on what they see in another person, place, or thing	**0** % Of what customers believe is based on what people see in another per-son, place, or thing

The Importance of Listening in Selling

Listening is a four-step process that most of us do automatically. It happens when you:

1. **Hear** the words your customer uses.
2. **Pay attention** to what your customer is saying.
3. **Translate** the customer’s words into something that makes sense.
4. **Understand** it in terms of your own experiences and intentions.

The Importance of Listening in Selling

Three different levels of listening behavior:

1. **Passive Listening**
   - Silence or little to no body movement
   - Customer doesn’t know if you are listening or paying attention

2. **Acknowledgment Responses**
   - Small signals of sound, head-nods, eye contact or smiles or frowns
   - Customer may think you are listening and hopefully paying attention

3. **Active or Interpretive Listening**
   - Putting into your own words what you think the customer MEANS regardless what he said
   - Customer knows you are listening, paying attention and can discuss meaning and intent

Listening and Selling Activity

- Review the topics about which salespeople may disagree. (Page 38-40) You will choose one of these or any other topic that could be controversial for your listening practice.
- Working in groups of three divide into roles. One person will take the role of person #1, one will be person #2, and one will be the observer.
- Change roles after 10 minutes so that everyone gets to practice listening

	Person A	Person B
Listening Skills		
Listening Skills		

Agenda

Enhance Your Selling Skills

- ~~The Importance of Communication Cues in Selling~~
- Asking Questions
- Problem Identification
- Overcoming Objections (L.R.E.A.T.)

Asking Questions as a Core Selling Skill

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3 TYPES OF QUESTIONS

Open-ended Questions

- Invite or *open* an opportunity for conversation.
- Use words like “what, “how,” “describe,” “explain,” or “tell me”
- Allow you to collect “you said’s” that can be used later in the conversation

Closed-ended Questions

- Are restrictive; *close* opportunities for conversation.
- Typically use words like “did,” “will,” or “can” to invite “yes” or “no” responses; or “who” or “what” to gather facts or data that do not invite conversation
- Can give a “GAME OVER” answer if used carelessly

Complex Questions

- Skillful blend of **open** and **closed questions** to validate hypothesis, uncover tangible and intangible needs and wants and move toward a **positive buying decision**

Different Types of Closed-ended Questions

- **Investigative Questions**
  - Used to acquire specific information about quantity or other very specific and unambiguous information
  - *“How many…?” How often…?” “Who….?”*

- **Confirming Questions (Paraphrase/Interpretive Listening)**
  - Used to verify what you heard and interpreted is accurate.
  - *“………Do I understand that right?”*

Different Types of Closed-ended Questions

- **Leading Questions**
  - Suggest in the wording the answer you are expecting. Are considered to be highly controlling by some styles.
  - *“Don’t you agree…?”*

- **GAME OVER Questions**
  - *Allow the customer to say* ***“no”*** in a way that **stops the conversation** from moving in a productive direction

Different Types of Open-ended Questions

- Exploratory Questions
  - Used to engage conversation targeted at understanding what is in this customer’s head around any given opportunity or concern
  - “Explain…” “Tell me..” “What do you know/What do you think about…?
- Impact Questions
  - Used to help you and your customer determine the impact one or more variable has or may have on an outcome
  - “What happens when….? “How do your customers respond when…?”

All open-ended questions support the collection of

“you saids.”

Complex Questions

- Use a combination of open and closed-ended questions to achieve a specific objective or series of objectives
- Validate your hypothesis or cause you to change it, uncover tangible and intangible needs and wants
- Use paraphrase to demonstrate interpretive listening
- Can act like a roadmap to guide the customer to a mutually beneficial buying decision

Complex Questions

A sample sequence might accomplish the following objectives:

1. Establish rapport
2. Explore for general or overview understanding
3. Collect specific data or information
4. Determine a real or potential impact
5. Demonstrate or confirm understanding

Complex Questions

A sample sequence might accomplish the following objectives:

1. **(Rapport)** You seem like a guy with a great sense of humor, but you want things done right the first time; do I have that right?
2. **(Explore)** Tell me about __________.
3. **(Collect)** How much ______________?
4. **(Impact)** Let me make sure I have this right. You said that _____________.
5. **(Confirm)** Do I have that generally correct?

Agenda

Enhance Your Selling Skills

- ~~The Importance of Communication Cues in Selling~~
- ~~Asking Questions~~
- Problem Identification
- Overcoming Objections (L.R.E.A.T.)

Problem Identification

Three types of problems

Hidden Problems

- The customer doesn’t know he or she has the problem or has suppressed the problem

Visible Problems

- The customer knows the problem exists and will acknowledge the problem when asked

Working Problems

- The customer knows about the problem and is already working on a solution that may involve using a competitor’s products and services

Asking the right questions allows you to climb inside your customers head in order to see and feel concerns from their perspective

Uncovering Problems Activity

- Consider a customer or channel partner you identified in your pre-work.
- For this specific customer or channel partner, write on **Page 49** one or more potential problems from the list below that your products or services could resolve.
- Then write a sequence of questions you might ask to uncover any of these problems.
- Share with others in your group

Hidden Problems	Visible Problems	Working Problems
Potential problem(s) based on your analysis. Name of customer: ____		
Sequence of questions you might ask:		

15 Minute Break

Provide the Customer's or Channel Partner's Solution

Matching the Solution to Needs and Wants can only happen after you have:

- Created a sales strategy that becomes your roadmap
- Formed reasonable assumptions (your hypothesis) based on your research
- Asked questions to validate or change your assumptions

Provide the Customer’s or Channel Partner’s Solution

- Features
  - What the product or service will do
- Functions
  - How the product or service does what it does
- Benefits
  - A feature or function that provides some type of advantage or well being

Problem Identification

"Telling is NOT Selling"

An Alternative to Features, Functions and Benefits: The HAT

H - HYPOTHESIZE

- Form your hypothesis based on research and experience but **DO NOT ASSUME IT IS CORRECT** for that specific customer or channel partner

A – ASK AND LISTEN

- Ask pre-planned complex questions and use interpretive listening to validate or change your hypothesis and MATCH THE STYLE

T – TAILOR YOUR SOLUTION

- Use their words and make sure what you say responds to their tangible or intangible wants, needs or concerns

REMEMBER:

- **A benefit is not a benefit unless the customer says it's a benefit**
- **Assumptions about benefits can easily create customer objections**

Overcoming Objections

Objections:

- May occur anywhere in the sales cycle
- Are a natural part of the selling process
- Should be anticipated and prepared for
- Indicate a customer’s involvement and attention
- Represent an opportunity for learning more about the customer and educating him
- Reveal a customer’s concerns

Agenda

Enhance Your Selling Skills

- ~~The Importance of Communication Cues in Selling~~
- ~~Asking Questions~~
- ~~Problem Identification~~
- Overcoming Objections (L.R.E.A.T.)

Overcoming Objections – L.R.E.A.T.

Step 1 – Listen

Step 2 – Restate

Step 3 – Explore

Step 4 – Answer

Step 5 – Test

- These five steps will help you put out a potential fire between you and your customer.
- When you hear an objection:
  - **STOP** thinking of your response before you hear what is said
  - **DROP** your potential need to get defensive
  - **ROLL** with what the customer means

L.R.E.A.T.

When your customer gives you an objection, say “OKAY.”

You can accept your customer’s position without agreeing with it.

Overcoming Objections

Step 1 - Listen:

Begin by paying full attention to your customer with interested eye contact and appropriate acknowledgment responses.

Your customer must understand that you accept his/her position.

When your customer gives you an objection, say "OKAY."

You can accept your customer's position without agreeing with it.

Overcoming Objections

Step 2 - Restate:

Feed the objection back for confirmation of your understanding (your interpretation) and make changes if needed

- Some customers may even withdraw their objections once they hear how it is being interpreted spoken aloud.
- To uncover the true reason causing the objection, try saying something like – *“I can appreciate that. What I understand you to be saying is... (objection).”* or *"Do I understand you to mean that..."*

Overcoming Objections

Step 3 - Explore:

Gently question and explore the objection to get to ***root cause***

- Ask open-ended and closed-ended questions in a planned sequence (*complex questions*) to understand the details of their objection.
- Use your observation skills to echo the customer's body language without mimicking. This echo reinforces that you are really **paying attention to the customer more than to your own need to defend**.

Overcoming Objections

Step 4 - Answer:

Answer the objection (typically from one of these three categories)

Some types of objections

- **Misconception** - customer does not or did not fully understand the offering/solution or has been misinformed.
- **Skepticism** - customer is not convinced that your offerings/solutions will do what you claim or that your plan will solve the problem.
- **Legitimate** - customer has a valid point about some disadvantages in your offering/solution—a way in which your offerings or solutions does not meet his/her expectations or needs.

Overcoming Objections

Step 5 - Test:

Check and test for satisfaction that the objection has been dealt with

- Confirm the answer has been received and understood
- Don’t reply to the objection and leave it hanging in the air
  - “What else might be a concern?”
  - “Are there any reasons that you would not want to….”
  - "When you think of it that way, how do you feel about this product satisfying your needs?"
  - “With that question solved, can we go ahead?”

Offer Solutions & Overcome Objections Activity

- Divide into groups of three; one person is the customer, one person is the salesperson, and one person is the observer.
- Review Page 64 to understand the six (6) focus areas for the role play.
- Prepare for the role play for 5 minutes, engage in conversation for up to 15 minutes, spend a few minutes to get feedback from your observer.
- What did you learn from this experience that you will take back to work?

Did the sales professional do the following?	Yes	No
1. Match the customer's style; use communication cues to establish rapport, demonstrate genuine interest, and clarify the purpose of the meeting while positioning the company without over emphasis?		
Examples where this was or was not done:		
2. Ask an effective sequence of questions with an emphasis on tangible and intangible needs and wants, and to uncover hidden, visible, or working problems?		
Examples where this was or was not done:		
3. Use effective listening skills to validate any hypothesis and understand the customer's position?		
Examples where this was or was not done:		
4. Narrow possible solutions to the *best* solution while appropriately overcoming objections during the problem-solving process?		
Examples where this was or was not done:		
5. Probe for and address hidden risks, then ask for the support or the sale? (Use appropriate words to confirm the support you are looking for or a purchase order)		
Examples where this was or was not done:		
6. Use the LREAT (Listen, Restate, Explore, Answer, Test) to overcome objections and get the order?		
Examples where this was or was not done:		

Agenda

Enhance Your Selling Skills

- ~~The Importance of Communication Cues in Selling~~
- ~~Asking Questions~~
- ~~Problem Identification~~
- ~~Overcoming Objections (L.R.E.A.T.)~~

Module 3
Manage Your Business

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Agenda

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Enhance Your Selling Skills

- Value Proposition
- Cold Calling
- Pre-call Planning
- Manage Your Territory and Pipeline

Husqvarna Value Proposition

Husqvarna Group | About | Our business | Innovation | Investors | Sustainability | Media | Join us | Contacts

Our Core Purpose | **Our Vision** | **Our Key Behaviors**

Passion for innovation is what defines us.

It's in our DNA and part of our long history and heritage. It is what has shaped our company to what it is today and it has also become a vital part in our work towards a sustainable future. We leverage technology to turn opportunities into value for our customers. Through our purpose we deliver on our vision.

The Value Proposition

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A value proposition does not create value.

Value is defined by the customer and is constantly changing.

The Customer Level Value Proposition describes:

1. What this **customer told you they value**; what they **want or need**.
2. What you can **provide** them in their market and the ***value*** it offers them based on how **they** define value.
3. How you are **different** from your competition with this customer.

Activity!

Customer Level Value Proposition

1. Working individually complete the table on Page 71 of the guidebook starting at the top and moving down.
2. Work to get each row aligned with the one above it.
3. Compare with others at your table.

REMEMBER: A value proposition does not create value. Value is defined by the customer and is constantly changing.

The Value Proposition Your End Users Offers to their Customers (Who?) 1. Their customer wants and needs 2. What is provided to their customers and its value 3. How this end-user is different from their competition	
The Value Proposition Your Channel Partner offers to the customer above (tailored to support the customer above) 1. End-user's wants and needs 2. What is provided and its value 3. 3How the Channel Partner is different from their competition	
Your Value Proposition (tailored to support the customer above) 1. Chanel or end-user's wants and needs 2. What is provided and its value to them 3. How you are different from your competition	

Agenda

Enhance Your Selling Skills

- ~~Value Proposition~~
- Cold Calling
- Pre-call Planning
- Manage Your Territory and Pipeline

Cold Calling

A key part of growing a business is to find, meet and establish productive relationships with potential customers/channel partners.

Cold Calling

If this is a potential customer with whom you have had no contact, it is considered a cold call.

Four ways of looking at cold-calls:

- Phone call to new customer/channel partner that does not know you
- Phone call to new person in existing relationship
- In-person drop-in to either of the above
- Chance encounters (Wearing a logo shirt - Trade show, airport, etc.)

Cold Calling

NEVER call on anyone without an adequate amount of PREPARATION.

For in-person visits, generate interest, not necessarily a sale

- Get the listener “hooked” generate interest into wanting to know more about your product/service

For the two types of phone calls:

- For a new prospect in a new organization, do new research
- For a new contact in existing organization, know our relationship (CRM) / Cross-Selling

Agenda

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Enhance Your Selling Skills

- ~~Value Proposition~~
- ~~Cold Calling~~
- Pre-call Planning
- Manage Your Territory and Pipeline

Pre-Call Planning

Every call and visit to a customer must be made with a purpose in mind; and this purpose must add some type of value to your customer/channel partner.

Pre-Call Planning

Husqvarna Sales Success includes telling your customer the purpose of each call.

- Use resources to get and stay current with potential needs and wants
- Pay attention to your Verbal, Vocal and Visual cues

Activity!

Pre-Call Planning Worksheet

1. Working as a group complete the pre-call planning worksheet in the Tool Box for one of your customers or channel partners you will call in the next week or so
    - Complete as many sections as possible
    - Why is each important?
2. Compare your notes with others at your table
3. Be prepared to report what you learned and what you will take to work

Agenda

Enhance Your Selling Skills

- ~~Value Proposition~~
- ~~Cold Calling~~
- ~~Pre-call Planning~~
- Manage Your Territory and Pipeline

Territory Management

Territory Management is:

- The continuous assessment of each potential and existing customer and channel partner
- Determining the value of each now or in the future
- Making strategic decisions about how to allocate your time and energy

Territory (Portfolio) Management

- Territory Management includes:
  - **Defining boundaries** of the territory for which you are responsible
  - **Identifying the specific location** within that territory for each target
  - **Creating a GOAL** for your travel week
  - Determining which targets (customers and channel partners) will **benefit from a visit** during a given travel cycle using segmentation
  - Developing a **pre-call planning worksheet** with a GOAL for each target
  - Creating a travel path to achieve objectives of each **pre-call plan**
  - Ensuring you have considered **real travel time** requirements

Territory (Portfolio) Management

Territory Management relies on Market Segmentation

- For all selling opportunities consider the following:
  - Amount of **profitable revenue** that is or could be generated
  - Amount of **time required to get the PO**
  - **Level of effort or time** from you that is or will be **required to acquire, maintain** or grow the desired level of revenue
  - The probability of acquiring, maintaining or growing that level of revenue

Territory (Portfolio) Management

Territory Management relies on Market Segmentation

Rate each opportunity A, , or B based on your analysis

- **A** rating typically means this **opportunity is a higher dollar**, higher probability and **lower effort** as compared to other opportunities
- **B** rating typically means this **opportunity is somewhere in the middle** on various of these characteristics.
- **C** rating typically means this **opportunity is a lower dollar**, lower probability and **higher effort** as compared to other opportunities

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Activity!

Territory (Portfolio) Management

Directions:

In table groups, complete a hypothetical one-week travel plan using the “Travel Plan Activity.” Your assignment is to leave Detroit, Michigan (your home base) Monday morning and return Friday by end-of-day.

Be prepared to report your travel path strategy. What was the GOAL for this travel period? Why did you choose the specific places to visit over others based on factors your group considered important?

Pipeline Status Tool

What is a Pipeline?

- A sales pipeline, sometimes called the **sales funnel**, is the description of all the steps or activities that a salesperson goes through in order to get prospects at the start of the selling process and then convert them to customers **(ideally with recurring sales)** at the other end of the process.

- Thoughtful use of a sales pipeline management tool allows a reasonably accurate forecast of sales projections and equally as important, ensures that the salesperson is managing their sales activities through time.

Pipeline Status Tool

Every call and visit is part of your sales strategy and as such is part of your sales pipeline. The steps below describe one way you can manage your selling business. Open the worksheet in your Tool Box and follows these steps:

1. Define each of the steps in sequence that you use to generate recurring profitable revenues.
2. For each step determine the percentage that describes the probability you will generate revenues at that step (for example, You know that you get a P.O. from 80% of the buying centers you work with at the Proposal stage of your process).
3. Identify each account and each buying center in each account with whom you are working.
4. For each buying center, identify the potential amount for that specific sale.
5. List where that specific sale is according to the steps in your process.
6. Identify the specific task you will do to move that sale to the next step; how long it will take and when you will do it.
7. Forecast the revenue by multiplying the potential dollar amount of that specific sale by the probability of the step you are at and list the amount under the quarter that you expect to get the order.

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Pipeline Status Tool

Pipeline Status Worksheet

Directions:

1. This tool is based on your personal/organizational formula for accurate forecasting. **Before using this tool**, you must put in cells 5 D-K your perception of the percent of probability that you typically acheive when you are at each of the listed steps (1-8) in the sales process.

2. Then complete Section 1 by listing your accounts, buying centers and potential total dollar amount of each sale. Once these are listed, place an "X" in the box under the space in the pipeline where this customer/prospect buying center is presently positioned in your sales relationship.

3. In Section 2 complete the cells to determine where you need to invest the most time with each customer/prospect in order to keep them moving through your pipeline and estimate in hours the time you will have to invest.

4. In Section 3 forecast and identify which quarter each customer/prospect buying center will generate revenue for your business by computing the dollar amount of your sale as you predict for each quarter divided by the probability of the payment being received.

SECTION 1											SECTION 2		SECTION 3							
Customer or Channel Partner Organization	Customer or Channel Partner Buying Center (for a specific revenue opportunity)	Potential total dollar amount of the specific revenue opportunity	1. Develop a Strategy (% probability)	2. Make Initial Customer Contact (% probability)	3. Confirm and Expand Needs (% probability)	4. Jointly Develop Solutions (% probability)	5. Create the Proposal (% probability)	6. Present the Proposal & Get Agreement (% probability)	7. Launch and Manage the Project (% probability)	8. Manage the Relationship to Develop Recurring Revenues (% probability)	List below the specific tasks required to help this customer or buying center move to the next step in your pipeline	Estimated time required to move to the next step (Hours)	Q-1	Q-2	Q-3	Q-4	Q-1	Q-2	Q-3	Q-4
			40%	50%	70%	80%	85%	90%	100%	95%										
Murray Auto Corporate (CSK Auto, Inc)	Rob Burgess Murray's - Livonia, MI	100,000				X					Prepare proposal for extra incentive plan	1.5						80,000		
Murray Auto Corporate (CSK Auto, Inc)	Tom Crosby Murray's - Flint, MI	30,000		X							Create open ended questions for meeting to confirm and expand customer needs	1					15,000			
Superior Lock and Key (Rochester Hills, MI)	Joe and Becky Sykes, Superior Lock and Key - Rochester Hills, MI	28,000						X			Prepare for meeting by having all information clearly laid out for their understanding. Anticipate any questions / concerns they might have	2		25,200						

Navigating Opportunity Forms

Est. Revenue: Set to amount of money if deal is met as discussed with customer.

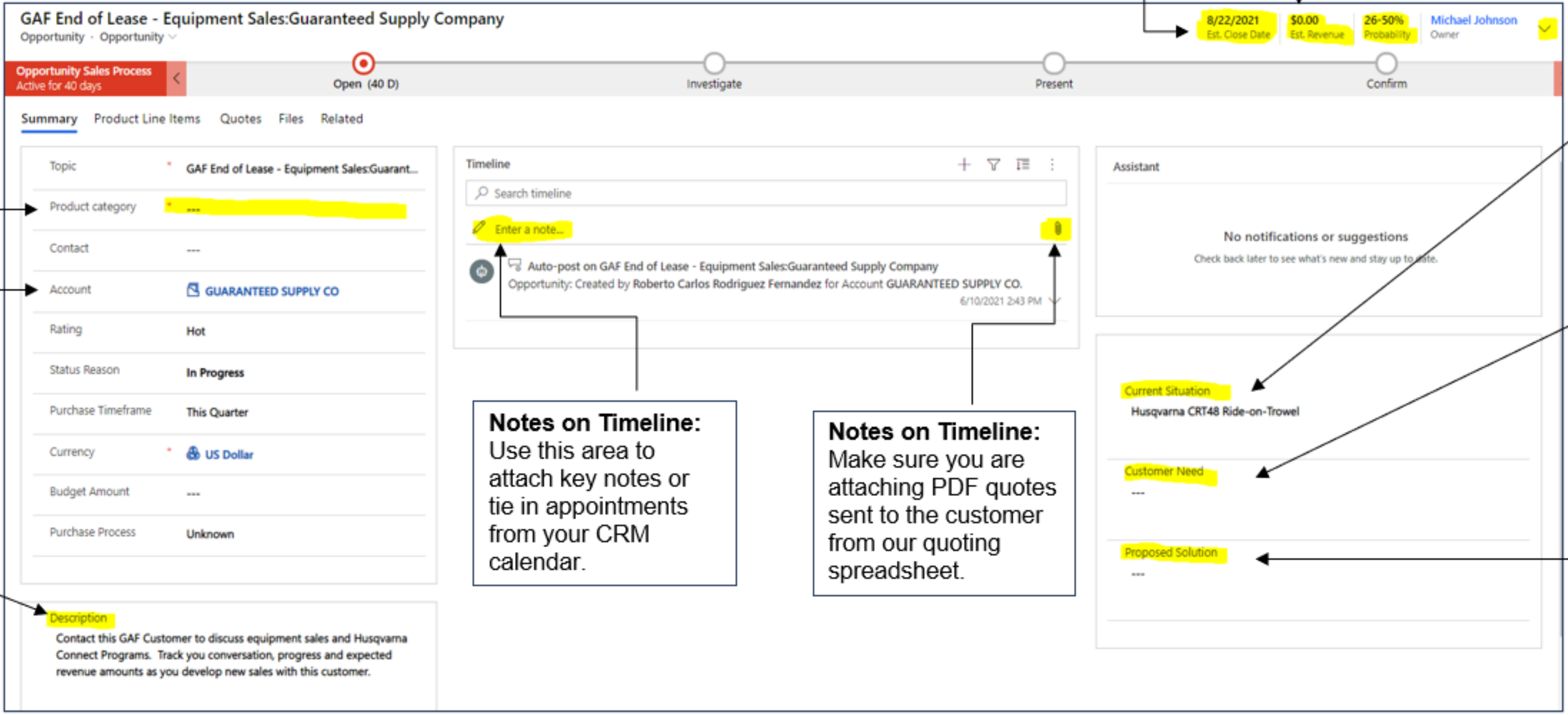
Probability: Set to your confidence level of closing the deal by the close date. Increase this percentage as Conversation's progress with the customer.

Est. Close Date: Set to date you are looking to close Opportunity deal. Date will need to be adjusted as conversations progress with customer

Product Category: Log the primary Product Category Group being perused on the Opportunity

Account: Always ensure your account is connected on every opportunity.

Description: Look to this field to see notes on objective or details on what the Opportunity is focused on achieving.



Notes on Timeline: Use this area to attach key notes or tie in appointments from your CRM calendar.

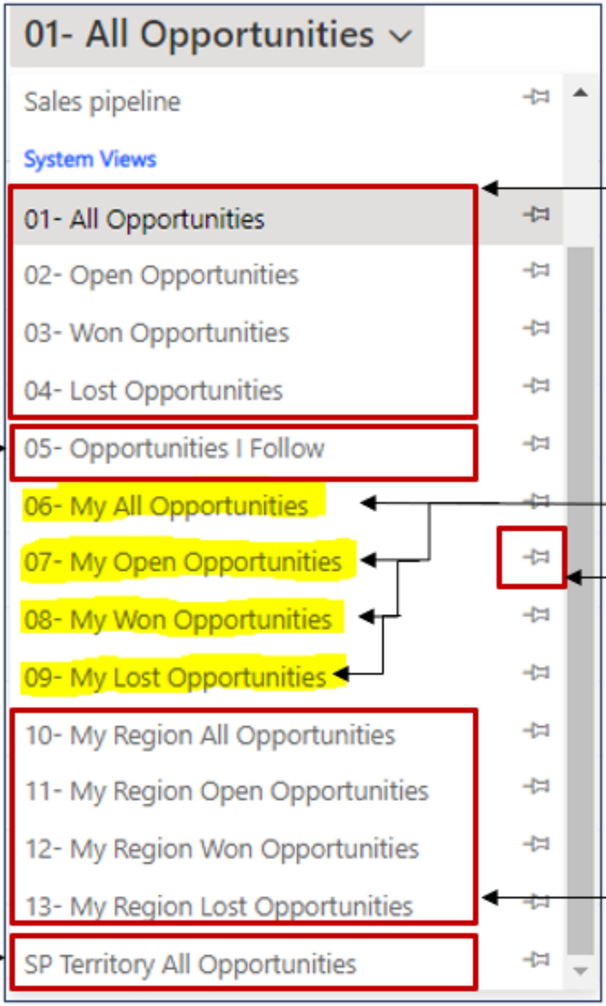
Notes on Timeline: Make sure you are attaching PDF quotes sent to the customer from our quoting spreadsheet.

Current Situation: Look to this field to record your notes on the targets as you open your investigation into the opportunity.

Customer Need: Look to this field to record your notes as the Customer identifies their needs during your investigation.

Proposed Solution: Look to this field to record your notes on The offerings provided to the customer.

Opportunities View Dropdown



I Follow View: You can select Opportunities to follow and add them and remove them to this view. This can be helpful if you pass on opportunities to a different owner or are supporting someone on an opportunity.

SP Specialist View: SP Specialist span across multiple regions. This is a focused view that brings back opportunities owned by DM's in the Territories they support. Only SP Specialist roles are set up to use this view.

Full System Views: These Views can be used to navigate all Opportunities in the CRM. Regional categories have been added and can be used to see collections of opportunities by region. Owner filter can also be used to look at one or more sales territories.

My Views: These are your go-to Views to work with Opportunities you own, both created by you and assigned to you.

Default Pin: Pin the "My Open Opportunities" view as your go-to view. These are your active Opportunities that need to be worked and closed as won or lost as conversations progress with customers.

My Region: For RM's, DM's and Specialist within a region, you can use these views to support other team members in your region on opportunities.

Reflection Guide

Directions:

- Take a few moments to complete the reflection guide on pages 82-83 in your breakout rooms.
- Be prepared to share the behaviors and tools from HSS you plan to implement and how they might impact your business.

Husqvarna Sales Success

We’re not done yet!

1. Brainshark Coaching
2. Course Evaluation

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