ACCOUNT EXECUTIVE CYCLE OF DEVELOPMENT

CONTENT

CYCLE OF DEVELOPMENT

SYSTEMS

FOUNDATION I: 5 STEPS TO A CONVERSATION

__________Introduction
__________Short Story
__________Presentation
__________Close
__________Rehash

FOUNDATION II: LAW OF AVERAGES

__________Law of Averages: Gumball Theory
__________Law of Averages: Three Types of Day
__________Can vs Can't Control

FOUNDATION III: IMPULSE FACTORS

__________Fear of Loss
__________Urgency
__________Greed
__________Indifference
__________Effect of Jones
__________Suggestive Language

FOUNDATION IV: 8 WORKING HABITS

__________8 Working Habits

QUALITY TIME WITH QUALITY PEOPLE

__________Qualifying
__________Impulse Curve

OVERTURNING OBJECTIONS

__________Overturning Objections

GOAL SETTING

__________Setting Up Your Day
__________Breaking Down Your Day
__________Goal Setting

CAMPAIGN TRAINING

SALES SKILLS

__________First Four Days of Training
__________Bullet Theory
__________Gasman Theory
__________Buying/Non-buying signs: Green Light Theory

COMPLIANCE

__________Fill Out Tablet Correctly

CONSOLIDATION

__________Consolidation Process
__________Quality

LEADERSHIP FUNDAMENTALS

__________Account Executive Impacts
__________Compliance
__________Sales
__________Image
__________8 Steps Example

FIRST FOUR DAYS TRAINING

DAY 1

OFFICE
- ❑ Learn Introduction
    - ❑ SEE Factors
    - ❑ Body Language
    - ❑ Tone of Voice
- ❑ Learn Short Story
    - ❑ KISS vs KILL
    - ❑ Qualifiers
- ❑ Learn Presentation
    - ❑ Good News, Bad News
    - ❑ Standard vs Fixed
    - ❑ Compare Tariff
    - ❑ Paint Picture of Value
- ❑ AIR Principle
- ❑ VC Number Saved
- ❑ Can v Can't Control
- ❑ 10 Conversations - Steps 1, 2 and 3

FIELD
- ❑ Introduction, Short Story, Presentation
- ❑ Urgency
- ❑ 40 People / 15 Tablets / Quote 5
- ❑ Learn and Keep Own Gauges
- ❑ Learn Law of Averages: Gumball Theory

PM ATMOSPHERE
- ❑ Learn Read, Relax, Relate
- ❑ Learn Jones' Effect
- ❑ Learn Urgency

DAY 2

OFFICE
- ❑ Polish Introduction, Short Story and Presentation
- ❑ Learn Close and Consolidation Using Tablet
    - ❑ Rather Get More Value
    - ❑ We Take care of everything
    - ❑ Transition into Closing with Confidence: ABC
- ❑ Learn Gasman Theory
- ❑ 10 Conversations - Steps 1 to 4
- ❑ Territory management

FIELD
- ❑ Power Of Suggestion
- ❑ 60 Stops / 25 Tables / Quote 10 / 6 Presentations / Close 3
- ❑ Fear of Loss
- ❑ Impulse Curve

PM ATMOSPHERE
- ❑ Learn Power of Suggestion
- ❑ Learn Fear of Loss
- ❑ Learn C.P.R.
- ❑ Learn Feel, Felt, Found.

DAY 3

OFFICE
- ❑ Polish Introduction, Short Story, Presentation, and Close
- ❑ VC Call Preparation
- ❑ Learn Consolidation

FIELD
- ❑ Power Of Suggestion
- ❑ 80 Stops / 35 Tablets / Quote 15 / 10 Presentations / Close 6

PM ATMOSPHERE
- ❑ Learn Indifference: SW3
- ❑ 3 types of Day
- ❑ Learn Bullet Theory

DAY 4 • FIRST DAY SOLO

OFFICE
- ❑ Polish 5 Steps
- ❑ 10 Full Conversations on Tablet
- ❑ Day 4 Evaluation
    - ❑ Personal Evaluation
    - ❑ Goal

FIELD
- ❑ 3 Types Of Day
- ❑ Indifference: SW3
- ❑ 80 Stops / 40 Tablets / Quote 20 / 15 Presentations / Close 10 / 3 Apps

PM ATMOSPHERE
- ❑ 8 Working Habits

DAILY BREAKDOWNS

GAUGES	WHAT WORKED	AREAS FOR IMPROVEMENT	OFFICE GOALS	FIELD GOALS

The first foundation is the 5 steps to a conversation. This and the systems which derive from it are designed to control the outcome of a conversation by building impulse whilst creating trust. This is not just for sales, but all of the conversations you will have in business where you are entering with a goal and an agenda.

5 STEPS TO A CONVERSATION

PRINCIPLE
The 5 steps is a skeleton structure of how we construct and conduct a conversation from start to finish to control impulse.

THEORY

- Step 1 | Introduction: We get one chance at a first impression
- Step 2 | Short Story: Explain your purpose in a concise fashion
- Step 3 | Presentation: Build value and decrease cost
- Step 4 | Close: Efficiently draw a decision, hopefully in your favour
- Step 5 | Rehash: Button up every conversation by outlining what will happen next

APPLICATION
The skills the 5 steps teach are important for conversing, teaching, training and managing in future. Enter each conversation with a goal and the 5 steps regardless of the context or business and you can be assured of success in future.

INTRODUCTION

PRINCIPLE
We get one chance at a first impression and the introduction is the ice breaker.

THEORY
What makes an introduction isn't the introduction itself but the way you present yourself. An introduction is the first impression you give off to someone and be sure to make a powerful first impression by using all of the S.E.E. factors:

S – Smile – Is reflective and also allows you to qualify from someone's response whether they should be someone you spend your time with

E – Eye Contact – Builds trust and gives people confidence that you are being honest and to engage with you, additionally it gives us control in the conversation. Eye contact alludes confidence and is usually the first point of interaction with a customer before any spoken communication. Establishing eye contact prohibits the initial control of the conversation.

E – Excitement – Creates impulse and curiosity in your customer. If you are excited people will assume you are talking about something exciting, but the opposite is also true. How can someone be excited about something that you do not appear motivated by?

When you combine these factors with positive open body language and a strong tone of voice, you will get to more short stories without getting early blocks and objections.

APPLICATION

SHORT STORY

PRINCIPLE
This explains who we are and what we are doing.

THEORY
We want to introduce why we need their time as concisely as possible by keeping in mind K.I.S.S. v K.I.L.L.
In most cases it is more effective to get straight into qualifying questions than a long explanation of who you are and the client you are working for. Questions rather than closed statements will lead the customer into your presentation.

KEEP		**K**EEP
IT	VS	**I**T
SHORT &		**L**ONG &
SIMPLE		**L**ENGTHY

APPLICATION

PRESENTATION

PRINCIPLE
This is where you build value and reduce the perceived cost of your product. The bigger the difference, the more likely you will create buyers.

THEORY
Stress the deal, which is create a huge gap between the value of the product and its cost, by doing the following:

1. Painting pictures of how the customer will actually use the product and get them imagining they already have it
2. Understand the triple price breakdown: value minus cost equals savings
3. Make value and savings seem huge with expansive body language and words like "great, massive" and talk about money in pound terms
4. Making cost seem small with body language which reflects this and words like "just, only" and talk about money as "quid and pence"
5. Create problems and provide solutions (C.P.P.S.)
6. Yes, yes closed questions direct to the close, the more times the customer says yes to you throughout the presentation the easier it is for you to get a yes at the close.
7. Incorporate impulse factors
8. Throughout the pitch but particularly at the presentation creating a personal relationship with the customer (C.P.R.) is important to create trust and open the customer up to your close

APPLICATION

CLOSE

PRINCIPLE

Make sure your conversations are driving towards a conclusion, whether it be a yes or a no.

THEORY

Assume the sale and always be closing. We should presume that if we are at this stage in our pitch that we have a buyer and thus be assumptive, using YES YES questions rather than open ended ones . A close is not always a sale, rather it is pushing someone toward a decision to either buy or allow you to continue with your day and working your law of average. The first three steps will frame how often customers fall into the yes category, the close on its own does not create positives.

BAD CLOSING	GOOD CLOSING
Would you like to sign up?	Is it your name on the account? / I'm sure we can count on your support, right?
Are you interested?	First available dates for installation are __ or __. Which suits you best? / Come on, let me show you!
Do you like the sound of this?	Will it be Visa or MasterCard?
Can you give me your sort code?	Do you want to keep the account the bills come from the exact same? Great, what's the sort code?
You can think about it. All we are doing today is reserving your promotion.	Yes, today is where we finalise everything and setup your installation date so we can guarantee your promotional rates.

Most people who struggle with closing are simply not breaking the comfort zone that comes with asking for something. You increase the likelihood of the customer buying into your message/product the more confidently you advertise it and assertively you close.

APPLICATION

REHASH

PRINCIPLE

The final and most important step to a conversation where we consolidate the sale. Thus sealing the deal and making the customer feeling great about what they just signed up for to eradicate any buyer's remorse.

THEORY

Rehash serves two purposes. Firstly to capitalise on an already positive customer as the acronym of rehash is Remembering Everyone Has Another Sale Hidden. You already have someone who is a fan of and cheerleader for your product. Customers will buy from their friends much more readily than a stranger. This also ties in with the Jones Effect Impulse Factor.

Secondly we should consolidate and leave our customer positive and understanding the next steps to keep our attrition rates good. The number one cause of cancellations is lack of understanding. A bad 5 steps will have all the explaining and customer service at the start which loses impulse and customers. A good 5 steps will be concise to get a positive close and then be loaded with customer service and explanation at the end. This maximises personal profit and also our reputation with our clients.

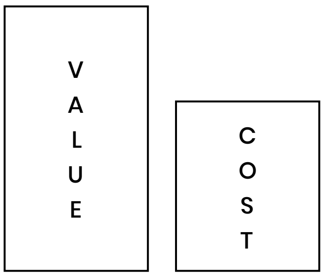
APPLICATION

COST VS VALUE

PRINCIPLE
The bigger the difference between value and cost, the greater the impulse.

THEORY
You are always doing one of four things with every action and statement:
1. Increasing Value
2. Decreasing Value
3. Increasing Cost
4. Decreasing Cost

APPLICATION
Cost vs Value is not as much a skill as an assessment tool to look at every part of your five steps and ensure that with everything you are doing you are increasing value and decreasing cost.



READ, RELATE, RELAX

PRINCIPLE
Read the situation, relate to your customer and thus relax the conversation.

THEORY
There are three things to read: the environment, the demographic of person and their mood. The theory behind this is that you do not want to force someone to come to your level of excitement or adapt to you or the environment as this will reduce the likelihood of them relaxing and therefore trusting you. This ties into the impulse curve and the idea you should alway be just a little more excited than your customer as you go through the 5 steps.

	Environment	Demographic	Mood
Read	Busy, quiet, at customer's home, in a store, kids around, pets, on their own, in a couple or group	Older, younger, male, female, local or not	Open, closed, excited, indifferent, upset
Relate	Learn the appropriate body language and tone of voice, type of ice breakers and level of CPR to apply each person and scenario.		

APPLICATION

Environment *Approach*

Demographic *Approach*

Mood *Approach*

CREATING PERSONAL RELATIONSHIPS (CPR)

PRINCIPLE
Creating a personal relationship with the customer.

THEORY
It is important to understand in sales that you are as much if not more the product as the clients you represent. When it comes to people buying from you, or being excited to work with you in a trainee capacity in future, you should look at the goal being to get people on your side as friends first then customers or business partners second.

APPLICATION
Asking questions related to someones family, occupation and recreation. Use compliments or clean jokes. This is something that can be learned and does not require a certain personality or for you to be naturally funny. Just learn a few lines that work with your personality and that you can integrate

GASMAN

PRINCIPLE
Being assumptive and confident, with high indifference.

THEORY
The gasman, when coming to read your meter, has a level of confidence and authority which comes from the fact they feel like they are meant to be there, they are not an intrusion. We cannot simply walk in like the gasman to a customer's home or business, but we can do our best when someone answers the door or we enter their business not to be apologetic for being there, but to carry ourselves with the same authority as the gasman. We should assume the sale until we get rebuffed. We have great products and services that everyone should want to hear about, therefore we should act accordingly.

APPLICATION

QUALITY

PRINCIPLE
Our goal is to win over members of the public by building great relationships and representing our clients to the highest standard possible. Our clients want customers that are excited about the features of their products and great value.

THEORY
Why is quality important?
<u>RETURN ON INVESTMENT-</u>Cancellations. The longer the customer stays with our clients, the more profitable they become and the more viable our campaign becomes.

<u>REPRESENTATION–</u> How are we representing their brand? With compliance, Great customer experiences and zero complaints.

Early Cancellations
When we sign someone up, we must make sure that they become an active customer, should a customer decide to cancel their order we will not receive commission for that sale.

We're measured on our cancellation rate. It is better to do 20 sales and get paid on 20 rather than do 30 and get paid on 20.

APPLICATION
<u>Main Cancel Reasons</u>

<u>Preventing Cancels</u>

QUALITY (CONTINUED)

Take the following steps to prevent your customers cancelling their order:

- Sign the right customers- avoid selling to someone that is disinterested and makes multiple excuses as to why they can't sign up.
- Do not misadvise- if a customer later finds that you misinformed them, they are likely to cancel and complain about you. Keep up to date with your product knowledge-it's your responsibility to ensure the information you give is accurate.
- Give the customer multiple reasons to sign, avoid selling on price alone and get great at selling the key features of the service.
- **Do not sell on the basis that the customer can cancel in the cooling off period-ever. Because, they will. Learn to address and isolate genuine concerns and correctly overturn objections… the cooling off period is not a selling point.**
- Consolidate every sale-address concerns, recap product info, re-impulse the customer and leave them on a high.

Consolidation

A great consolidation ensures that every customer that we sign, feels informed and confident in their decision and they look forward to using and benefitting from their new service.

We must cover the following components with each customer once the sale is completed:

- Contract Length
- Package breakdown
- What happens next? (explain the journey, preempt win-back contact from current provider)
- Do they have any questions?
- Welcome pack
- FINALLY… the last thing we do before the customer leaves is pre-empt the win-back!

We work in competitive industries, companies will not let customers change without putting up a fight. Explain to the customer that their current provider will offer them a better deal, explain that it's not ok that they only do this when you're leaving them, ask them how they feel about it. Explain that they might get a better deal for 6 months but after that they'll be no better off.

We have to make sure that when the customer leaves us that there is no way they go back to their provider.

If our customer is left with any confusion it means we have not done our job correctly. Take pride when representing and understand that investing an extra 5-7 minutes with the customer can make a world of difference in the quality of customers we deliver. So… DON'T RUSH.

On the charity campaign we are judged by our Customer Lifetime Value (CLV). Stress that we are looking for a minimum 1-year commitment. Talk about the fact we have 3,4,5 year donors. It is particularly important in the charity rehash to create enormous impulse about the amazing thing they are doing.

The second foundation is to understand the principle of law of average and the systems which allow it to be properly applied. No matter how good your conversational skills, you will never have a 100% success rate and the LOA foundation is aimed at forging the steely mentality required to have success in sales and life. The more you can turn success into a game of numbers and work ethic the more replaceable and therefore longterm that success will be. There are times where someone has huge levels of personality or sales experience and can succeed without working the LOA properly, but these individuals do not go on to get promoted. This is due to these individuals relying too heavily on skill. Skill is not easily replaceable or reliable. A system is the blueprint of every step you take in order to attain that result. Thus easily copied and relied on.

LAW OF AVERAGES

PRINCIPLE
A system to find positive people. The law of average states that if you repeat an action enough times a ratio will appear.

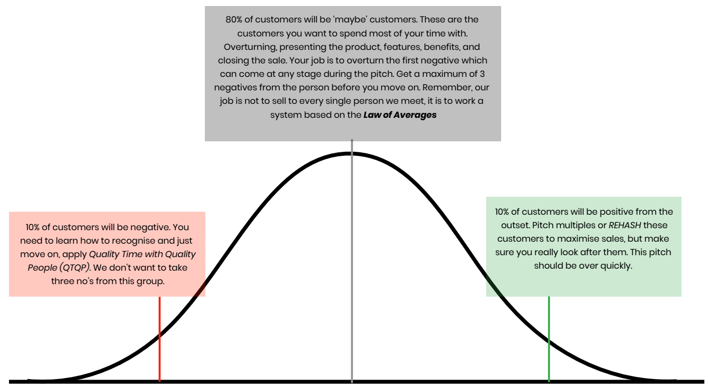
THEORY
The Law of Averages is a proven system to find buyers amongst non-buyers and is imperative to understanding people.

When we talk about defining the buyers versus the non-buyers we must realise that our ratios will change depending on how successful we are at marketing the product and ourselves. A ratio could be 1:5 for those who have experience to 1:15 for those starting out in their sales career. An average ratio however, is 1:10. ie for every 10 people we speak to one will be a positive.

The three things that will affect your law of average are:

- Conversation: of course it is important that what you are saying is as accurate, concise and as impactful as possible.
- Pace: the more people you speak to the more positive people and sales you will find. This is easy in theory but requires the third part to be on point which is attitude.
- Attitude: you need to be consistently positive to allow the law of average to work, otherwise you will find it hard to keep your work ethic up and when you find positive people not turn them into negatives. Remaining consistently optimistic is a skill for people, sales and life as like tends to attract like. Positive people attract and create positive environments, and the opposite is also true.

APPLICATION
When you flip a coin a few times, it will only rarely land 50% on heads and 50% on tails. But there will always be a more even distribution of each if you flip more times. In the field, the bigger the sample size I talk to, the greater my chances of the law of average working. I can't speak to only 10 people and then question my ratio. Commonly the law of average says that like a bell curve 80% of people will be indifferent to you, 10% negative and 10% positive.



The truest application of the law of average is to endeavour to speak to as many people a possible, as the larger the sample size of potential customers, the truer and more consistent the return. Again this is a combination of pace and attitude.

LAW OF AVERAGES

3 TYPES OF DAY

PRINCIPLE

Law of averages states that you will find your positives if you engage enough people with the correct pitch and attitude, but it doesn't necessarily state when those positives will emerge. This means that your attitude needs to be on point so that at any moment you may be ready to close your positive customer when they appear.

THEORY

On a retail campaign 3 sales out of 60 stops is normal, only a 5% success rate. It is normal to not have any customers right up until the very end of the day BUT STILL SUCCEED!

Typically there are 3 types of day:
O = Yes • X = No

A Day: X X O X X O X X O X X O X X X
B Day: X X X X X X O X X X O O X X O
C Day: X X X X X X X X X X X O O O O

With the A day sales come early and it is very easy to maintain a good attitude. In the B day example sales come regularly and although not as easy as the A does not fully test your attitude. The C day where you have to remain positive and ready all day to be able to close your customers, who all come in the last hours, is the true test of who has belief in the system and is ready to train and build teams.

APPLICATION

GUMBALL THEORY

PRINCIPLE

The gumball theory is an analogy for the importance of persistence and pace in the filed.

THEORY

If you took a gumball machine which had 100 candies inside, 97 red and 3 green, it makes sense that you would need to turn the hand up to 100 times to ensure you have got all the green balls out of the machine. Also with every red ball you remove from the machine you have become one step closer to finding the green ball. If you were to change the machine either by removing 50 red ball or add extra ball to the machine you would be altering the LOA of finding the green balls.

This is just like working you territory in the field, you have 100 customers many will be No's and 3 will be Yes's, its important to keep the attitude that every no is one step closer to a yes and never change territory or you will reset the LOA and it will start over again. The difficulty is that you cannot look into the field in the same way you can the gumball machine and see where the positive people are, you have to keep blindly turning knowing that your ratio will kick in.

APPLICATION

CAN VS CAN'T CONTROL

PRINCIPLE
To concentrate on the things over which you have control through reducing excuses and creating more consistent results.

THEORY
Most people spend their day blaming things that they have no control over as the reason why they did not succeed. Concentrating on things that are within your control is a lot more productive. Focus on seeing more people, having the same pitch as the high roller, and leaving every customer on a positive will guarantee success.

In the field there are many things that are out of our control, our mentality is that if we cannot control it then we do not think about it or talk about it. It is a waste of time and energy. Our focus then is on external factors other than things we can actually change.

In the field or ANY SITUATION, if something happens to throw us off course we ask a question... "Can I control it?" If the answer is "no" then we move with enthusiasm. If the answer is "yes" then we do what it takes to maximise the opportunity that control provides. You should understand that the leaders who emerge in our business are 100% an example of can/can't control theory.

APPLICATION

CAN CONTROL V. CAN'T CONTROL

KILT THEORY

PRINCIPLE
This principle summarises the whole LOA principle and is geared towards a mentality which allows us to safeguard our attitude on the field. It is normal to lose your attitude in situations. However successful people are able to keep their attitude for longer and regain quicker when lost. The key is to become more logical than emotional and remember the KILT acronym.

THEORY
K– Kill them with Kindness: Always be nice, regardless of the other person's attitude

I– Indifference: Some people will, some won't, so what?

L– Law of Averages: Rely on the numbers to find the positive people

T– Treat everyone like your first: You never know when your customer will be found

APPLICATION
If we are trying to leave every person better than we found them, remain indifferent towards whether someone is a yes or a no, and with a focus on the numbers treat every person like they are our first then we are successfully removing emotion from the equation and applying logic. This will allow us to keep a positive attitude.

LAW OF AVERAGES

WORKING TERRITORY

PRINCIPLE
Understand that in order for the Law of Averages to work we need to talk to every person we can: the more exposure the better. It is important to have a system that allows to maximise our territory daily.

THEORY
On Events: someone should be on event at all times, have urgency to get to field, make an effort to stop every person, never prejudge.

On Residential sales: Cover the same territory at least three times following the *3-LAP SYSTEM*

APPLICATION
On Events:

On Residential sales:

GAUGES

PRINCIPLE
Gauges are a measurement of how many people we speak to and how far we get through the 5 steps.

THEORY
Keeping gauges is very important, they allow us to:
- Save time by knocking on open doors only in residential.
- Allow us to go back later and revisit open doors.
- Allow us to identify any breakdown in the system on our 5 stops.
- Ensure we work the system on events.
- Pace ourselves correctly.

APPLICATION
On a piece of paper, write the stats to track for your specific campaign. i.e.:
Stops / Tablets / Spoken To / Closes / Points / Profit
Doors / Spoken to / Presentation / Close / Apps / Profit
Stops / Presentations / Closes / Tablets / Apps / Profit

IMPULSE FACTORS

Impulse is another word for excitement and the impulse factors are a number of techniques known as the FUGIES that we can use to raise people's excitement. This is particularly effective for converting the indifferent 80% of people into buyers. Different people respond differently, however to each of the FUGIES, and so you should get good at incorporating each of them and can use them all effectively to be confident you have the best possible 5 steps to a conversation.

FEAR OF LOSS

PRINCIPLE
The fear of loss is greater than the need for gain.

THEORY
People will impulsively say yes as they do not want something to go by them and it may be their only or last chance.

APPLICATION
Physical:

Verbal:

URGENCY

PRINCIPLE
Motion creates emotion.

THEORY
People are much more likely to make an impulsive buying decision if they have a shorter time frame in which to decide. In addition, having urgency suggests to a customer that you are busy and so you must be having success, hence your product is good.

APPLICATION
Physical:

Verbal:

GREED

PRINCIPLE
People are inclined to always want more for less.

THEORY
Your job is to create as large a differential as possible between the high price (product value) and the buy price (the financial or personal commitment required to purchase). The larger this differential in the head of your customer, the greater their level of impulse. Even better is to paint the picture of how they will spend or use the savings.

APPLICATION
Physical:

Verbal:

IMPULSE FACTORS

INDIFFERENCE

PRINCIPLE
Indifference is being the opposite of a salesman.

THEORY
People naturally like to buy, but dislike to be sold to. You are not there to push them into anything, just stress the deal. Even if you are looking for buyers and making commission, your body language and word choice purvey an image of indifference.

APPLICATION
Physical:

Verbal:

EFFECT OF JONES

PRINCIPLE
This comes from the phrase "keeping up with the Jones'", which describes peoples tendency to copy others.

THEORY
While people may not naturally trust a stranger, especially where they know they are incentivised to sell, they will instead allow their friends, family or neighbours validate a product as the correct choice.

APPLICATION
Physical:

Verbal:

SUGGESTIVE LANGUAGE

PRINCIPLE
Directing a conversation towards the outcome you want.

THEORY
When asking questions, remove any option that can be translated as a no. Keep moving towards the close by putting the product into the customers hand and filling the application, where it becomes difficult for the customer.

APPLICATION
Physical:

Verbal:

Aristotle said that we are what we repeatedly do, and success is therefore a habit. The first 3 foundations will improve your ability in dealing with people, but to be promoted and grow professionally you need to exhibit managerial habits. We have outlined what we believe to be 8 of the most important habits someone should embrace to stand out as someone that should lead. These habits should encompass the individual both in the field and whilst in the office.

STEP 1: HAVE A GREAT ATTITUDE

Business and success is 99% attitude and 1% skill

Having a great attitude can be contagious and will influence others. The better your attitude the more impulse you can create. Let the way you think work for you and not against you. We have found that a positive, solution-orientated mindset always increases your success. · Attitude dictates action.

STEP 2: BE ON TIME

If you are not early then you are late

In business and life time management is essential for your success. Part of being successful is setting the correct example. Being punctual will give you the time to set and achieve your goals, as well as present you as a dependable and reliable business partner. Lateness has a knock-on effect that can destroy productivity. Give yourself extra time to allow for the unexpected.

STEP 3: BE PREPARED

Failing to prepare is preparing to fail.

Remember the 6 P's: Prior Planning Preparation Prevents Poor Performance. Being prepared means being ready to succeed and putting yourself one step ahead in any situation. Every day you have to be physical organised and mentally prepared to deal with the normal curveballs a day will throw you.

STEP 4: 100% EFFORT

You get back what you put in

Be the hardest working person you know. Make every second count and work each day to the fullest. Put 100% into everything that you do: working your territory; closing the deal; your attitude, and being a great example in the office. You determine your rate of success.

STEP 5: WORK YOUR TERRITORY

Maximise your territory: Find Your Positives

Find your positives: both customers in the field, and those with the great information in the office. Firstly, know your territory is not the place but the people. In a sales sense talk to as many people as possible and allow your law of average to work. From a personal development perspective are you working the office to find the best people and best information?

STEP 6: SAFEGUARD YOUR ATTITUDE

Your attitude is your livelihood, protect it

Understand each 'no' brings you closer to a 'yes'. Everyone loses their attitude, successful people just learn how to protect it for longer, and regain it more quickly. There will always be negatives, personally and professionally, but you control your attitude. Having a great attitude is a choice; remember every no brings you closer to a yes.

STEP 7: KNOW WHY YOU'RE HERE AND WHAT YOU ARE DOING

Have short-, mid- and long-term goals

It is extremely important to define exactly why you are here and what you are doing. What the mind can conceive and believe it can achieve. Why are you here? It may be money, success, freedom, respect, or the satisfaction of accomplishing your goals, but make it personal to you. Having clear goals with a plan gives us the motivation we need to work hard and be successful.

STEP 8: TAKE CONTROL

Take control of your day, your career and your life

The opportunity that lies before you is massive, but it is up to you to take advantage of it. Be confident; take control of your training, your customers and your situation. Are you pursuing the information you need or waiting for it, attacking your career or a passenger to it?

Application: *Outline the 8 Great Working Habits*

1 ....

2 ....

3 ....

4 ....

5 ....

6 ....

7 ....

8 ....

SPENDING QUALITY TIME WITH QUALITY PEOPLE (QTQP)

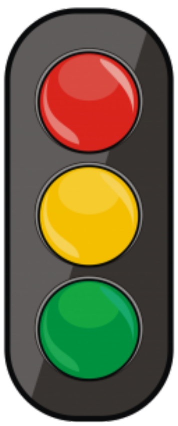
Marketing is a contact sport, and wasting time and energy on the wrong people destroys your ability to be urgent enough to make the law of average work. At the same time we need to close our positives efficiently when we find them. There are various marketing systems assigned to being able to recognise buying and non-buying signs and allow you to adhere to the principle of Q.T.Q.P: spend quality time with quality people. As is often said, time is money.

GREEN LIGHT THEORY

PRINCIPLE
Qualifying customers effectively

THEORY
The Law of average dictates that 10 percent of people will be negative, 80 percent indifferent and only 10 percent positive. Thus, your time is best spent with the quality people. Hence we have a system to be able to read and qualify customers. You should exit red light conversations as quickly and politely as possible. Your amber lights should get your best pitch but if they do not start to exhibit buying signs, again quickly move on. Green lights are your sign to spend time, CPR with and overturn the extra negatives necessary on those people.

APPLICATION



RED =

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AMBER =

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GREEN =

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IMPULSE CURVE

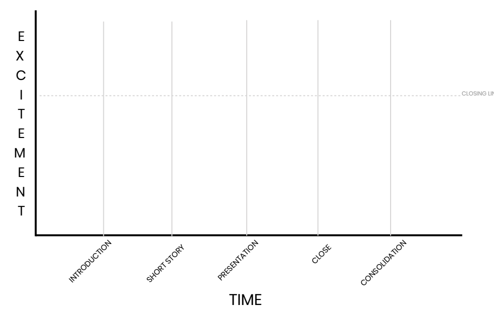
PRINCIPLE
You need to be able to build up impulse gradually throughout the pitch in order not to overwhelm the potential customer.

THEORY
The goal of the impulse curve is to be able understand and recognise how impulse increases throughout the 5 steps. This will allow you to recognise if you are relaxing and relating correctly at the introduction, and closing at the peak point of impulse.

We need to close the customer at the height of excitement, this is when they are most likely to say Yes. Therefore the excitement coming from us must escalate through the pitch. A common mistake is to intimidate people by being too excited at the start of your 5 steps.

The first golden rule is to meet the customer at a common point of excitement at the start of the conversation and build from there. The second is to close at the correct time, and the third is to remove buyers remorse with an impulsive rehash.

APPLICATION

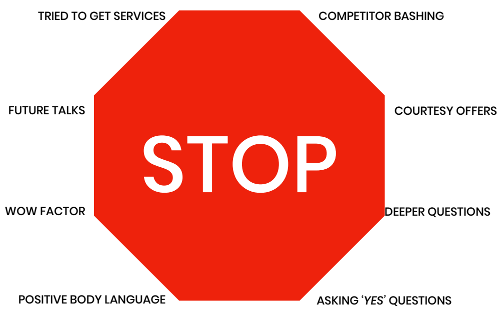


STOP SIGNS

PRINCIPLE
Also known as closing signals, as soon as you recognise a stop sign, it is time to CLOSE.

THEORY
Stop signs could be your customer asking deeper questions, bashing a competitor, using the terms 'I need/want'. It could be their body language. When we see any of these signs then we must STOP our pitch confident we can assume the sale and close.

APPLICATION

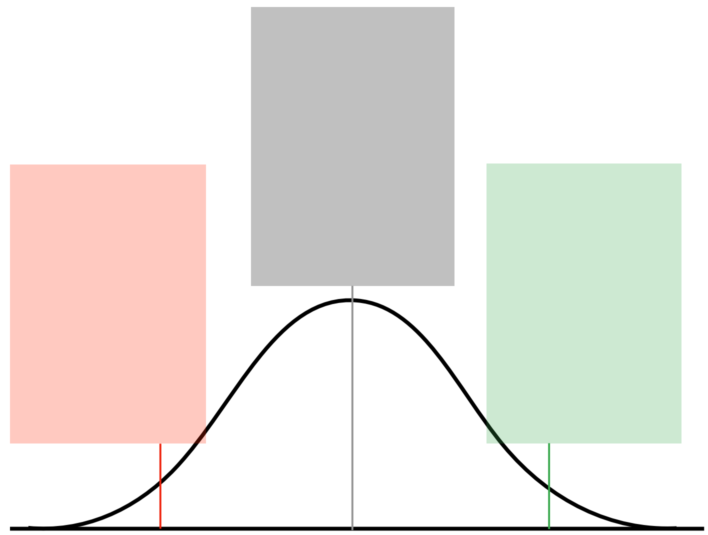


QUALIFYING

PRINCIPLE
This is a system we use to quickly identify whether a person is a positive, negative or indifferent customer.

THEORY
There are three different people you will meet, and three different ways to respond. Positives need closed, negatives left alone and the indifferent customer needs convinced. QTQP and your time requires that you are able to understand that people fall into three categories, and your attitude needs you to understand there is no way everyone will be a yes. Learn how to recognise and respond to each person based on their level of excitement.

APPLICATION



Whilst on the field we repeatedly come across the same objections. These are not necessarily negatives or non-buyers but questions which, if answered properly, will often result in a sale. Objections can in fact be a buying sign. The key is to learn the replies, and the techniques which complement them. This can allow you to turn the middle 80% of indifferent people into customers and improve your law of average.

OVERTURNING OBJECTIONS

PRINCIPLE
By learning how to push past customer blocks and overturn objections, you can improve your law of average and profitability.

THEORY
The key is to learn the different types of block and customer objection which exist, and apply the correct overturn technique. Agree, Ignore and Resume is usually best in the intro, pre-emptive strike the short story. Repeat, reassure and resume is for minor and more common negatives, Feel felt found where your client has real negative experiences or emotion. This table is an overall look at the ways which negatives are overturned:

APPLICATION

3 Blocks + Overturns

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3 Objections + Overturns

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OVERTURN TECHNIQUE	WHEN TO USE	HOW TO USE
AIR	For blocks early in your 5 steps. Blocks are uninformed nos. e.g.: *no time, not interested, not buying anything.*	Acknowledge the objections with an "*I'm busy*" or "*I understand*", but ignore it and then resume your pitch.
Pre-Emptive Strike	In the introduction and short story if there are common negatives with the territory or the product that people keep giving.	If you give the negative before you take it from the customer, it is no longer a negative. For example, everyone is saying it is dark out. Be the first one to say "*Wow, it's getting dark early, but quickly...!*" If you are hearing your client had service issues, '*Most people have been talking about how we used to have X issue, but the great news is...*'. The customer now has to listen as you have taken their negative away.
Repeat, Reasure, Resume (RRR)	This is the overturn when you get one of the minor but common objections for your campaign.	Repeat the objection, provide the overturn, then continue with your pitch with no pause.
Feel, Felt, Found (FFF)	Where customer gives more serious issue/ personal negative.	Never argue with a customer, the feel, felt, found process will be more effective.
		"*I know how you feel*"—agreeing with them, which makes you different to the average salesperson and they will listen.
		"*A lot of people felt the same*"—relate it back to other customers so they know they were not alone
		"*What they found*"—here is why they stopped thinking like that and moved to our service. This also uses *EFFECT OF JONES*
		Insert 3 bullet points from *BULLET THEORY*.
		Close—"*So how do you spell your name*"

BULLET THEORY

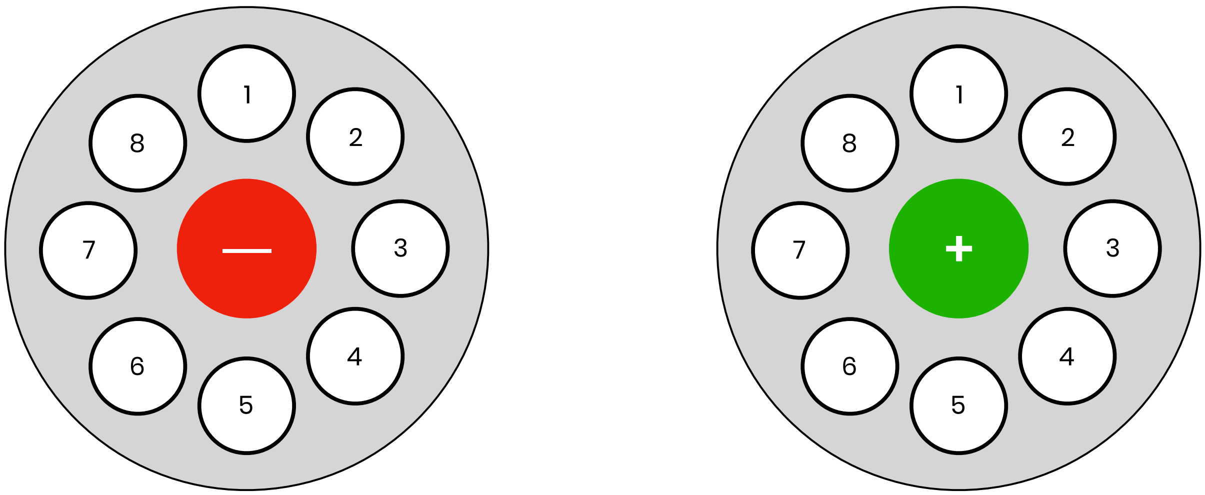
PRINCIPLE
We want to arm ourselves with as many positive 'bullets' about our product or service, and also learn how to use them correctly.

THEORY
Bullet theory comes from the analogy of a gunfight. The person with most bullets is clearly in control, as long as they preserve their ammunition.

Learn your bullets to walk into a conversation confident and armed, and be ready to fire quickly to build confidence in your overturns.

However, don't machine gun fire every bullet at the beginning of your pitch, retain some so that no matter how many bullets your customer may have, you have more to fire back with. Keep bullets back for the steps 4 and 5, to make your close and consolidation stronger.

APPLICATION



"Success is neither magical nor mysterious. Success is the natural consequence of consistently applying the basic fundamentals." As you start to learn and become a great representative on your campaign, these fundamentals relate more to your habits and leadership skills within and outwith the office and are key to getting promoted to the next stage in your program.

IMPACTS

PRINCIPLE
Impacts are a great way for you to promote yourself, share what you have learned with the new people and develop your public speaking skills.

THEORY
There are three parts to a great impact; choosing the correct topic, preparing in a structured fashion and delivering correctly.

APPLICATION
Read below:

CHOOSING A TOPIC

- Impacts should focus on one specific subject area, people cannot apply too many things at one time.
- Impacts should talk about skills and technicals which can be implemented to increase the averages
- Talk to the other new people, and find out what the majority are struggling with. This is the easiest way to make an impact. People too often talk on subjects they like rather than areas the office needs and therefore there is no 'impact'.

Here are some examples of topics to get you started. Run your impact by your coach and take feedback before you deliver it:

- Building greed
- Law of averages
- Qualifying
- Closing with action
- CPR
- Working full 8 hours
- Hotspots
- Painting pictures
- Pitching multiples
- K.I.S.S v K.I.L.L

- Indifference
- Maximising/Working Territory
- Maintaining attitude
- F.U.G.I.E.S factors
- Effectively overturning negatives
- Fear of loss
- Listening to people
- Closing
- Stopping people
- 3 types of day

STRUCTURING YOUR IMPACT
Principle = the topic you will be covering

Theory = the concept of your topic

Application = practical examples of how to use and implement the concept

DELIVERY

- An impact should last a maximum of 5-7 minutes
- Be specific and don't wander from your topic
- Don't be inclined to turn it into a motivation meeting, impacts should focus on skill
- Use relevant examples and stories from the field to make it more interesting
- Refer to bullet points rather than read word for word from a sheet
- Ask questions, make it interactive, have fun
- Use your SEE factors. You learned in the 5 steps the skills you need to deliver a great impact

GOAL SETTING

PRINCIPLE
Always have a plan. Without a plan, you have no purpose. Without a purpose, there is no point. If you go to work on your goals, your goals will go to work for you. If you go to work on your plan, your plan will go to work for you.

THEORY
Goals are important to:
- Give you direction
- Give you focus

Always write down your goals and hold yourself accountable. Allow someone to evaluate your goals and hold you accountable to them. It is also important to set goals correctly using the SMART principle.

APPLICATION
Different types of goals:
- RESULTS goals: Something that you have or something you want to achieve
- ACTION goals: Action that you have or are going to take to achieve your goals
- SHORT TERM goals: Things you do on a daily basis
- MID-TERM goals: Things you do on a weekly basis
- LONG TERM goals: Things you do over a 6-8 weeks' period. Where you want to go in the future, what car you'd like to have, what office , etc.

Work SMART:
Specific—What you want to achieve
Measurable—Figures that can be easily evaluated
Attainable—Show them to someone who can evaluate
Realistic—Something that you or someone has done before
Timed—In time periods: Day/Week/Month

Be excited and motivated about reaching your goals. Reward yourself when you have achieved them.

NETWORKING

PRINCIPLE
Build your network before you build your career. The more people invested in your success, and the greater the body of information and experience you have access to the more likely you are to progress and develop.

THEORY
The rule of 6 says that if you take the average position and income of the 6 people you speak to most often, that is the position and income level you can expect to be achieving within the next couple of years. Often the people you are most comfortable talking to are impacting your career the least positively.

APPLICATION
Build a network of the following:
- Mentor: Preferably a senior executive or above whose advice you trust and can be honest with you
- Coaches: Senior managers who can give you coaching an objective view on your situation.
- Accountability Partners: people in the same situation as you, or just ahead, and doing the right things who you can compete with.

Avoid the distraction who make you feel better about your situation but are not aiding your personal growth.

RUNNING A RIDEOUT

PRINCIPLE
Taking someone less experienced under your wing for the day

THEORY
To look at whether you are ready to lead on a full time basis, let us see that you can first do so on a daily basis. Can you take someone and improve their skills and mentality, do you have a positive impact on others?

APPLICATION
Learn the strengths, weaknesses and background of the person you are taking out for the day and make a plan. Lead that person to have their personal best day and show that you can set the pace whilst juggling the responsibility of working with others.