



INTERNATIONAL AG UNIVERSITY

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3-YEAR CURRICULUM FOR SALESPEOPLE

Notes:

1. In addition to the subjects below, all classes include additional discussion as appropriate.
2. Students participate in several hands-on exercises at each class.
3. We constantly review previous materials at each class to ensure students remember what they learned.
4. After each class, salespeople receive several follow-through exercises to demonstrate they put into practice the classroom learning.
5. Sales managers and/or dealer principals receive several reports on each salesperson throughout the program. At the end of the second year, salespeople write their own manager reports.
6. After each class, the sales manager receives a report telling him what the salesperson learned and what he can do to reinforce the learning. He also receives a list of the follow-through exercises.
7. Salespeople are encouraged to attend as many product-training classes as they can.
8. The price objection is discussed at every class to give every possible viewpoint so students learn not to be afraid of the price objection.
9. Throughout the program, we continue to sell to students the dream of where they can go with this program.

**THE PURPOSE OF THE PROGRAM IS TO DEVELOP SALESPEOPLE
FROM WHEREVER THEY CURRENTLY ARE TO BECOME TRUE AG
EQUIPMENT CONSULTANTS**

YEAR 1 (101)

Year 1 is devoted to raising the bar on the basics of selling and to the promotion of good selling behaviors.

101-1 (2 DAYS)

Day 1 – Orientation Day – This consists of selling the dream (which is done throughout the program), explaining the program, setting expectations, getting commitment and describing processes and procedures. The end of day one includes a sales clinic to allow salespeople to vent about what they dislike about sales or what frustrates them. This allows them to start fresh the next day without any gripe sessions. We begin the process of eliminating excuses. A series of tests and questionnaires are administered under a controlled environment. These include:

- The Sales Academy Pre-Workshop Questionnaire
- Finance Questionnaire
- Computer Questionnaire
- Base Line Questionnaire
- Sales Call Reluctance Test

Day 2 is a skills building class and covers the following:

- What do you sell?
- What makes you different?
- The new sales model
- The concepts of selling as a business and as a consultant
- Prospecting as a process – identifying, qualifying and contacting new prospects
- Categorizing prospects
- Cold Calls – how many and how
- Making cold calls effective
- Effective sales presentations
- 4 Types of questions
- Objections – how to deal with the 3 most common
- Pre-empting objections
- Selling in bad economic times
- Closing – the 2 steps in the close
- Follow up – how to do this systematically
- Keeping sales records
- Introduction to beyond FAB selling

YEAR 1 (101)

101-2 (2 DAYS)

Day 1 – Fear-Free Prospecting & Self-Promotion Workshop covering Sales Call Reluctance. Salespeople receive their Call Reluctance test reports and learn what Call Reluctance is and what it is not. They learn to understand their own Call Reluctances and what they can do to eliminate them.

Day 2 – Behavioral Sales

Based on the book, *P.A.S.S. C.A.L.F.*, this class shows salespeople how to develop successful behaviors and how to turn them into successful habits. It covers as behaviors:

- What constitutes selling success
- A planning calculator
- Planning and mapping a travel area
- Making selling appointments
- Solving Problems
- Pre-selling trades
- Cold Calls
- Beyond FAB selling
- Introduction to Speed Selling
- Learning about own business, competition, customer's business and finance
- Eliminating competition early
- Closing early and on the first call
- The price objection
- Introduction to profiles

YEAR 1 (101)

101-3 (2 DAYS)

Day 1 – Sales Skills including the following:

- Job description of the Ag Equipment Consultant
- Call Reports
- Introduction to Positioning
- The Profile Report
- Basic Territory Management
- Beyond FAB Selling – selling concepts, getting the customer to sell to you
- Reasons why companies buy – how to identify the stages and sell to them
- Price objections from companies in various stages
- Introduction to the Sales Business Plan

Day 2 – Finance 101 – This includes the following:

- Trust and finance
- Basic premises
- What it takes to be an Ag financial consultant
- Why farmers prosper, why they fail and what you can do about it
- Financing as part of the sales process
- Business structures – impacts of tax and cash flow
- Depreciation – types and tax impacts
- Depreciation – Section 179, Half-year convention, Mid-quarter convention
- Acquisition alternatives
- Leasing
- Off balance sheet financing
- Understanding the balance sheet
- Finance ratios
- Cost comparisons
- ROI, Time Value of Money and tax impacts
- True cost comparisons
- Trade and Equity
- What lenders want – the 5 C's of lending
- Case study

YEAR 2 (201)

Year Two is dedicated to the business of selling. It changes how salespeople view selling from a day job to a business.

201-1 (2 DAYS)

Day 1 – The business of selling comprised of the following:

- Understanding business
- What it takes to be a business salesperson
- Advanced Positioning – Unplugging
- Advanced Positioning – Maintaining the Position
- Profiles – developing the Ideal List of equipment, developing the Equipment Buying Strategy, creating the Equipment Budget, Parts and Service opportunities, creating the report and pulling it all together
- Positioning the Profile
- Complex Sales
- Territory Management beyond the basics

Day 2 – Developing the Sales Business Plan.

Salespeople bring their dealership-set targets for the next financial year, their lists of customers and prospects and their calendars. They spend most of the second day breaking the target into new and used equipment, determining what pieces they must sell to hit their targets, when they must sell these and to whom. They determine what activities they must perform and when to be able to attract the additional prospects they will need to achieve their plan.

By the end of the day, they have a written sales business plan to take back to discuss with their managers. Their written plan includes the entire next year. The first 3 months are covered in detail. They also know how much money they will make based on their plan. They then follow this plan to achieve their targets.

YEAR 2 (201)

201-2 (2 DAYS)

Days 1 & 2 – The business of selling, comprised of the following:

- Business plan review
- Business selling exercise
- Business leveraging – this shows them how to leverage to get more value from the following activities – workload, prospecting, customers, referrals, follow up, objections, closing, their dealership team, packaging, demos, presentations, questions, reasonable propositions, visibility management, expertise and specialization
- Advanced Territory Management – creating a 3-month territory management plan
- Advanced Territory Management – assessing potential, choosing markets, prioritizing, developing a plan of attack
- Assessing the value of a territory
- Strategic Sales – growing existing customers
- Strategic Sales – how to increase new business through targeting
- Strategic Sales – creating a plan of action to get 3 new, large customers in the next 3 months
- Profile steps
- Done deals – how to shore up done deals
- Negotiation
 - What it is
 - 3 Important elements
 - Characteristics of a good negotiator
 - The process of negotiation
 - Setting the mood
 - Identifying issues
 - Body language
 - Negotiation techniques – several techniques are taught
 - Negotiation agreement
 - Price negotiations
 - Negotiating with your employer

YEAR 2 (201)

201-3 (2 DAYS)

Days 1 & 2 – Finance 201, comprised of the following:

- Preparation for next year business plan
- Negotiation exercise
- Finance 101 review
- Farmer's criteria for choosing professionals
- Machine portfolio management
- Fixed and variable costs of machinery
- No-brainer concepts
- 201 Principles
- Tax impacts
- Time Value of Money, Future Value, Present Value
- Farming business life cycles – complete description of various life cycles and how to sell to each
- What you owe your dealership
- Several case studies to reinforce the learning
- Multi-unit sales – this is an entire section on the multi-unit purchaser, including:
 - Defining the multi-unit purchaser
 - The differences between him and other farmers
 - The Blueprint
 - Must-do professional blueprints
 - Purchasing agent mentality
 - Differentiation
 - Knowing costs
 - Closing techniques
 - Following up after the sale
 - Service packages
 - Case studies
- Business exercises

YEAR 3 (301)

Year Three is devoted to selling as a consultant. Salespeople learn how to partner with customers to create customers for life. They are required to conduct consulting assignments as part of their homework exercises.

301-1 (2 DAYS)

Days 1 & 2 – Selling as a consultant, including the following:

- Sales Business Plan review
- The value of high visibility and how to achieve it
- Specialists
- Positioning exercises
- Different types of objections, why customers object, answering objections from a negotiations perspective
- Unfolding for future sales
- Business Ethics
- Understanding the customer's business
- Low cost alternatives
- 3 Fatal sales assumptions
- What you bring as a consultant
- Advanced Positioning
- Profiles as a consultative tool
- Analyzing profiles
- Consulting to achieve sales targets
- Choosing the first consulting client, how to approach
- Creating customer partnerships

YEAR 3 (301)

301-2 (2 DAYS)

Days 1 & 2 – Selling as a consultant, including the following:

- Review of first consulting assignment
- Second consulting assignment
- Building credibility as a consultant
- Listening as a consultant
- Price objection strategy – starting the creation thereof
- Time management – a complete section on managing time to achieve goals, time management categories

Finance 301, including:

- The 3 financial worlds
- Reviews of Ag benchmarks and business life cycles
- Retail finance – what has changed, what has not
- Farmer's performance guidelines
Equity Liquidity Profitability Capital Turnover
Debt Coverage Return on Assets
- Machinery budget
- Building consulting trust
- Tax and calculations
- Additional calculations
- The 2 critical review times
- Dealer's financial world
- How a thundering dealer makes money
- Perfect dealership standards
- Dealership capital assets, capital requirements
- Assets salespeople control
- What a salesperson costs and his financial contribution to the dealership
- How much a salesperson is worth to the company
- How a salesperson makes money
- The talent asset
- What salespeople really sell
- Criteria dealers use for keeping salespeople
- Breakeven points
- Managing salespeople assets
- New sales behaviors

Frank Lee begins one-on-one consultations with each salesperson at this class and continues through the next class until he has personally interviewed all salespeople.

YEAR 3 (301)

301-3 (2 DAYS)

Days 1 & 2 – Selling as a consultant, including the following:

- Definition of the Ag Equipment Consultant
- Review of second consulting assignment
- Third consulting assignment
- Price objection strategy – final parts
- Profile analysis
- Equipment Buying Strategy
- Creating the Equipment Budget
- Value of and developing lifetime clients
- Essentials of consulting
- The consultant's job
- Positioning as a consultant
- Several hands-on consulting exercises
- Negotiating with your employer
- Question and answer period

Graduation Awards Ceremony

- Awarding of Certificates
- Awards for Outstanding Student
 - Press releases

3-YEAR CURRICULUM FOR SALES MANAGERS

Notes:

1. Sales managers meet once each year before the sales classes start.
2. The first year is a 2-day class. The second and third years are one-day classes.
3. The purpose of these classes is to show the sales managers how to manage these salespeople. It is not a general sales manager class.
4. In addition to the subjects below, sales managers bring up several subjects of importance and interest to them, such as salesperson compensation and specific sales management problems. These subjects are also dealt with.

The following subjects are covered:

Year One

- How to measure sales training
- How to create control groups
- The non-measurables
- The 70% salesperson
- Descriptions of each of the salespeople attending the sales classes
- Sales manager expectations
- Responsibilities of salespeople, sales managers and IAU
- Explanation of the program
- Non-competition/non-disclosure agreements
- 4 Reasons why salespeople fail and what sales managers can do about them
- What is a sales manager – job description
- Assertive management
- What salespeople will be learning
- Why salespeople fail – skill deficiency
- Why salespeople fail – lack of clear expectations
- Why salespeople fail – sales call reluctance
- Why salespeople fail – lack of successful behaviors
- Getting salespeople to do rather than to talk
- Tips on managing salespeople in this program
- Tips on motivating them
- Practical motivation
- Motivation calendar
- Tips on developing salespeople
- Getting salespeople to do follow-through exercises

3-YEAR CURRICULUM FOR SALES MANAGERS

Year Two

- What salespeople learned at last class
- What they will learn in year two
- The job description
- Hiring new salespeople
- What the sales manager can do to ensure sales success
- Exercises to get salespeople to sell more
- Profiles
- Call reports
- Setting sales targets
- Value of used equipment turnover and how to get salespeople to sell used equipment in the same season they traded them in
- The sales business plan

Year Three

- Definition of the Ag Equipment Consultant
- What the salespeople learned in last year
- What they will learn in year three
- The sales business plan
- Territory management
- Customer management
- Growing business strategically
 - Retaining customers
 - New customers
 - Selling more to existing customers
- Finance
- Profiles
- Consulting assignments
- Setting new stretch targets
- Setting new expectations
- How to get the expected changes
- How to manage the new salesperson
- How to negotiate with them
- How to get 16 days of free training
- Empowering salespeople
- Practical motivation
- Developing the new IAU salespeople