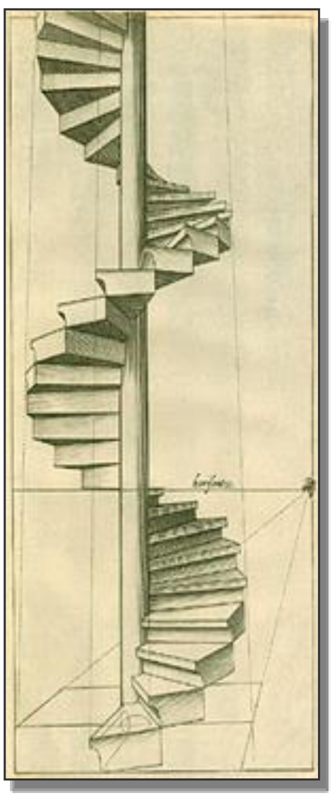
DISTRIBUTOR SALES REP TRAINING

A Mastery Program for Distributor Sales Reps

Program Developer
Ian Holt



Tennant Sales Pipeline.

Feature Advantage Benefit

Developing Opening Statements

SPIN Selling Questioning Skills

Survey Skills

Presentation Skills

Demonstration Skills

Buyer Types

Goal Setting

Time and Territory Management

TENNANT COMPANY
701 North Lilac Drive
P.O. Box 1452
Minneapolis, MN 55440-1452

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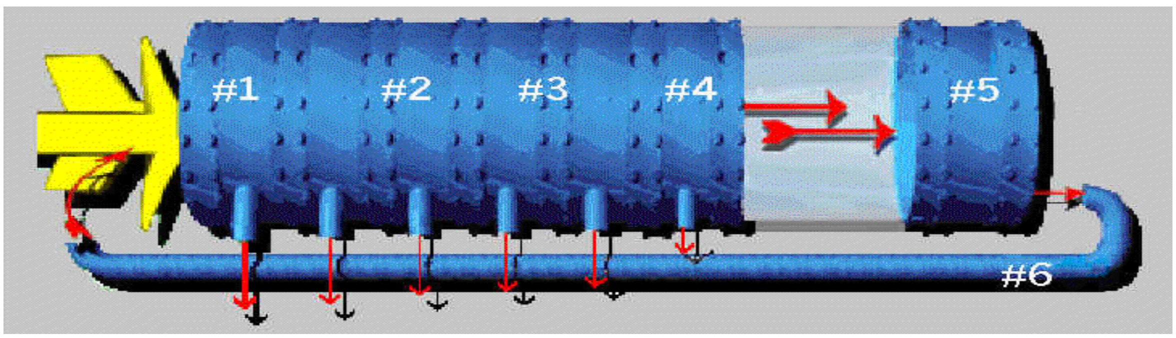
Lesson 1: Tennant Sales Pipeline

Overview

Since the advent of the Internet, the sales process has changed and the graphic s below represent the old and new systems. The yellow arrow represents the visit by the sales rep for the first time to the customer. This may be to answer a lead, to visit an existing machine or even a cold call. The yellow arrow in the old system represents the sales rep creating or identifying a need within the customer's business.

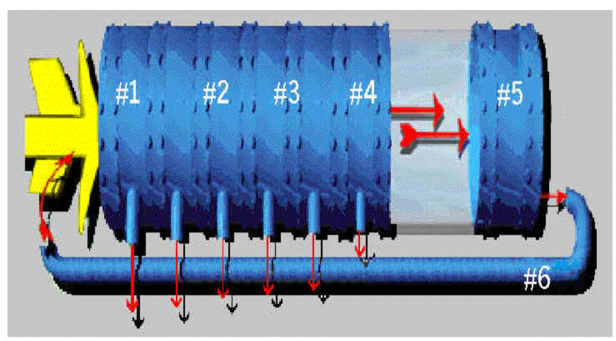
<u>The Old System</u>



I____I

Identify Need   Install Solution

<u>The New System</u>



I____I________________________I

Need Identified by customer and   I   I

Researched from the internet   I   I

Customer contacts   I

Tennant with data   I

From Internetand knows more   I

About competitors and pricing   I

Install Solution.

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Step 0 – New System.

- The need is identified by the customer who researches, via the internet, solutions to the perceived needs. The solutions they find may or may not include the Tennant solution. The customer is far more aware now of competitors, options, pricing and availability of solutions.

- Research has shown that since the internet, the customer has completed about 56% of their internal buying process BEFORE contacting the selected vendors to discuss solutions.

- The objective of this step 0 is to follow up on the inquiry from the customer. Reps should be aware that they will find far more educated buyers who have a great deal of knowledge already.

Key components:

1. Rep researches and understands basic information of the company. At this point the lead will become a suspect or a discarded as a dead lead.
2. Enter the opportunity into your record keeping system as a suspect. This is step one of the pipeline.
3. If the lead is not a suspect then it is a dead lead. If merited, enter the information about the account in the company information for future reference.
4. Proceed to Step 1.

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Step 1 SalesForce.com Step =

- Making the initial sales call, carry out survey, present solution.
- The objective of this step is to understand needs, identify buying influences, establish Tennant Company position and present valuable solution including Return on Investment (R.O.I.)

You must leave a survey with an understanding of the problem(s), implications to the business and the cost implications to the business

The lead has been entered as a SUSPECT (step #1) in your records and now you must move the opportunity forward by completing the "Rep Actions" listed below. The prospect must complete the "Customer Actions" listed below. Once Rep actions and Customer actions are completed this opportunity may be advanced to a OPEN PROJECT (Step #2) as long as the following criteria is met:

- The opportunity is in your territory.
- The buying influence has indicated their buying cycle will be 12 months or less
- There are available funds and you have contacted high level buying influences and/or there is urgency in the requirement.

Required Rep Actions	Required Customer Actions
1. Tailor introduction with references and initial benefit statement.	1. Expresses interest/willingness to deal with Tennant Company and articulates needs.
2. Identify buying influences.	2. Explains buying process and identifies buying influences.
3. Complete a physical survey with one or more buying influences.	3. Makes facility and personnel available.
4. Ask questions to gain agreement on needs of all buying influences.	4. Provides answers to questions.
5. Understand business/timing/buying process.	5. Provides current cost data.
6. Identify opportunities beyond present situation.	6. Advises of alternatives.
7. Present solutions tied to the mutually agreed needs of each buying influence. Gain agreement on the solution.	7. Agrees to next step. If YES, proceed to Step 2.

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Step 2 – SalesForce.com step =

- Proposal, Presentation of the Return on Investment (R.O.I.) and recommend Solution
- To objective of this step is to show the solution and cost benefits.
- The time has come to prepare a return on investment (R.O.I.) and proposal the investment in the Tennant solution.

Required Rep Actions	Required Customer Actions
1. Ensure accuracy on Tennant model and options to meet the needs	1. Gain agreement on model and options.
2. Review the proposal and R.O.I. with all buying influences, get acceptance the needs have been met and the R.O.I. is acceptable.	2. Ensure capital is approved and available.
3. Determine next step in process to confirm the order.	3. Review proposal and confirm acceptance.
4. Ensure all buying influences have all needed information.	4. Does the customer agree to proceed? If so, proceed to step 3.
5. Handle objections if any arise.	
6. Gain agreement on next step.	

Step 3 *SalesForce.com Step =*

- Trial close
- The objective of this step is to obtain the order and address objections.

Required Rep Actions	Required Customer Actions
1. Ask how they feel about the solution.	1. Give opinion or objections.
2. Overcome objections if any.	2. Confirm objections answered.
3. Determine next step and complete demo if necessary	3. Agree to proceed, or gives order.
4. Get agreement to proceed.	4. Does the customer agree to proceed? If so, proceed to step 4.

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__Step 4__ SalesForce.com Step =

- Get the order
- The objective of this step is to receive the order.

Required Rep Actions	Required Customer Actions
1. Obtain documentation including lease and order number.	1. Provide documentation.
2. Make sure no obstacles remain.	2. Confirm service intentions.
3. Physically write up the order.	3. Confirm delivery and installation process.
4. Thank all buying influences for the order.	4. Does customer agree to proceed. If so, proceed to Step 5.
5. Confirm aftermarket PM agreement.	
6. Confirm delivery date.	
7. Set expectation for installation.	

__Step 5__ (SalesForce.com Step =

- Do the install.
- The objective of this step is to complete a smooth implementation of machine delivery and thorough operator training.

Required Rep Actions	Required Customer Actions
1. Schedule the appointment.	1. Prepare machine upon arrival.
2. Train the operators.	2. Provide operators and mechanics at the agreed time.
3. Train mechanics in parts ordering.	3. Develop operating procedures.
4. Explain customer service department functions.	4. Purchase recommended replacement parts.
5. Outline customer satisfaction survey.	5. Confirm PM schedule.
6. Document installation to buying influences.	6. Does the customer agree to proceed? If so, proceed to Step 6.
7. Provide operation checklist.	
8. Summarize support, products, services, warranty and frequency of follow-up calls.	
9. Provide installation report.	

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Step 6

- Customer satisfaction.
- The objective of this step is to develop long term business relationships.

Required Rep Actions

1. Makes regular calls to maintain an understanding of customer's business, his/her needs, and new opportunities.
2. Maintains strong business relationships with all key-buying influences.
3. Gains greater knowledge of the customer's buying process.
4. Gets agreement to continue the relationship.
5. Ensures proper service of our products.
6. Ask for referrals and testimonials.
7. Communicate appreciation for their business.

Required Customer Actions

1. Advances the relationship if it is in his/her interest.
2. Provides access to appropriate information and other buying influences.
3. Through a strong business relationship, views TCO as a preferred resource and eventually a partner.
4. Strong relationship is established and business continues.

If YES, Sales process starts over

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Questions from Audience.

Cold Calls.

A cold call is where you arrive at the building without an appointment.

The goal of a cold call is to find out the name of the person who you need to contact.

You should ask to see that person face to face while you are there.

You may get a yes or a no. Either answer is OK.

If you get a NO you will leave the building and put the name and phone number of the person onto your prospecting telephone call list and call them at a later time.

Prospecting telephone calls will be covered in a separate lesson.

Thank you note question.

Thank you notes can be easily made by you on your computer and printed from your office printer.

Yellow colored paper and blue ink is best.

Only your company logo, your name and telephone number need to be printed on the thank you note.

You will always write on the thank you note by your hand in a blue colored ink pen.

Lesson 2: Feature Advantage and Benefit

Overview

The best way to learn about our products is to follow a systematic and progressive format.

This procedure is:

- View the 'Equipment Overview Videos' on the My Tennant website
- Review the 'Photo F.A.B.' sheets (ask you manager if you do not have these)
- Hands on with the equipment
- Practice Demonstrating
- Practice presenting the product

Objectives and Outcomes

You will be expected to be proficient at basic product knowledge including all proprietary features. Be able to compare this product to competition. Identify markets and key buying influences. Be fluent in presenting, demonstrating and skilled at accessing related resources.

Product learning system.

The quickest and best way to learn Tennant products is to view the equipment overview videos available on the 'My Tennant" website. Talk to your area manager about getting access to these videos.

In conjunction with the videos, the photo F.A.B. Sheets (Feature, Advantage and Benefit) are available from your area manager. The FAB sheets will confirm the knowledge you learned in the videos and make a document as a reference point when the videos are not available.

The specification sheets are available for you to understand the data related to each machine.

Finally, to complete your product learning process you should complete hands on training with your area manager or your sales manager. This is where you go to the demonstration machine in your warehouse and use it, take it apart as much as you saw in the video, practice using it and seeing the results.

This process will support your learning and increases your confidence level so you will appear very professional in front of your prospects.

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<u>Product Line – History</u> Chronologically the youngest machine is on the left and replaced models listed to the right.

SWEEPERS

Current Model							
S9	S8						
S10	186	42HD	42	*40*			
3640	6080						
6100							
6200	215	210					
S20	6400	235	220		*53*	*36*	
S30	6600/6650	6500/6550	355/385	255/275-II	240/265	86	
800	97	95	92	*90*			
Sentinel	830 - II	830					
ATLV – 4300							

SCRUBBERS

Current Model					
T1					
T2	5100				
T300/T300e	T3/T3e	5300			
T500/T500e	T5/T5e	5400			
5700/5680	700mm width	465	426		
	800mm width	480	432		
	900mm width	490			
T7					
T12	7100/7080				
T16	T15	7200			
T17	7300	515	510		
T20	7400	528	527-II	527	525/520

SCRUBBER/SWEEPERS

Current Model		
M20	8200/8210	
M17	8300	8010 or 515
M30	8410	8400

Definitions.

A Feature:

___

An advantage:

___

A Benefit:

___

Fill out the key product features, advantages and benefits learned from the presentation by the instructor

S20 Sweeper

Key Product Features	Advantages	Benefits
Perma-Filter		
Cyclone Filter		
Nano Fiber Filter		
Recessed filter shaker		
Floating filter shaker plate		
Thermo-Sentry		
Control Panel Warning Lights		
Parking Brake Warning Light		
Vacuum Wand Option		

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Scrubber

Key Product Features	Advantages	Benefits
Full wrap around bumper bars		
T Beam construction		
Triple sealed wiring connectors		

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Lesson 3: Developing Opening Statements

Overview

Developing and delivering a strong opening statement is a characteristic of our most successful sales reps. Successful reps know that they have only a few minutes to make a strong first impression either face to face or over the telephone.

Our experience has shown us that new reps, regardless of previous experience, can become more effective and confident once they learn the basics of opening statements. This session is designed to introduce you to a way of creating an effective opening statement.

Objectives and Outcome

At the end of the lesson you will be expected to construct a concise and meaningful opening statement that incorporates the five basic elements as per the class discussion

Opening Statements

- Sets the foundation for selling skills
- Occurs in Step #1 of the pipeline. To be professional, you must have a way to approach your customers over the phone or face to face.
- Opening Statement is a way for you in 20-30 seconds to convey who you are and what you are doing so you can gain an appointment.

There are 5 parts to an opening statement.

1. ____________________
2. ____________________
3. ____________________
4. ____________________
5. ____________________

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Your opening statement needs to reflect a combination of your own personality, your market, your key message and the method in which the message is delivered. The opening statement can be delivered either face to face, over the telephone, or even through voicemail prospecting.

Here is one example of a fill-in-the-blanks formula (Macro), which can be customized by everyone for their own industry.

1. Hello (prospect's name), my name is ___________________________________

2. I work for____

3. The reason I am visiting you today is to discuss a system of (fill in with 1. Minimization Verbs) your (fill in with appropriate 2. Undesired Noun), while at the same time (fill in with 3. Maximization Verb) your (fill in with appropriate 4. Desired Noun).

4. ABC Company (Insert your own reference) has implemented the Tennant system and they have found a (Minimization Verb from point 3 above) in (Undesired Noun from point 3 above), while at the same time (Maximization Verb from point 3 above) their (Desired Noun from point 3 above).

5. Mr. (Prospect's name), I am sure that you are a busy man, and I have come unannounced. Would it be better if we set and appointment for Tuesday at 10 a.m. or could you please give me 15 minutes now to discuss if we can help you?

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Minimization Verbs

- ❑ save
- ❑ consolidate
- ❑ cut down on
- ❑ reduce
- ❑ lower
- ❑ shrink
- ❑ combine
- ❑ salvage
- ❑ minimize
- ❑ eliminate
- ❑ lessen
- ❑ soften
- ❑ slice
- ❑ modify
- ❑ free up
- ❑ Decrease
- ❑ get rid of
- ❑ Cut
- ❑ Slash
- ❑ Trim
- ❑

Undesired Noun

- ❑ Costs
- ❑ problem
- ❑ annoyance
- ❑ expense
- ❑ waste
- ❑ work
- ❑ effort
- ❑ worry
- ❑ difficulty
- ❑ Burden
- ❑ trouble
- ❑ restriction
- ❑ inconvenience
- ❑ charges
- ❑ hassle
- ❑ drudgery
- ❑ paperwork
- ❑ anxiety
- ❑ obstacle
- ❑ taxes
- ❑ labor

Maximization Verbs

- ❑ strengthen
- ❑ boost
- ❑ add
- ❑ enhance
- ❑ intensity
- ❑ increase
- ❑ grown
- ❑ create
- ❑ reinforce
- ❑ expand
- ❑ maximize
- ❑ build

Desired Noun

- ❑ profits
- ❑ revenues
- ❑ savings
- ❑ morale
- ❑ attitude
- ❑ market share
- ❑ sales
- ❑ income
- ❑ time
- ❑ motivation
- ❑ image
- ❑ dollars
- ❑ Cash flow
- ❑ productivity
- ❑ output
- ❑ victories

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Example 1.

This formula is intended to be a tool for you to use when creating your own opening. Let's look at some examples using this template.

1. Hello Mr. Jones, my name is Jim Smith.

2. I work for Tennant Company.

3. The reason I am visiting you today is to discuss a system of decreasing your costs, while at the same time improving your workers morale and productivity.

4. ABC Company has implemented the Tennant system and they have found a significant decrease in costs, while at the same time worker morale and productivity increased.

5. Mr. Jones, I am sure that you are a busy man, and I have come unannounced. Would it be better if we set and appointment for Tuesday at 10 a.m. or could you please give me 15 minutes now to discuss if we can help you?

Example 2.

1. Hello Mr. Jones, my name is Jim Smith.

2. I work for Tennant Company.

3. The reason I am visiting you today is to discuss a system of freeing up your workers time, while at the same time strengthening your production output and revenues.

4. ABC Company has implemented the Tennant system and they have found a significant saving of worker time, while at the same time productivity and output increased.

5. Mr. Jones, I am sure that you are a busy man, and I have come unannounced. Would it be better if we set and appointment for Tuesday at 10 a.m. or could you please give me 15 minutes now to discuss if we can help you?

Practice is important and it will help you to overcome anything that might get you off-track.

Exercise:

Construct 1 opening statement and then role-play with the instructor

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Prospecting.

Every territory requires the sales rep to continually be prospecting for new business. It is not possible to rely on the marketing department to create huge numbers of inquiries to keep you busy.

Add to the list below some more places and ways you will prospect to develop new contacts:

1. Cold calls. Look for companies as you are driving to/from appointments.
2. Current Tennant machine users from your records within CRM system.
3. Competitive machine users you come across.
4. Business directories.
5. Business journals and market magazines
6. Company names from the industrial estate map at the estate entry
7. Get list from marketing within your company. Visit those companies
8. ____
9. ____
10. ____
11. ____

Keep a running list in your computer or even on paper of the names of companies you want to contact, the correct person and their telephone number.

Keep adding to the list, even when driving around you may see a new company where there is no CRM record so DROP IN and ask who is the person to contact regarding their facility maintenance and <u>add them to your list</u>. No need to do anything that day, unless you see a real opportunity to get face to face with someone, just put them on your list.

The more names on the list the better for your business, and the greater your personal confidence will develop.

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Making calls from your prospecting list.

Every other Tuesday morning at about 9.30am take 2 hours of time in a quiet place to make telephone calls to the prospects on your list.

Look at your plan for the next week and select companies in the suburbs you will visit and call the names on the list. Use the Opening Benefit Statement you learned and have the goal to set an appointment. You need to make at least 20 calls one after the other to become proficient at prospecting. Do not stop until you have made 20 calls where you spoke to the correct person.

Target a close rate of 20%. 20 calls should get you 4 appointments, do this prospecting twice per month and you will create 8 new prospects every month.

Statistics show for every 10 new prospects you will get 5 interested people and that will result in 2 orders. The other 8 prospects will be added to your CRM (SalesForce.com), will be developed over time and you will sell to them as well.

Sales is a numbers game. The more people you contact the more you will sell.

Assignment

Construct another opening statement using the concepts discussed and e-mail both opening statements to your instructor.

Lesson 4: Questioning Skills – SPIN Selling

Overview

Questioning correctly is an important part of your skill as a sales rep. SPIN Selling is a technique that will be used through out your training at Tennant. It represents the 4 types of questions that should be asked by you during sales calls in order to get the best possible information from your prospect. SPIN also gains commitment to your solution from your prospect.

Objectives and Outcomes

The objective of this session is for you to recognize the four different questions you can ask the prospect.

<u>History of SPIN</u>

There is a difference in the skills between selling small and high cost products. The key difference is in the sort of questions we ask to help gather the information we require.

- In order to sell high cost items, we need:
  - **Situation** Questions – Seeks Facts
  - **Problem** Questions – Understanding what is the problem
  - **Implication** Questions – Understanding how the problem affects the customer
  - **Need payoff** Questions – Seeing if the prospect understands your solution

A situation question is seeking facts. These are the least powerful questions, so do not use too many situation questions.

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What are some essential situation questions to ask in the Tennant business?

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________
6. ______________________________
7. ______________________________
8. ______________________________
9. ______________________________

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Draw the flow diagram below from the video for the following question.

How do you clean now?

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Who, apart from yourself will be involved in evaluating any solution I provide?

Assignment: Write out the above sentence in Korean language in the space below. Make it as powerful as possible, and email a copy to your manager.

If we find a solution to your problem, what process must you follow to implement the solution?

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Problem Questions

A problem question reveals a buyers implied need. It clarifies the buyer's difficulties or dissatisfactions and it gains shared understanding of the buyer's problems. This is really very simple. The best problem question is:

"What do you see as your problem(s)?"

This question will get the prospect talking about the problem and you can start to understand how important the problem is to the prospect.

Implication Questions.

We need to know how the problem impacts the buyer so you can ask:

"Tell me about how the _____________ affects your business"

(Insert the problem you uncovered from above. Example, oil, soiled carpets, dust etc.)

The answer to this question is the implication to the business of the problem. An implication talks about the consequences and effects of the prospect's problems on their business. You can ask more implication questions to develop the strength of the prospect's problem by focusing on the consequences, expanding the effect of the problem, linking the problem to other problems and most importantly attaching a COST to the prospect of the problem.

Implication questions increase the pain for the prospect. Professional sales people keep the prospect in moderate pain. Too many implication questions can exceed the pain level and be counterproductive.

Phrasing Implication Questions, Examples

1. What cost does……………………have on your business?
2. How often does……………………………cause……………..?
3. What does that result in?
4. What is the implication of…………………………………on……………………………………………………….

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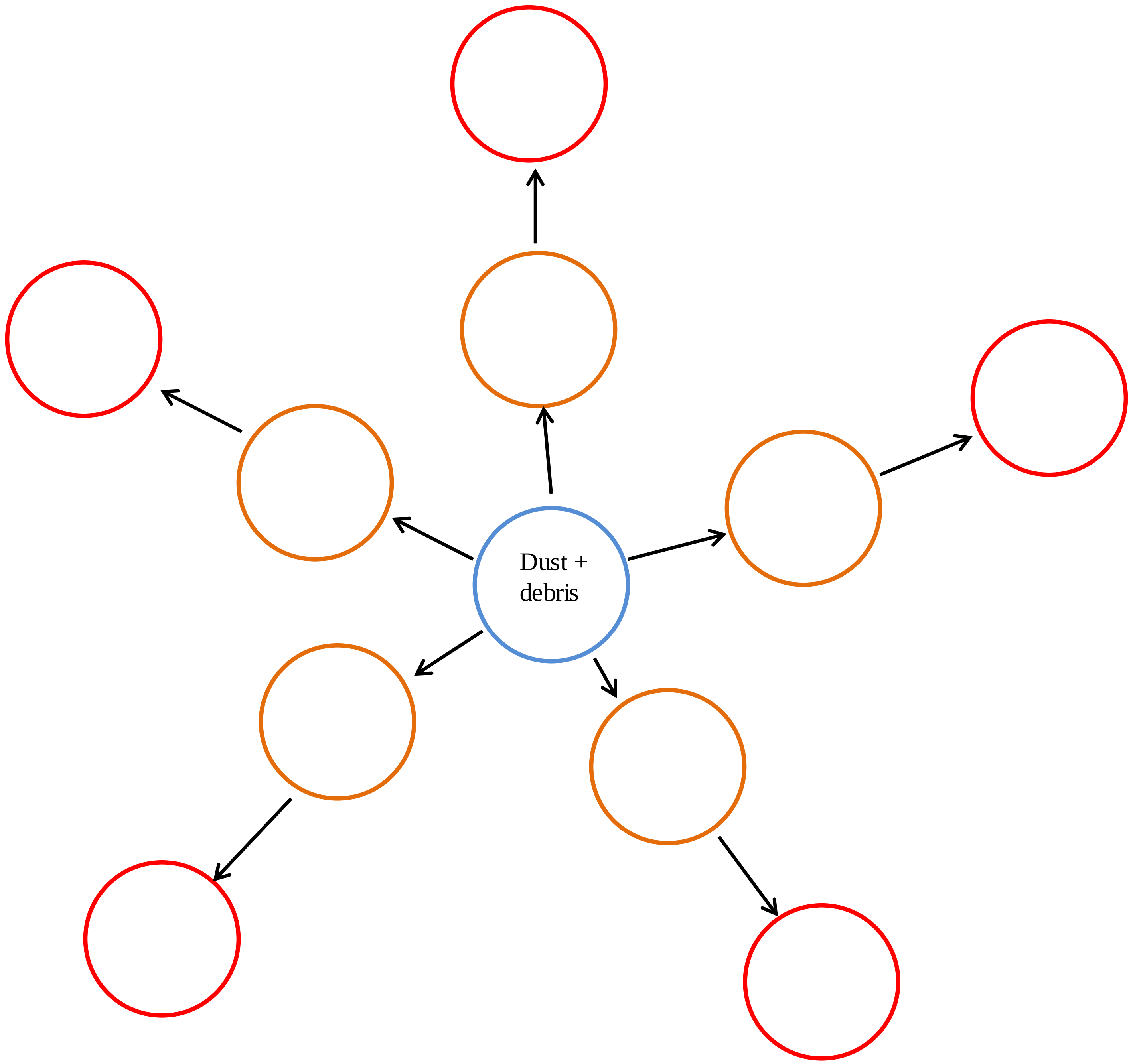

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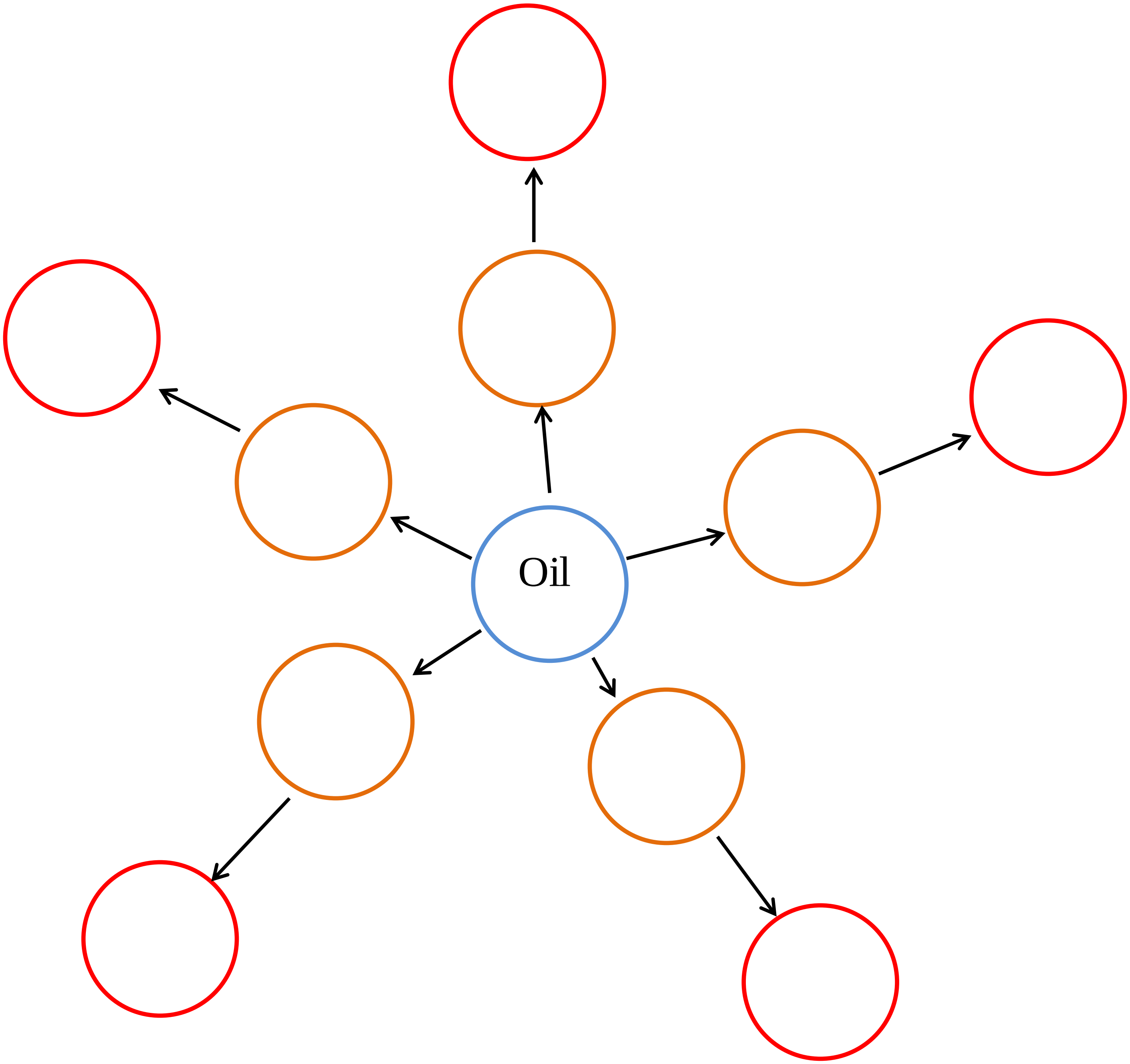

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Need Pay – Off Questions.

A need pay off question asks about the value, importance and usefulness of the solution. They are asked AFTER you have presented a solution and they TEST the prospect for understanding of the solution.

Why ask Need Pay-Off questions?

They help you to increase the attractiveness of the solution.

They develop the prospects desire for a solution by:

Focusing on the payoff instead of the problem

Probing for explicit needs, and

Most importantly, ***getting the prospect to tell you the benefits.***

Need pay-off questions are the most powerful questions to ask in the sales process and must be asked at the correct time.

Planning Need Pay – Off Questions.

- Think about potential payoffs of your solution, from the prospect's point of view based on the problems and implications you have clearly uncovered in the circles.
- Use the minimum of 1 problem and 3 implications uncovered from the Problem and Implication questions and listed in the circles.
- Think of more ways that the solution can help the prospect.
- ***Design your question so it requires the prospect to state the benefits of your solution.***

SHOW: The prospect the circles created on the survey.

STATE: the following:

"Jim, we have seen that by removing the (insert problem here) then you would save $XXXXX in (Insert implication here). That is great!

ASK: The prospect the needed payoff question:

"What else do you like about the solution I have recommended?" (Point to the paper with the circles from the survey which is in front of him. The idea is for him to read back to you what is written down.)

ASK: Another need payoff question

"What else is important to you?"

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By getting the prospect to answer you with the benefits, even if he reads them from the circles page, the prospect will feel more committed to your solution and feel more ownership.

If the salesman says it… the prospect is wary. If the prospect says it, he not only believes it, but also is likely to be more committed to the solution.

Finally, when a prospect tells YOU the benefits of YOUR solution, he is:

- Far less likely to raise objections
- Is more committed to the solution
- **Is far more likely to be able to tell his superiors about the benefits of the solution long after you have left their office.**

This last point is SO important to the Tennant business. After we have left the prospects company, if we have asked questions, uncovered problems, implications and had our prospects answer the Need Pay – Off questions, they are MUCH more likely to make a decision in our favor than if we TOLD them all the benefits.

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Lesson 5: Survey Skills

Objectives and Outcomes

At the end of the lesson you will be expected to be able to conduct an effective survey that will result in you and your customer agreeing on the specific needs of their business.

Incoming phone calls that ask for price.
It is important to manage the incoming telephone inquiry for the price of a Tennant Model XXX and you should not simply send the price. This is a competitive situation, whether you think so or not and must be handled correctly. After establishing who the caller is, quickly open SalesForce.com and search if they are a current user. If they are a good user you should know them. If you do not know them say you are looking at your CRM and there is a long relationship history with Tennant and then build some rapport. If Model XXX is the correct selection to replace an old machine continue in the normal manner and make an appointment to visit to confirm the selected machine will be the best for the job.

However, many times there will be no relationship and the buyer just wants a price.

Prospect: I need a price on a Tennant Model XXX

Tennant Rep: Excellent, thank you for your inquiry. How did you conclude the Tennant XXX is best for you?

Prospect: I researched it on the internet and it is the right size for us.

Tennant Rep: Yes the XXX model is very good. Do you currently have a machine, perhaps not a Tennant?

Prospect: Yes, actually we have brand YYYY Model cccc.

Tennant Rep: Very good, and how old would it be and what do you like most about the YYYY?

Prospect: Cut the sales chatter and just give me the price of the Tennant XXX

Tennant Rep: I understand. I would be remiss to just give a price as Tennant machines are specifically designed for a 15 year life and if the wrong one is selected your satisfaction may not be as high and that would not be good. You did get 15 years from your existing machine, didn't you?

Prospect: No, it is only 5 years old.

Tennant Rep: I am sorry, it should have lasted much longer than that. Perhaps it was bought as a cheapest option and did not give value. We should make an appointment for me to survey your needs, formulate a long term solution and create a Return on Investment schedule for you to present to your management. This will not take long and it will be a better investment for you so you get the best result in your replacement project. Which day suits you best?

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The prospect is asking for a price on a Tennant model and there are several reasons. He could be seeking a machine with the highest price to compare and justify the lower price of another machine. He could be just shopping, with no real idea of what he wants. Either way you MUST get an appointment to visit the facility to carry out a survey.

Prospect: Listen to me. I do not want you to come here, I just want the price of a XXX.

Tennant Rep: I understand. I have a lightly used one (read reconditioned/traded) for $18,000. How does that fit your budget? (Say the price of the XXX = $30,000 and you know competition will present a 20% lower price at $26,000, then make your price 40% less or approx. $18,000. The idea is to shock the prospect into listening to you and giving you that appointment for a survey)

Prospect: $18,000. That is really cheap!

Tennant Rep: Compared to the other machines you have researched on the internet?

And so the conversation continues and <u>you make an appointment to survey</u> and present the correct solution and show an excellent ROI for the prospect on a new machine.

What are the Elements of an Effective Survey?

1. Look around and observe. Note multiple areas to assist the prospect
2. Ask question (SPIN Questions) to highlight the problems
3. Do the survey with the right person who knows the answers
4. Develop the 'circles' and write them out in front of the prospect
5. Listen for ambient noise
6. ____________________

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Establish the facts by asking SITUATION Questions

Finding out what the customer's *situation* and needs are will allow you to begin to prepare a solution. Some of the basic information you will need to gather includes:

- Name of area(s) surveyed
- Size of area
- Surface conditions
- Aisle Width
- Type of Soilage
- Method of Waste Disposal
- Preferred Power Source
- Present Cleaning Method, are machines used
- What is the customers buying process
- How urgent is this project.
- Key Contacts and Titles
- How many times per week is the area cleaned
- How many staff are used in the cleaning process.
- How much are the cleaning staff paid per hour
- Is it cleaned by a Building Service Contractor, who is the contractor

Examples of situation questions

" How do you clean the floors now?

" What brand of sweeper or scrubber do you use now?"

" How wide are your aisles?"

" How often do you clean?"

" Who is responsible for the purchase of floor maintenance equipment?"

-
-
-
-

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Determining the correct machine for the application.

It is very important to determine the correct machine for the application and there are some simple rules to make the right decision.

Tennant produces different families of machines as follows:

<u>Family of Industrial machines.</u>
Sweepers
Scrubbers
Outdoor air sweepers

<u>Family of Commercial Machines.</u>
Carpet and hard floor vacuum cleaners
Carpet extractors
Slow speed polishers
High speed burnishers
All purpose cleaning machines for bathrooms.

Let us look at the family of industrial machines. These are used in factories, warehouses, shopping centers, exhibition centers, universities outdoor public spaces etc.

Decision #1 – Sweep or scrub.

What criteria will you use to decide sweep or scrub?

Sweep ____

Scrub ____

Decision #2 – What size/model machine

What fact do you need to know to determine the correct size machine?

____

Cleanable area of a factory is _______% of the under roof area.
Cleanable are of a warehouse is _______% of the under roof area.

Take the cleanable area and divide it by 3. This assumes the time to clean the area once each day is 3 hours. This has been statistically tested as the best cost to time ratio.

Now you have a square meters per hour figure. Look up the corresponding 'realistic sqm/h' figure on the table below to determine the correct machine.

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Model	Standard Width (mm)	Realistic m2/h
T1	380	810
L2	430	960
T2	430	672
T300/T300e	430	785
	500 - Cylindrical and Disc	940
	600	1,660
T500/T500e	600 - Disc	1,660
	700 - Disc	1,900
	800 - Disc	2,200
	650 - Cylindrical	1,790
	800 - Cylindrical	2,200
5680/5700	700 - Disc	1,900
	800 - Disc	2,510
	900 - Disc	2,811
	700 - Cylindrical	1,900
	800 - Cylindrical	2,200
	900 - Cylindrical	2,811
T7	650 - Disc	2,210
	800 - Disc	2,760
	700 - Cylindrical	2,391
	800 - Cylindrical	2,760
T12	810	3,240
	1040 - with S/B	4,160
T16	910	4,095
	1145 - with S/B	5,152
T17/M17	1,015	4,567
	1,320	5,940
T20	1,020	5,100
	1370 - with S/B	6,850
SW-69P	685	1,400
S5	620	1,290
S9	900	3,150
S10	860	3,010
3640	810	2,835
6100	760	2,787
6200	1,070	5,136
S20	1,270	6,096
S30	1,590	9,580
800	1,675	12,500
M17/M20	1,020	5,100
	1370 - with S/B	6,850
M30	1,220	6,100
	1575 - with S/B	7,875
414/616	1,200	4,800
424/626	1,200	6,000
636	2,050	10,250

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Sentinel	3,200	16,000
B5	510	1,260
B7	610	2,000
	690	2,300
B10	610	2,000
	690	2,300
R3	380	300
E5	380	200
1610 Ready Space	560	800
1610 Extractor	560	300
EX-SC-3840	500	250

Practice Example.

You survey a facility that makes soft drinks and the prospect says they have a factory of 9,000 sqm under roof, a warehouse of 15,000 sqm under roof and an outside loading area of 30,000 sqm. You calculate you can access 80% of the outside area.

You also find out that outside is very dusty due to the age of their concrete and the brickyard next to the factory and they want to only sweep outside. They currently pay a sweeping contractor $2,000 per month to sweep every other day, but this is not enough.

Inside the factory has epoxy floors that have liquids spilled on them from the production process. The warehouse is concrete uncoated floors which have liquid spills as well as broken pallet chip everywhere. They have an old Tennant walk behind 480 model scrubber that is worn out and a push type Hako sweeper in the corner that is always broken down.

What machine(s) do you recommend?

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Summary

In this session, we identified the reasons why an effective survey is critical to your success. We showed examples of information you need to gather before and during the survey.

A questioning process was reviewed that will allow you to align your solutions with the customer's needs. By practicing the techniques outlined in this document, you will lay an excellent foundation for further mastery of your position.

Finally:

Your goal is to leave the survey with an understanding of the problem(s), implications to the business and the cost implications to the business (filled out circles sheet) and to have related to the prospect the Tennant proprietary features that remove/minimize their costs.

The next step in the sales process is presenting the solution. You will only be successful if you have clearly identified the needs of the prospect through a good survey and excellent questioning.

Assignment:
Start using the circles and SPIN Selling questioning during your sales calls.
You will be asked to bring with you examples of actual surveys where you filled out the circles and show them to the class at the Field Selling Skills Class.

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Lesson 6: Making Presentations

Overview:

In order to make effective presentations, we need to use the combination of skills that we have learned so far in this course. These skills begin with questioning the prospect to understand needs and relating a solution that satisfies those needs.

Support materials for a presentation.

- Brochures
- Circles created on the survey to show problems, implications and costs
- iPad or hand held device to show videos

Effectiveness of Visual Aids:

A recent study illustrates how a quality presentation (incorporating both show and tell) produces the best data retention results. The better the retention of your prospect the greater your chance of obtaining the sale.

According to the study, the average buyer's data retention span is greatest (both after 3 hours and 3 days) when a sales presentation is reinforced with visuals.

	RECALL AFTER	
	3 HOURS	**3 DAYS**
TELLING ALONE	**70%**	**10%**
SHOWING ALONE	**80%**	**20%**
SHOWING & TELLING	**85%**	**65%**

Presentation Flow:

Presentations are most effective when they follow a logical flow from start to finish. History has shown that the following flow will present the benefits of Tennant Solutions most effectively.

1. ____
2. ____
3. ____
4. ____
5. ____
6. ____
7. ____
8. ____

Step 5 – Presenting the Solution
Know all the proprietary features advantages and benefits of the machine by learning them from the 'Product Overview Videos' available in Korean language on the My Tennant website. Relate a proprietary FAB to each of the implications and do it passionately.

Customers buy from passionate and confident sales people.

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Lesson 7: Demonstration Skills

Overview

The principles that make an effective presentation and an effective demonstration are primarily the same. You need to have completed a full survey and have 3-4 mutually agreed upon needs. You need to know and have met the four buyers. The prospect needs to have shown his excitement for your solution and has money to spend.

Study Notes:

There are two types of demonstrations in the Tennant business.

1. ____________________ demonstration which is used to ______________________
2. ____________________ demonstration which is used to ______________________

Try to minimize the number of interest creating demonstrations by:

- Inviting prospect to Cleantech office
- Take prospect to a user of the model the prospect wants to buy. Let them talk to the actual user of the machine
- Invite multiple companies to one site for a group demonstration
- Doing 3 or more demonstrations on the same day to save costs

The closing demonstration is where you will make your money. If you concentrate on doing more of these types of demonstrations, you will be more effective and earn more income.

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Setting the time, place, participants and expectations for the demonstration is the last step before the actual demonstration. Make sure you contact the main buyers yourself and confirm the following:

1. ______________________________
2. ______________________________
3. ______________________________
4. ______________________________
5. ______________________________

At the actual demonstration, the flow is just like a presentation.

1. Thank them for their one-hour of uninterrupted time. Introduce self and TCO.
2. Outline what will happen during the demonstration. E.g. For the first 20 minutes, I will present the physical machine, pointing out why this machine will work now and reliably for the next 10 years. I will then spend 20 minutes actually using the machine showing the result you can have every day with the Tennant machine. For the last 20 minutes we will confirm that all your needs have been met and arrange to complete the paperwork.
3. Summarize and confirm the three to four needs as agreed to during the survey.
4. Build the pain and paint a picture of life if they do not resolve the problems.
5. Paint a picture of life and how good it will be after the problems are removed by the Tennant solution.
6. Show why the solution you will present will answer the needs. State all the benefits you have shown from the appropriate proprietary features.
7. Sequential presentation of machine systems, and how it will achieve the results needed.
8. Actual use of the machine
9. Summarize the needs and how our solution best meets these needs
10. Request for movement to the next stage in the buying process (the order!).

List for discussion some effective Demonstration Techniques that you have used.

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Lesson 8: Buyer Types

Overview

One of the most important skills that sets top performing sales reps apart from the average is the ability to quickly determine who the buyer types are in any given sales project.

Within any given organization, there exists a wide variety of titles and people that fill these positions. The differing responsibilities and duties cause individuals to evaluate capital purchases from many different perspectives.

Failure to understand this and to alter your message depending on which roles your buying influence fits into reduces the chance of a successful solution and sale being performed.

It is important to remember that many times one individual will be responsible for two or more areas in the buying process. In a small business, the owner may actually be involved in all of the buying processes.

II. **<u>Defining the Four Buying Influences</u>**

Historically, effective Tennant Sales reps agree that buying influences can be broken down into four groups.

These are shown in a chart on the next page.

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Titles for the four types of buyers would include:

Conceptual	Feasibility	Economic	End-User

Table 1

This type of Buyer would get involved in the buying process because:

Conceptual –
1. ____
2. ____
3. ____
4. ____

Feasibility –
1. ____
2. ____
3. ____

Economic –
1. ____
2. ____
3. ____

End-user-
1. ____
2. ____
3. ____

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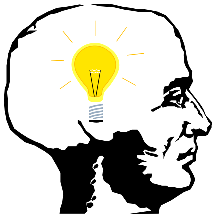
Lesson 9: Personality Types

What are the benefits of knowing another person's Personality Style? Why take the time to learn something that seems so complicated? **If we had the ability to know what another person was thinking and feeling, we would be more flexible in our relationships with them**



Human beings' interpersonal and communication behaviors are the result of their thoughts and feelings. Thoughts + Feelings = Behavior

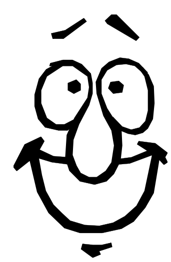
What you were taught, you believed.
What you believed, you learned.
What you learned, you practiced.
What you practiced became your habits.
Your habits are your unique patterns of behavior.
Many of your habits are predictable by others.

Since we have different opinions (learned thoughts) from others about life, work, and the world, we are judgmental about other people's behavioral habits.

The only information we can receive from others is their behavior. We do not <u>really</u> know what they are thinking or feeling.

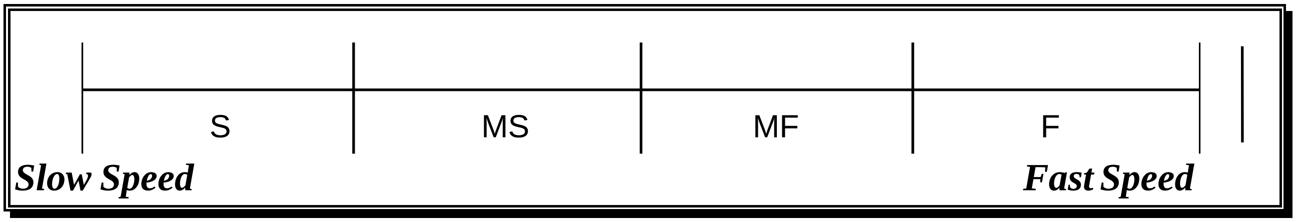
There are two behaviors that we can quickly recognize in others that enable us to predict how they think and feel. These predictions are fairly reliable in helping us decide how to interact with them.

<u>Those behaviors are Speed and Display.</u>



Speed and Display Behaviors

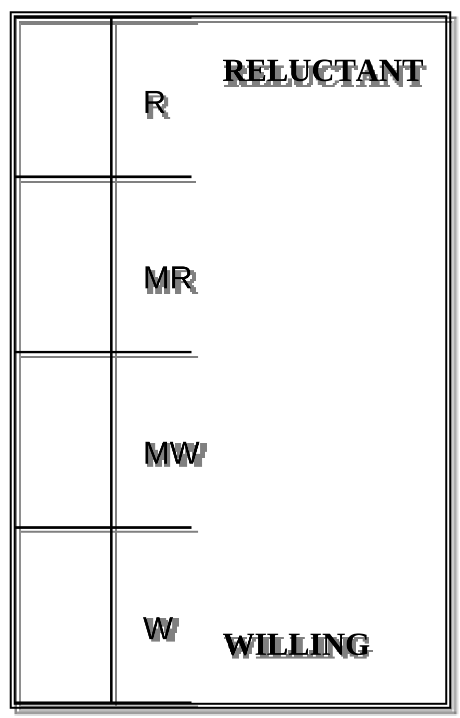
SPEED—Your perceived speed in physical movement and decision making as compared to the rest of the population.



Slow Speed Behaviors	Fast Speed Behaviors
Slow physical pace	*Fast physical pace*
Slow decision maker	*Fast decision maker*
Laid back	*Dominant*
Goes along	*Takes charge*
Risk aversive	*Risk taker*
Cooperative	*Competitive*
Lets others take charge	*Takes charge*
Quiet	*Loud*

DISPLAY—Your perceived effort to display your feelings with others as compared to the rest of the population.

Willing Behaviors	Reluctant Behaviors
Emotional	*Aloof*
Warm	*Cool*
Friendly	*Private*
Relationship focused	*Business focused*
Tears, smiles	*Poker faced*
Animated	*Little animation*
Emotes feelings	*Controls feelings*
Excited	*Noncommittal*



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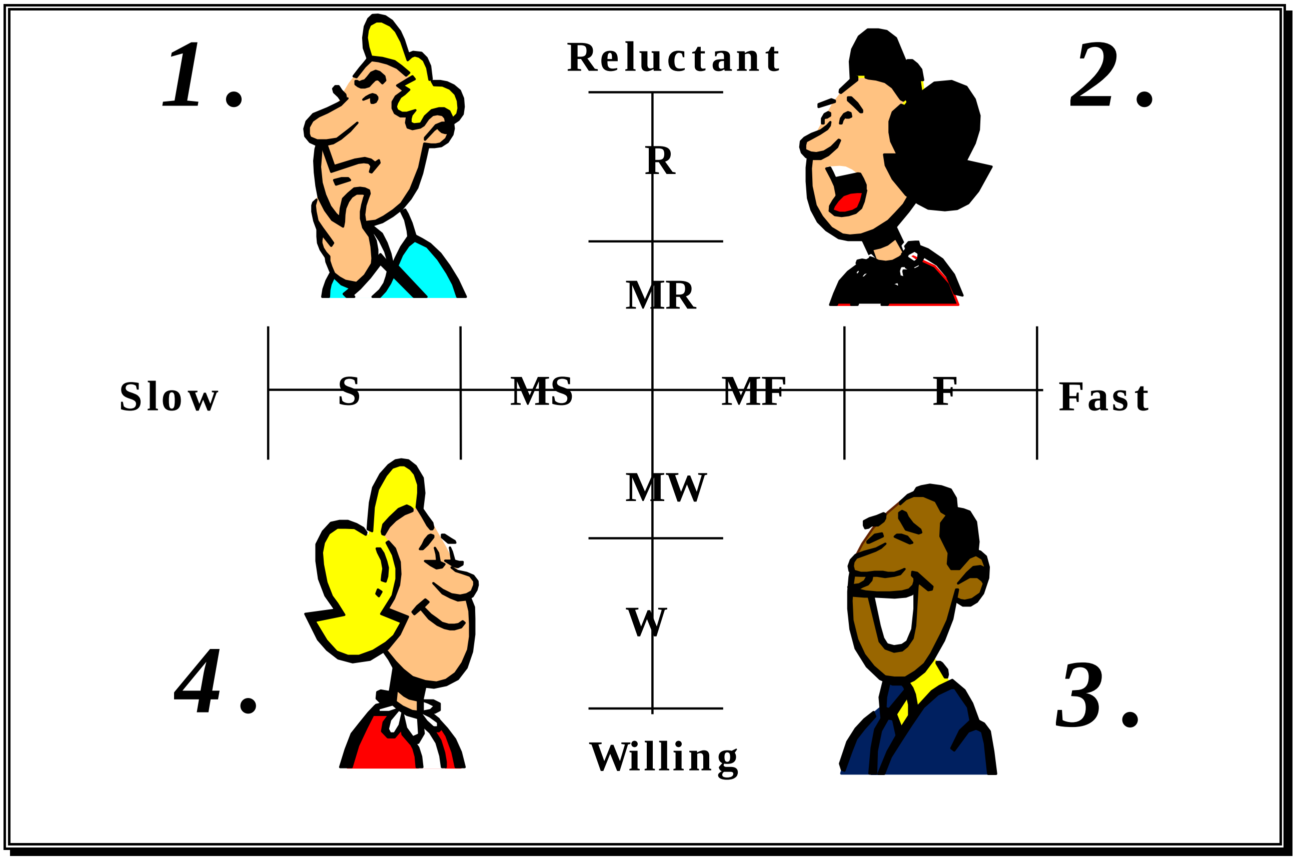
Personality Style



The intersecting of the two scales forms four major quadrants. People that are said to have a certain Speed behavior and a certain Display behavior will fall into one of the four quadrants. This means that 25% of any random population will fall into the quadrant of being Fast and Reluctant, 25% Fast and Willing, 25% Slow and Reluctant, and 25% Slow and Willing. By combining the traits of both of these behaviors, we can then describe the four Personality Styles and their habitual patterns of behavior. Once you are able to recognize Speed and Display behaviors in others, you will discover that people of a certain Personality Style do in fact act in the ways that describe their Personality Style. Your predictions of how they are thinking and feeling will become surprisingly accurate.

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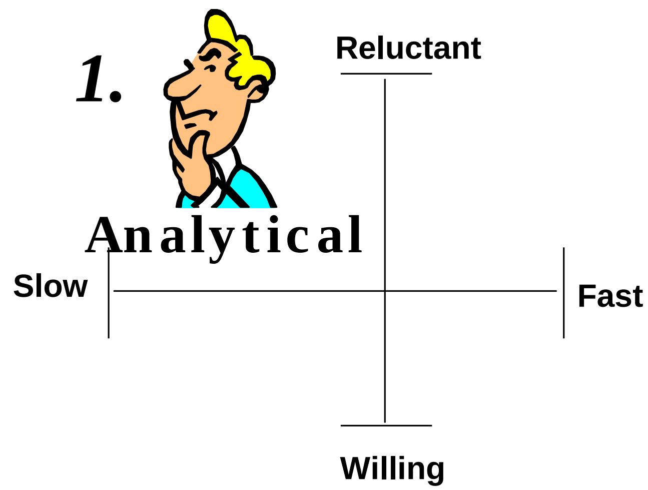
The Analytical

Personality style of Slow and Reluctant
The Analytical

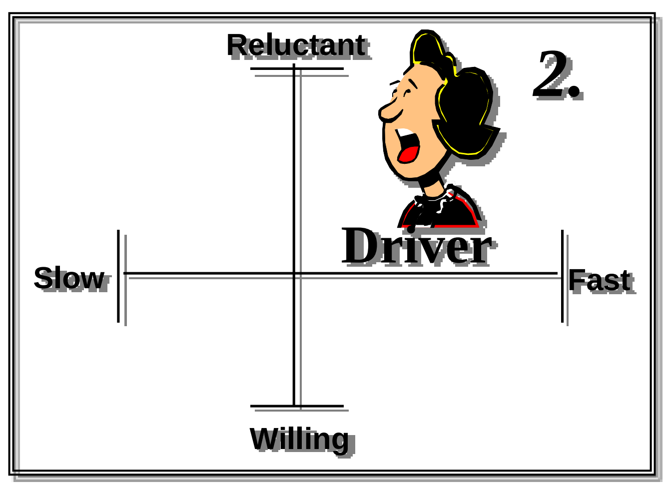
They are the most logical and accurate of the personality styles. Analytical people are systems specialists who organize and plan better than most. They set the standards in the organization and gain respect from their work units because of their meticulous approach to problem solving. They are willing to put in whatever time it takes to handle the situation in the right way. Their integrity is usually unquestionable. They are also formal in their approach, making their grammar and articulation almost flawless.



The Driver

Personality style of Fast and Reluctant
The Driver

They are the most progressive of the personality styles. Driver type people open up new territory, are adventurous and unafraid to jump into the unknown. They are prolific at whatever they do, getting a whole lot of results at whatever they are trying to accomplish. If you want something done, they are challenged if you assign it to them. They don't need to be watched over or monitored. Being business oriented, they don't waste time and they get to the point. As leaders, everyone can depend on them in a crisis.



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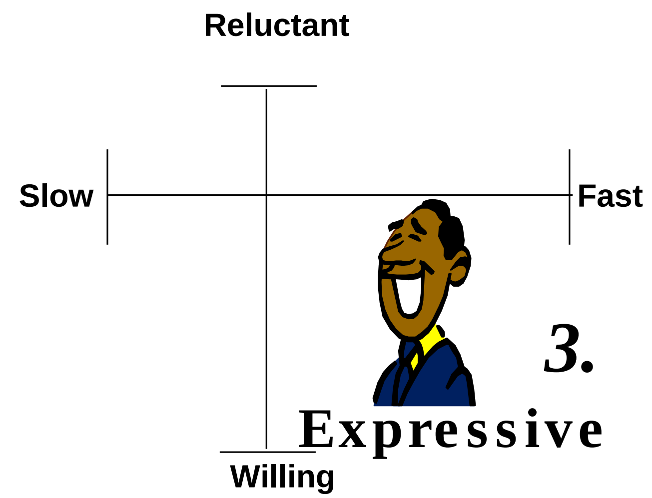
The Expressive

Personality style of Fast and Willing
The Expressive

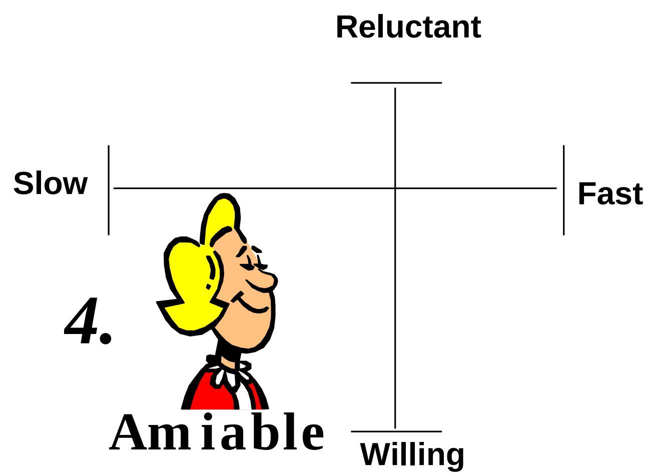
They are the most creative and intuitive of the personality styles. Expressive people feel what's right or wrong on a gut level. Their intuition is a real asset which helps them make reliable decisions particularly when data is not available. They are inspirational and can get a work group committed to a cause. They are people oriented and do business with people with whom they have a social relationship. They mix pleasure with business, making people comfortable, and use humor as a both a social and business strategy.



The Amiable

Personality style of Slow and Willing
The Amiable

They are the most supportive and loyal of the personality styles. Amiable people really care about their relationships with people. Their dedication to people enables them to work hard and long for the other people in their work unit. They are incredible listeners, not only gathering useful information, but demonstrating their support with active listening skills. They are known as the unconditional team players in the work unit. In negotiations, they supply a calmness and a non-judgmental atmosphere.



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Lesson 10: Introduction to Goal Setting

Overview

The concept of Goal Setting is simple for anyone to understand. It consists of stating a meaningful goal, outlining key action steps to accomplish the goal, setting specific timetables and developing a method of measuring progress. Sounds easy enough, but is it?

Over the years, we have found that this concept is easy to understand, but extremely difficult to perform ***consistently***. In fact, this is the area in which most reps fail. They lay out goals and action plans, then set them aside or not look at them again because they are too busy doing their job. They fail to realize that this process is the vehicle to success. This is true in any industry, in any business. The key quality that is common among all successful people is their ability to set and achieve goals consistently. Consequently, it is an area that you should target as essential to your training and development.

What is the definition of a Goal?

The Keys of Goal Planning

- Goals are the key to successful living. If you don't have any, you're floating in the wind!
- Clear goals are SMART
- Write down your goals
- Focus on your goals
- Prioritize your goals
- Break your goals down into steps, or chunks
- Keep your goals with you, where you can see/review them

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Goals for your life.

Consider areas in your life you would like to focus, or what you would like to become, have, or do in your life.

Make a list. Some of the areas may be:

- Family
- Health
- Travel
- Cars
- Housing
- Chartiy
- Spiritual
- ______________________.
- ______________________.
- ______________________.
- ______________________.
- ______________________.

Describe in the space below what you would like to be, have or do in the chosen areas in the next 3 years.

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Techniques to achieve your goals.

Visualization.

Visualization is a process where the human mind sees the result that is desired and focuses on the attainment of the result. Sports people use this technique all the time. You can use this in your life to achieve your goals.

Think about the results you want to achieve in your life (listed above)

Make a picture of the result you want in your head, make it colorful and dynamic. Make it big and exciting. Visualize every day the results you want to achieve and this will drive deeply down into your subconscious the idea you want these things in life. Your subconscious will work tirelessly to help you to achieve your desires.

Affirmation.

Affirmations are verbalizations of the results or action you will do. You say these affirmations out loud multiple times every day.

Affirmations are a present tense statement of an outcome you desire and by saying these affirmations every day, you will drive deeply down into your subconscious the idea you want these things in life. Your subconscious will work tirelessly to help you to achieve your desires.

Write in the space below one affirmation for each of the areas in your life you have noted above.

Breakout Exercise:

Instructions: Individually, create a goal statement, state clear action steps, determine the appropriate timelines and method(s) of measurement to achieve your territory plan.
Submit your goal and action steps to your manager.

Goal Statement:

____

____

Action Steps (include timelines):

____

____

____

____

____

____

____

____

____

____

____

____

____

Method of Measurement:

____

____

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PREPLANS

One of the best goal setting exercises that we have found is to review your Preplan and compare it to your goals. This comparison highlights the strengths and limitations of your preplan and guides you in integrating it with you goals.

A. Elements of a Strong Preplan - The following elements are in the form of questions that should be asked after each Preplan is prepared.

   1. Will the activities of my Preplan get me the sales volume I need this week?
   2. Do the activities on my Preplan reflect the action plans to meet my goals?
   3. Which of the calls on my Preplan could be handled just as efficiently by phone?
   4. Do I have a clear objective for each call? Will it advance the sale?
   5. Is my Preplan filled out completely?
   6. Does my Preplan reflect:

      a. Adequate number of calls?
      b. Adequate number of demonstrations or presenter presentations?
      c. Proper buying influence?
      d. Strong zone coverage?
      e. Balance of calls?
      f. Hot markets? Emerging markets?

SUMMARY

Strong goals followed by the implementation of key action plans will naturally result in sales success. Only when you thoroughly understand this concept and put the action plans into effect consistently, will you be able to realize success year in and year out.

Assignment:

Over the next 2 weeks, complete 3 goals, including action steps and e-mail them to your Manager.

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Lesson 11: Time + Territory Management.

INTRODUCTION

Proper management of your time and your territory is one of the most important responsibilities you have as a sales rep. Your proficiency at this skill can be the primary factor in determining the degree of your success. Do not manage your territory by constantly changing plans, jumping zones, and responding to only "what is hot," because this will influence your long-term results in a different way than if you approach your territory strategically.

Here is a summary of the key issues and standards to remember regarding Time and Territory Management:

1. Learn your products and solutions.
2. Set your goals.
3. Plan to stay in one area all day.
4. See 2 customer users every day.
5. Do not come to the office.
6. Talk to your service technicians
7. Know your competition
8. Make 6 – 8 visit calls per day
9. Create 10 new prospects per month
10. Read the business news regularly
11. Become a specialist in cleaning solutions
12. **Use SalesForce.com all the time**.

TENNANT TENNANT COMPANY ♦ 701 North Lilac Drive ♦ P.O. Box 1452 ♦ Minneapolis ♦ Minnesota ♦ 55440-1452
Department of Education and Development

Lesson 12: Installations

Overview

Installations are a key step in the sales process. Rather than viewing them as the final step in the sales process, view them as a bridge step back to a new sales opportunity. Most of our customers are repeat customers. Effective installations are a key step and accomplish the following:

Steps to completing an effective installation

1. Set up the time, place and why you need to do an installation.
2. Have the machine pre-delivered and checked before sending to customer site.
3. At the installation:
   - Meet all the operators
   - Meet the supervisor of the operators
4. Train operators and supervisors in the use and care of the machine
   - How to use
   - How to clean
   - Basic troubleshooting or problems
5. Explain how to arrange service of the machine
6. Operators to use machine
7. Operators to clean the machine
8. Complete all documents your require for installation
9. Make an appointment to return to the uses company in 21 days later
   - Make sure the operators are using properly
   - Answer any questions they may have
   - See the buyer and say thank you
   - Ask for introductions to other departments who may need your solutions

10. Return to see the machine regularly. 2 times per year for rider machine. 1 time per year for walk behind machine
11. Keep in contact with everybody even if they move departments or companies. Develop and increase your network of contacts all the time.

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Course Wrap Up

Overview

This is our chance to make sure that all assignments have been submitted, all feedback received and understood, and to discuss the next step in the process.

Objectives and Outcomes

Our objective is to make sure that our goals and objectives have been met and to identify areas or information that you feel should be added.

Assignment

Send us, by e-mail, a checklist of all the assignments that you have completed. Please include any comments or suggestions regarding the course.