

EVEC Central Europe

CENTRAL EUROPE SALES SCHOOL
(Ecole de Vente Europe Centrale, EVEC)

**Shape your sales team
yourself
in relation to
the distribution**

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1. The Guide's Objectives

To help all Sales Managers and Human Resource Managers to develop, formalise and undertake **basic sales training** adapted to the needs of each company and to develop the **Manager's role and missions**

to recruit – to train – to animate – to evaluate

You wish to build a global commercial relationship in accordance with the positioning of your company and brands with the modern distribution, which has developed itself into real "commercial enterprises".

You would prefer a sales team which is uniform, strong and motivated to sell, to negotiate and to re-sell your products.

In order to meet these demands, you need to find daily answers to a number of questions, how better to:

To Sell and Negotiate

- How do I obtain a strong image for my sales team, uniform and recognisable methods and techniques; how do I obtain more impact in the market than the competition?
- How do I control and evaluate in an objective manner the efforts of my salesmen?
- How do I enable my sales team to maximise the presence of my products and to withstand the permanent pressure of the distribution?

To Re-Sell

- How can my sales teams maximise the re-selling of my products through all my distributors?

To Animate commercial structure

- How do I optimise my commercial relation with the distribution?
- How do I turn my sales supervisors into real managers, how do I develop their skills in relation to their team?

2. To Sell and Negotiate

- **How do I obtain a strong image for my sales team, uniform and recognisable methods and techniques; how do I obtain more impact in the market than the competition?**

A guarantee for uniformity and motivation, accuracy and strength: EVEC helps you and your sales team shape your salesmen's "craft": first their methods and techniques, next discusses their basic knowledge, their role and missions in relation to your commercial policy and brands strategy.

This preliminary work results in the publishing, under your logo, of tools to follow up on the training, to be used at the permanent field training.

In the EVEC concept, your sales supervisors become real trainers of your sales team. They are involved with the registration of your method, transpose it to your salesmen and act themselves as field trainers.

The 'video-training', recorded in different large distribution sites, ease the job training of your supervisors and make it more attractive.

- **How do I control and evaluate in an objective manner the efforts of my salesmen?**

Today it is difficult to evaluate a salesman purely on the basis of a sales figure, as he does not take the orders himself any longer.

The formal shaping of your method enables the sales supervisor to check at all times if your salesman 'does a good job', systematically improve eventual technical omissions and help him with the optimal use of his potential.

- **How do I enable my sales team to maximise the presence of my products and to withstand the permanent pressure of the distribution?**

The solution offered by EVEC is an investment and reason for permanent motivation of your salesmen and supervisors.

3. To Re-Sell

- How can my sales teams maximise the re-selling of my products through all my distributors?

Even if you have the ambition to strengthen the results of your key-accounts and salesmen in the distribution, you know their job does not finish with the sale of your products. The result of your commercial people depends upon a new mission that is not separable from sales: speeding up and optimising the re-selling of your products in the distribution sites that referenced or bought your products.

EVEC helps your sales team to re-sell in two ways:

- * in the circuit of the large distribution, EVEC develops tools with you for merchandising –for registration, analysis and recommendation- either with or without information technology.

Apart from the immediate commercial use, the permanent updateable data mine enriches the decision making analysis of your negotiators (synthesis by chain brand), of your marketing (distribution, price, ...) and your sales administration (orders, follow up on deals, results of salesmen, ...).

- * in the circuit of the wholesale or specialised dealers, EVEC offers you the possibility to animate the network of your customers wholesalers-dealers or specialised dealers: creation of dealer-clubs, stimulation meetings with salesmen, design and realisation of video training adapted to the salesmen and the market.

According to the method already applied in sales, EVEC trains your sales supervisors in a pedagogic way how to teach salesmen handle these means, or other existing means within your company, as well as the follow up of the execution in the field.

4. To Animate the Commercial Structure

- **How do I optimise my commercial relation with the distribution?**

Most large clients of the producers –the so-called large distributors- have become real **commercial enterprises**. Today, it is no longer adequate to just 'sell' them products. When they negotiate with their suppliers, they want to deal with real 'experts' who handle the business in a professional way.

In the trade marketing approach, EVEC analyses with you the features of your distribution channels and your organisational structure, in relationship to a complete and coherent commercial relation, 'business to business': sales, negotiation, merchandising or animation of the distributors net, positioning of your company, special contacts, ...

- **How do I turn my sales supervisors into real managers, how do I develop their skills in relation to their team?**

Your sales team is the centre around which revolves your commercial relation. EVEC shapes with you the missions of your sales supervisors and decides the steps of the intern training scheme: execution in the field of the commercial plan of action, management of the sector, animation, recruitment, training and evaluation of people, management techniques, ...

An example?

Jammed between the daily pressure of the distribution on the one hand and the objectives of their sector on the other, supervisors –often former salesmen- aim their action more often at important clients, rather than at the animation and management of their sales team. They accompany the salesmen in the field mostly in order to 'get the deal', rather than evaluating and training their salesmen in their craftmanship.

EVEC initiates your supervisor in the role of trainer. It teaches them to shape the 'craft' and working methods of salesmen, organise training meetings, train salesmen in the field and evaluate their motivation, input and progress.

5. EVEC Programme Prototype

The EVEC programme prototype contains

- **Basic training** for all sales positions (proximity channels, modern distribution, ...) and represents core training whose implementation is essential in each department
- **Management training** for all Regional and Area Managers, to develop their skills and to motivate their teams.

	Mission or Consulting	Training	Pedagogic Means	Tools Sales Team
1. Selling				
1. 1. Initial Training	x		x	o
1. 2. Selling to the distribution				
<i>Basic</i>	x	x	x	o
<i>advanced</i>	x	x	x	o
1. 3. Selling to wholesalers-distributors	x	x		o
1. 4. Selling to specialised circuits	x	x		o
2. Negotiating				
2. 1. Negotiating with the distributors	x	x	x	o
3. Re-selling				
3. 1. Method and merchandising means	x	x	x	o
3. 2. Stimulating training of wholesale-dealers net	x	x		o
4. Management Missions				
4. 1. Recruiting one's team	x	x	x	o
4. 2. Integration plan new salesmen	x	x		o
4. 3. Training one's team	x	x	x	o
4. 4. How to animate field training	x	x	x	o
4. 5. Speaking in order to convince	x	x	x	o
4. 6. Evaluating one's team	x	x	x	o

O: specific intern tools

X: detailed pedagogic articulations: see pages here below

6. Detailed pedagogic articulations

1. Selling

1. Initial Training

Addressed to: All new salesmen
Pre-seller
Salesman
Sector supervisor
Regional Manager

Animated by: immediate supervisor

General Objectives:

Insure a new recruit gets the best quality of work, starting from his entry in the company:

- to do it as fast as possible
- to put it in the company's framework for future training
- to give him a feeling of belonging

Contents:

To discover and to know

- integration into the company
- discovering the sales method
- learning the field
- know how of basic work job

Pedagogic Methods:

Under the responsibility of the direct supervisor, and a patron of his team; one explains, one sets an example, one makes act and one analyses.

Duration:

Depending on the function, the integration programme will take up one to 6 weeks.

1.

2.

3.

4. Selling to the distribution

basic programme

Destined to: CLV and Pre-sellers
New salesmen

Managed by: EVEC Trainer

General Objectives:

- to know the role and the main actions of salesmen
- to know how to prepare and to carry out a visit
- to acquire the main sales techniques

Main lines of content:

- preparation of the routing
to check: loading, tools, plan of the weekly sales
- preparation of the client visit
to have an iron will to reach a goal
to think about the client's position
to check the current commercial actions
to fix personal sales objectives
- the sale
approach / contact
to check the shelves
to sell
- client delivery

to check if the order fits the delivery
to inform the clients about all actual changes
to strengthen the sales actions

- end of the day
to check there is neither OOS nor plus stocks
to prepare next day's orders
to take into account all the promos and advertising

Pedagogic methods:

Simulation of sales with clients
Exercise and role-plays with video recorder

Duration: 2 days

Advanced programme

Destined to: Sales Reps
Area Managers
Regional Managers
Key Accounts

General Objectives:

- to master sales methods
- to handle a sales negotiation
- to use techniques of dialogue during a face to face meeting
- to reinforce arguments with the use of sales supports
- to use good tools of preparation and follow up
- to structure the preparation of the visits
- to identify strengths and weaknesses

Main lines of content:

1. to reinforce the main mission of the salesman
2. to prepare the visit
3. to check the store
4. to contact the client
5. to develop and master the 'discovery': to identify the main points of the argumentation
6. to structure the argumentation
7. to develop a convinced expression
8. to support the argumentation
9. to handle the objections
10. to conclude
to agree with the client
11. to analyse

Pedagogic methods:

- talks & debates
- observations of sales professionals and clients
- exercises

- filmed simulations

Managed by: EVEC Trainer
Co-animation with an Area Manager senior (according to the job and professional experience)

Duration: 5 days – 6 days (3 x 2 days)

Pedagogic support:

- video support, recorded in different large distribution sites

2. Negotiating

2.1. Negotiating with the distributors

Destined to: Key Account Managers
Regional Managers
Area Managers

General Objectives:

- To prepare and to apply a strategy of negotiation
- To master the main techniques of negotiation
- To use suitable techniques according to the situation
- To get significant counterparts
- To calculate negotiation costs before and during negotiation

Main lines of content:

1. to know how important KAM and RM jobs are
2. to find the characteristics of a good salesman recognised by his 'purchaser'
3. to define the negotiation
4. to find the conditions of the success for a negotiation
5. to reinforce the argumentation
6. to negotiate in order to reach one's objectives
7. to find the best reaction in each situation
8. to adapt ourselves to the strategy of negotiation of the purchasing groups
9. to optimise the link concession / counterpart
10. to create and to keep a constructive relationship during the negotiation
11. to make the agreement easier
12. to prepare myself

Pedagogic methods:

- talks & debates, discussions
- observation of professionals and clients
- exercises
- filmed simulations

Managed by: EVEC Trainer

With the co-animation of the commercial director or KAM senior (according to the job and experience in the commercial structure)

Duration: 3 days

Pedagogic support:

- available and to build real cases

3. Re-selling

3. 1. Method and merchandising means

Destined to: CLV
 Pre-sellers
 New sales people

General Objectives:

- To know the products
- To know how to implement a display for a product family, group
- To know how to contact the clients, and how to communicate with them

Main lines of content:

- The big families of your products
- The main rules of a good presentation
- The main rules of implementation
- To avoid out of stocks
- The rules of behaviour in the store
- The information with the clients / shelve responsible
- To improve your shelve space and to follow the results

Pedagogic methods:

- Theoretical training, off job
- Short talks with slides
- Exercises, discussions, tests

Managed by: EVEC Trainer

Duration: one day

Pedagogic support: Animation guide
 File of slides
 Checking test

4. Management Missions

4. 1. Recruiting one's team

Destined to: all team leaders

Animated by: EVEC Trainer

General Objectives:

- How to prepare a recruitment interview
- Formulating techniques of questioning and active listening
- Facilitate an efficient recruitment

Contents:

- Identify the sought profile, on the basis of the job description
- Extract remarkable points on the basis of the CV
- Exploration of the candidate's competence
- Answering with precision the candidate's questions
- Sell the job and the company
- Compare the data in order to make a decision
- Insure an answer to each candidate

Pedagogic methods:

- Filmed simulations
- Exercises on interview techniques
- Video support

Duration: one day

4. 3. Training one's team

Destined to: Team Managers

General Objectives:

- To understand the concept of adult training
- To acquire main pedagogic techniques in order to animate different training procedures
- To study the content and the development of the training, in order to animate the theoretical training session

Main lines of content:

- Analysis of the pedagogic development of the training
- Used pedagogic methods
- Main pedagogic principles of professional training
- Method to prepare and to organise training

Pedagogic methods:

- Short talks
- Exercises, simulations, role plays with a recorded video shot
- Participants give the training themselves

Managed by: EVEC Trainer

Duration: about 2 days for each training

Pedagogic support:

- Training kit
- Methods and support on training aspects

4. 4. How to animate field training

Destined to: all sector supervisors
Regional Managers
Regional Directors

Animated by: EVEC Trainer

General Objectives:

- Train your recruits in the field
- Identify the training method
- Use the evaluation tools

Contents:

- Success criteria in field training
- Identification of key elements in training
 - Explain:** how to analyse a sales talk
 - Show:** the value of an example
 - Make do:** the attitude of a trainer
 - Analyse:** self-evaluation, find strong points and points to improve
- The training day
 - Preparation
 - Starting off
 - Development
 - Conclusion
- The conception of training tools
- The use of tools
 - Favouring self training
 - Knowing how to criticise
 - Obtain an agreement on the results and objectives

Pedagogic method:

- Analysis of a support video
- Filmed simulations
- Training in a real situation

Duration: one to 2 days
Permanent field training by the hierarchy

4. 5. Speaking in order to convince

Destined to: new salesmen

Animated by: EVEC Trainer

General Objectives:

- To develop an exclusive persuasion method
- To develop a convincing demeanour
- Management of speech techniques
- To improve self-confidence

Contents:

- Taking stock of one's potential demeanour
- Preparing oneself: methods, material, mentally
- Captivating their attention from the start
- Using non-verbal communication in order to maintain attention
- Making yourself understood
- Mastering the tools of 'spoken language' in order to
 - * improve your impact
 - * improve memorisation of key messages by one's audience
- Understanding and using convincing tools

Pedagogic methods:

- Made to measure training for each participant according to his strong points and those in need of improvement
- Intensive use of video
- Training in self-evaluation
- In the field experience

Duration: one day

4. 6. Evaluating one's team

Destined to: all team leaders

Animated by: EVEC Trainer

General Objectives:

- Integrating evaluation in daily management
- Mastering techniques of evaluation-talk
- Insure growth of team competence

Contents:

- Preparation during the year: gathering facts
- Techniques of criticising
- Techniques of questioning
- Setting qualitative measurable objectives
- Setting up a follow up programme

Pedagogic methods:

- Role plays of filmed discussions
- Individual work on setting qualitative objectives
- Training in self-evaluation

Duration: one day

Representative Clients

- **Beer:** Alken Kronenbourg Belgium
- Alken Maes Belgium
- **Fresh Dairy Products:**
 - Danone Group Poland
 - Hungary
 - Slovakia
 - Czech Republic
 - Romania
 - Ukraine
 - Russia
 - Croatia
 - Turkey
 - Bulgaria
 - Fromageries Bell, Zeletavska Syrna AS
 - Czech Republic
- **Mineral Water:**
 - Hyatt Turkey
 - Fontvella Spain
 - Turkuaz Turkey (Coca Cola)
- **Biscuits:**
 - Cokoladovny Czech Republic
 - Bolshevik Russia
- **Animal Nutrition:**
 - Aventis Russia
- **Communication:**
 - Samara Investment Group Samara, Russia

Wholesale and Distributors:

- Group ICS Russia
- Tchibo Coffee Roumania
- Fepaius (Federation of Employers in the Leather and Textile companies) Roumania