**THE NEXT LEVEL**

***Wet-seal Logo***

**PROFESSIONAL**

**BUSINESS DEVELOPMENT GUIDE**

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**Time to change to a SALES and SERVICE excellence culture**

The purpose of this workbook is to help you broaden your understanding of the 'buying and selling process' and to strengthen your skills as a professional salesperson; which can increase your sales effectiveness and further position you as a Wet-Seal Waterproofing Trusted Advisor.

*Picture or logos*

**SUCCESS**

***Success picture – blocks and ruler***

**How do you measure success?**

How do you identify the things that really matter and give you the best chance of success?

**What are the CRITICAL SUCCESS FACTORS?**

So many important matters can compete for your attention in business that it is often difficult to see the ‘wood for the trees’. What’s more; it can be extremely difficult to get everyone in the team pulling in the same direction and focusing on the true essentials.

That’s where Critical Success Factors (CSFs) can help. CSFs are the essential areas of activity that must be performed well if you are to achieve the mission, objectives or goals of your business or project.

By identifying your Critical Success Factors, you can create a common point of reference to help direct and measure the success of your business or project.

As a common point of reference, CSFs help everyone in the team to know exactly what’s most important. This helps people perform their own work in the right context and so pull together towards the same overall aims.

**Step 1** – **What do you want to achieve?** → **Sales Planning.**

Establish and define your business mission, wishes and strategic goal.

**Step 2** – **How will you achieve your goal?** → **Sales Execution**

For each goal ask yourself: what activity is essential to ‘my strategy’ to achieve my

 goal?

**Step 3** – **Do you have what it takes?** e.g. determination and discipline → Human Resources - self managing and leading your team.

**THE SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE**

* **Be proactive**

Being proactive is more than just taking the initiative. It means being responsible for our own lives. Our behaviour is a function of our decisions, not our conditions.

* **Begin with the end in mind**

Have a clear understanding of your destination and then you will know that all steps you take now are in the right direction.

* **Put first things first**

Organise and execute around priorities.

* **Think WIN/WIN**

It is a frame of mind and heart that constantly seeks mutual benefit in all human interactions.

* **Seek first to understand than be understood**

This principle is the key to effective interpersonal communication. Communication is the most important skill in life.

* **Synergies**

The whole is greater than the sum of its parts. It is the most empowering, unifying and exciting part.

* **Sharpen the saw**

Take time to ‘sharpen the saw’. Preserve and enhance your greatest asset, you! Your physical, mental, emotional and spiritual well-being.

**Sales planning**

Your time is valuable.

You want a business that reflects you, your passion and commitment. When you demonstrate this it will be seen, however your business goals and dreams without a plan are just a wish.

With planning and perseverance, you will get to the heart of what you want to achieve and how you will achieve it.

You can identify the things that really matter and improve your chance of success, simply by applying what you learn.

**Sales Planning Definition Picture**

**Skills and Capabilities of a Successful Salesperson – Planning skills**

**Skills and Capabilities of a Successful Salesperson – Planning skills**

*•1-Territory segmentation •2-Selecting the right strategies •Account and opportunity analysis •Prioritising*

↘↙

 *PLANNING* ͡ *GROWTH STRATEGIES*

 *( )*

 *FOCUS* ͜ *TIME MANAGEMENT*

↗↖

*•3-Outcomes •4-Balance between strategic and*

*•SMART goals tactical*

*•Measuring results •Important not urgent etc*

**Skills and Capabilities of a Successful Salesperson**

*•Diagnosing Customer Needs •Product Knowledge*

*•Staff know what I want •Features/benefits*

*•Help the Customer to decide •Current Messages and Promotions •Leads Customer to Self Conclude •Competitor Comparison*

↘↙

 *UNDERSTANDING CUSTOMERS* ͡ *PRODUCT KNOWLEDGE*

 *( )*

 *RELATIONSHIP SKILLS* ͜ *SELLING SKILLS*

↗↖

*•Make the Customer Feel •Cross Sell and Up-Sell*

 *Comfortable •Creating a Point of Difference*

*•Emotionally Engaging Customers •Save the Sale*

*•Build Rapport •Complaint Handling*

 *•Referrals*

**Levels of Sales Planning**

**LEVELS OF SALES PLANNING**

 *Opportunity Planning*

*Account Planning*

*Sales (Territory) Planning*

 *Picture*

 *Opportunity Planning*

*Account Planning*

*Sales (Territory) Planning*

Example: Darren Leaney, Emerald Beach

Actual Sales 2013 – (1 July 12 - 30 June 13) = $249,000 (Ex. GST)

Quarter 1 = $55,000 Quarter 2 = 68,000 Quarter 3 = $82,000 Quarter 4 = $44,000

Average Sale = $880 Jobs Completed = 209

2013 REVIEW

Topics – Items that impacted on my 2013 result

* Holidays – Comment
* Weather – Comment
* Marketing activity – Comment
* Referrals – Comment
* Quotes submitted
* Networking
* Lack of planning
* Sales conversion rate = Job orders/jobs lost
* Average sale price – good/bad
* Building activity
* Time management
* Under resourced (staffing levels)
* Distance between jobs
* Call backs/quality assurance
* Competitor activity
* Other

**SALES PLAN EXAMPLE 2014 *(1 July 2013 – 30 June 2014)***

Target - $273,900 = 10% Growth

Quarter 1 - $63,800

Quarter 2 - $74,800

Quarter 3 - $90,200

Quarter 4 - $45,100

Listed below are strategies that could potentially increase your sales by 10% or more.

(Please indicate the top five strategies you will use as part of your sales plan).

1. Average sale price + 5%
2. Jobs won + 10 to 15%
3. More quotes - Increase of five p/month.
4. More networking.
5. Improve time management.
6. After sales service.
7. Increase frequency of purchase.
8. Better client resolution.
9. Actively seek higher yield customers.
10. Testimonials.
11. Word of mouth increased.
12. Define and implement marketing plan.
13. Employ part time/full time applicator.
14. Improve selling and marketing skills
15. Target new builders.
16. Increase local marketing.
17. After sales service skills.
18. Increase frequency of purchase.
19. Better client retention.

Issues/items that perhaps could impact on my revenue include:

* New applicator/increased sales.
* Competitor activity.
* Current staff; retention/motivation.
* Leave; sick/health/fitness.
* Capacity.
* Support network; admin skills/sales and marketing skills/cash flow/debtors/invoicing.
* Quality of workmanship.
* Other (complete this in more detail with your wife/partner/team.

**TOP FIVE STRATEGIES:**

1 ……………………………………2…………………………………………………………………………..

3…………………………………………4……………………………………………5…………………………………

**MY SALES PLAN - REGION**

**2014/15 SALES TARGET *(July 1st 2014 to June 30th 2015)***

Quarter 1 Quarter 2 Quarter 3 Quarter 4

$ $ $ $

Average sale target per job = $

Target number of jobs – Next 12 months =

Quarter 1 Quarter 2 Quarter 3 Quarter 4

Jobs = Jobs= Jobs= Jobs=

**SALES PLAN GAP CALCULATOR**

From your total forecasted sales revenue, based on the probability of winning jobs, please answer the following questions:

* How many additional jobs do you need to meet your target?
* .......................................
* What is your plan to create these opportunities?
* ......................................
* Nominate three action plans you could implement to create these opportunities.
* 1.................................................
* 2………………………………………………
* 3……………………………………………….

**WET -sEAL SALES EXECUTION**

As a Wet-seal trusted professional you must understand that the only way to get what you want is to help your prospect/client get what they want!

Before you buy anything, there are three points you must accept and believe about a product or service; and they are:

* Is the product or service of good quality?
* Will the product and service do what you want done?
* Is the product and service worth the investment?

All three points are personal decisions, as what is good quality to you may be average or poor quality to another.

The same is also true for points two and three.

A Professional Advisor is a person who can be relied on to do and say the right thing automatically and you have the support of **Wet-seal** Head Office to support you in your goals.

These are what’s commonly known as ‘soft skills’ and they can be learnt and improved with ongoing training and practice

**THE LAWS OF SELLING**

**The Supreme Laws of Professional Salesmanship**

**ATTENTION/INTEREST:**

suspect perhaps can help them get what they want. They believe what they say and doubt what you tell them, so ask questions and find out what they want and get them thinking you can possibly help them. Don’t tell them anything you can ask them. Your goal is to sell your prospects on listening i.e. “sounds good, please tell me more...”

**CONVICTION:**

Fact related benefits and evidence that your service and product are worth the investment. If they have doubt you need to change it from ‘doubt to belief’.

**DESIRE:**

and product, enjoying it and benefiting from it. Help

them visualise that things will be better from working with you. You may need to turn the prospects attitude from procrastination to desire.

**CLOSE:**

People make choices based on what they feel and believe will help them get what they want. Help your prospect client to focus clearly on the benefits they gain by choosing to buy now. Weigh up the ideas that may cause hesitation against the reasons for buying, then ask for the order. You are changing your prospects attitude from fear to confidence. Have them thinking they have made a good decision.

The more your clients trust you, the more they will:

* Reach for your advice.
* Be inclined to accept and act on P*icture*

your recommendations.

* Share more information that

helps you to help them, and improves

the quality of services.

* Lowers the level of stress in your interactions with your clients.
* Involve you early on when their issues begin to form, rather than later in the process.

**WHY STRIVE TO BE A TRUSTED ADVISOR?**

**CAPABILITIES -of a TRUSTED ADVISOR**

The more your client

*Picture*

The more your client

*Picture*

*Picture*

*Picture*

**EARNING TRUST:**

Trust is about relationships. People tend to trust one another if they are convinced the other is in for the long haul and not looking simply to maximise the short – term benefit of individual interactions

Trust is about relationships. People tend to trust one another if they are convinced the other is in for the long haul and not looking simply to maximise the short – term benefit of individual interactions.

Giving Advice

Building Relationships

**ATTRIBUTES -of a TRUSTED ADVISOR**

Trusted Advisors are consistent:

* They don’t try to force ideas or products onto clients.
* Support clients in considering options when they need to make a decision.
* Challenge any false assumptions to the client.
* Have the clients best interest at heart and are reliably on their side.
* Supports the client with a sense of humour to diffuse tension in tough situations.
* ***Trusted advisors know how to emotionally engage with people!***

***Client Buying Process Diagram***

***-interest-determine needs-choose a solution-buy***

**How - Clients Buy**

Align your Sales Process to the Client Buying Process:

* Understand where the client is in their buying process.
* Immediately align to that position.
* Provide them with information relevant to the stage.
* Deal with the relevant concerns and issues.

**Client Buying Cycle**

*Diagram*

* *Interest – determine needs*
* *Evaluate the solutions*
* *Evaluate the risk -buy*

**Alignment of Buying and Sales**

***Interest-determine needs*** *- THE CLIENT: may be dissatisfied with the current provider, or has an issue they need solving.*

*YOU: engage the client and discover the reasons for their dissatisfaction or what may get them thinking (identifying their gaps) perhaps you can help them?*

***Evaluate solutions*** *- THE CLIENT: is considering options for resolving an issue*

*YOU: help the client in seeing that Wet-seal can resolve their issues or improve their current process.*

***Evaluate risk/buy -*** *THE CLIENT: may be weighing up the risk of dealing with Wet-seal*

*YOU: overcome any possible objections and make them feel comfortable with you as the solution provider.*

**WET-sEAL 90 DAY NEXT LEVEL** promotion May/June/July 2014

**Wet-seal is pleased to present and support all franchisees via the following promotion - 31st July 2014.**

Best practice promotion methodology involves a very similar process to strategic business planning, which involves the following critical success factors:

**EVENT**

Wet-seal ‘Next Level’ Promotion

**OBJECTIVES**

* Position Wet-seal as the Trusted Advisor Waterproofing Specialists
* Proactive local marketing and brand awareness
* Target new builders
* Networking – building new relationships
* Source a commitment from two new builders by

31st July 2014

A Promotional Event includes the following ‘SMART’ SPECIFICS:

MEASURABLE

ATTAINABLE

RELEVANT

TIME BASED

**STRATEGY**

Wet-seal will post out a Wet-seal water bottle to your four nominated builders each month with a ‘marketing introduction letter - (see example) with your contact details.

* May x4 Builders
* June x4 Builders
* July x4 Builders

**TIMELINES**

Wet-seal commits to delivering the promotional “Marketing Introduction Pack” to the 4 nominated builders via post in your region by the 15th day of each month.

Example:

* May x4 Builders – (“Promotional Pack” delivered)
* June x4 Builders – (“Promotional Pack” delivered)
* July x4 Builders – (Promotional Pack” delivered)

**WATER BOTTLE MARKETING LETTER**

**Marketing Letter 1 pages**

**Waterproofing Risk challenge -1 page**

**NEXT LEVEL BUILDER TARGET LIST**

Your ‘Builders Promotion’ prospects can include the following stakeholders:-

* Builders
* Owner Builders
* Building Site Contractors

**BUILDERS YOU WISH TO TARGET**

* …………………….
* ………………………
* ………………………..
* ………………………….

MAY 2014

**YOUR COMMITMENT…YOUR ‘MUST DO’ LIST**

This is all you need to do:

You, the franchisee, are required to ***phone*** your nominated four prospects between the 18th and 28th of each month.

Your number one objective is to simply arrange a ***face to face meeting*** with your prospect, so you can start the process of building a relationship/trust and rapport. Remember, people deal with people they know, like and trust!

**Next Level Promotion Follow up phone call script:**

**GOLDEN RULES**

* Be sure this is the right person (i.e. decision maker or highly influential)
* Prepare your spiel
* Clear distractions
* Be positive (smile and use an enthusiastic tone)
* Rehearse the call script (practice at home or with a friend)
* Visualise a successful outcome
* **See below script**

**MARKETING PHONE SCRIPT**

“Good Morning/afternoon, is that Peter Jones?”, ***yes…***

“Peter it’s Brett Firth here, franchise owner of Wet-seal Port Macquarie.

Peter we haven’t spoken before and I hope it’s OK I’m giving you a call as a follow up from the water bottle and waterproofing risk challenge I mailed you… ***(pause)***

Peter, we have carefully selected you as a builder we would love to be working with as it seems we have a bit in common with regards to the quality of work for example.

We have been working closely with our builder clients helping them to save time and money as well as managing the risks associated with waterproofing, and I thought perhaps you could spare some time so I can briefly show you how we have helped them achieve these results? Is that OK with you?”

***Yes….***arrange a meeting time/place, ensure that you will confirm by email.

**No,** actually, I’m happy who I’m using/too busy/not interested ***(if it’s a NO, don’t give up!)***

Below are a few questions you should use if you get a NO as NO may mean NO, not now, not NO forever... it just might not be the right time. As a Wet-seal professional you should persevere.

**Question:** “do you mind if I ask who you are using currently?”

**Question:** “OK, would it be OK if I stayed in touch from time to time just in case your current provider is overbooked, sick or on leave and an opportunity should pop up in the future to try Wet-seal?”.

**Question:** “would you consider giving Wet-seal an opportunity to deliver one job for you to demonstrate what we can do at our introductory rate?”

Thank you for your time Peter I appreciate it”.

**DECISION MAKERS AND INFLUENCERS**

As a Wet-seal professional, it is important you understand which individuals hold the position as a decision maker or can influence the buying decision e.g. managing director, owner, general manager, construction manager.

This is important as it can save you valuable time and resources by trying to propose and perhaps even close the sale with the wrong person.

It is a rule (not a principle) to understand who you are dealing within the sales process.

**Attributes of a Decision Maker**

* They take responsibility for resolving the issue.
* They can make the decision or strongly influence the decision making process.
* They have a budget or can find a budget.
* The decision may have an impact on their job role.
* They are measured or recognised on the result.

**Attributes of an Influencer**

* Provides you with information about the company and current situation.
* Does not sign off on the final decision but may influence it.
* Provides access to the decision maker.
* The influencer may position your solution with the decision maker or internally sell the solution to them.

**Know Who the decision Maker is...**

Sales people are often too afraid to find out if the person they are speaking with is the final decision maker. Ask the client in a way that maintains rapport and respect for their position, **QUESTION:** “Do you mind if I ask who else will be involved in the decision...?”

**Questioning your clients**

Top performing professionals ask a variety of questions to qualify client’s needs, these questions are either open or closed questions.

**Open Ended Questions**

•Help qualify sales opportunities.

•Lead the prospect into a sales discussion.

•Need to relate to whether you are beginning, middle or end of the sale process.

•Diagnose the prospect’s wants, pains, needs and requirements to get the full scope.

**Examples of ‘open-ended’ questions**:

1. Would you mind telling me a little bit about your business?

2. What would you like to see improved?

3. What are some points that are causing you a few problems?

4. How have you managed to be successful?

5. How do you manage the site relating to waterproofing now?

6. What are the top problems you are experiencing with sub-contractors?

**Close Ended Questions**

•Encourage a short or single word answer.

•Used to confirm or deny information.

**Examples of ‘close-ended’ questions:**

1. How are you today?

2. Do you have a current provider?

3. Would you like me to tell you about our new products?

4. How many do you need?

5. Are other people or departments in the business impacted?

6. Do you have a budget?

***Diagnostic questions*:**

They are logical questions asked to discover the client’s current situation. They are used towards the beginning of a conversation to quickly learn more about the client.

**QUESTION:** “would you mind telling me about your current waterproofing needs and the

process you are using… where do you think this could be improved?

**Prioritising Questions**

Your client’s business may be experiencing several issues. You need to prioritise issues and identify the most important issue (personal or company) that delivers the client the most amount of pain. This will provide the motivation to take action!

**QUESTION:** “which items in particular are causing these issues in your opinion? Would you mind explaining that a bit further?”

**Impact Questions**

Align to your client by focusing on their business issue, making it bigger and connecting emotion to the issue. People buy when the impact of the issue is much greater than the cost of the solution. Focus your attention and ask questions to understand the true cost and impact of the issue across the business.

**QUESTION:** “based on these potential risks, do you think that could have an impact on your business reputation in the future?”

**Additional Questions for Building the Business Case**

The best sales people ask additional qualifying questions throughout the engagement to ensure there is a real opportunity worth investing time and resources in. It can be a good time to start asking these questions in the DEVELOPMENT stage to build the business case.

COMPETITION

BUDGET & TIMING

DECISION MAKER

• Who else other than yourself will be involved in making the decision?

• If it’s not budgeted for, can you budget?

• Who has primary responsibility for solving the issue?

• What are the steps needed to get the project started?

• Who else other than yourself will be involved in making the decision?

• Do you have a current provider?

• What would you like to see improved from your current provider?

• Is there anyone else besides Wet -seal quoting on this job?

• How many quotes will you be sourcing?

• Do you have a current provider?

• How long have you been looking to resolve this issue?

• Do you have a budget in mind ?

• When are you planning to commence this project

• How long is the tender process?

**Why listening is so important .**

Many salespeople fail to ***really*** listen. Salespeopleshould listen80% of the time and talk only 20%. People prefer to buy from people who take the time to listen and understand them.

Effective listening and questioning skills allow you to extract the necessary knowledge and information from the client to understand the business opportunity.

**Listening Tips:**

* Ditch the distractions.
* Use your whole body to communicate.
* Keep it about them – not you.
* Acknowledge frequently, paraphrase data, empathise with emotions.
* Think out loud.

**Summarise to demonstrate understanding**

Once you’re through with asking your questions, you need to summarise. Summarising involves restating your client’s ideas in your own words and then getting an agreement to confirm you have heard correctly. Sometimes you can be surprised to discover there has been a misunderstanding, or you have not got all the information you need.

* (Repeat your understanding), “does that sum up the situation?”
* (Repeat your understanding), “have I got that right?”
* “If I understand correctly, you are saying that (insert comment), is that right?”
* “Would it be accurate to say (phrase problem)?”
* “So, essentially, the most important point for you is (insert comment) is that right?"

**CLIENT FOCUSED CONVERSATIONS**

With of the conversation.questions, you can control the direction:

**Future State Conversation**

**Framework**

Aims to emotionally engage with clients by envisioning how your solutions can solve their business issue.

**Current State Conversation**

**Framework**

Aims to understand the current state and business issues of the client.

These frameworks help structure sales professional’s conversations in a simple way so that when you are in front of the client, all of the information for a successful sale is uncovered. These frameworks guide your conversations so you are seen as a trusted advisor, not just another salesperson.

FUTURE STATE

CONVERSATION FRAMEWORK

CURRENT STATE

CONVERSATION FRAMEWORK

4. Add your capabilities to the solution (value statements).

3. Identify how the prospect visualises the solution.

2. Identify the impact.

1. Identify Business issue.

**PROPOSE AND CLOSE**

Research shows that the clients are expecting you to close the sale. The common fears of closing the sale, i.e. asking for the business, are items such as (but not limited to) the following:

* Closing is an event.
* Fear of rejection.
* Uncertainty of where you stand with the client.
* Fear of putting the prospect on ‘the spot’ i.e. the ‘hard sell’.

**CLOSING STRATEGIES**

• If it’s unclear whether the client is ready to buy you may like to use a trial close to test the waters in such a way that the sale can still continue if the client says “no”.

e.g. *“Will you need to implement it straight away?”*

• Suggestive close is a less direct option. It suggests that the client choose between options given.

e.g. *“Would you prefer to start implementing Option one or Option two?”*

• The first type of close is simply to ask for the sale.

e.g. *“can I do this first job?”...*

**Trial Close**

• Creating urgency is a great strategy to get the client to move quickly when there is a genuine chance of them missing out.

e.g. *“If you want to start work in March we will have to commit soon as available time is restricted”...*

**Remember: Clients expect *YOU* to close**

Use closing strategies that can support you in taking action in this essential part of the sale.

 *picture*

 □ Ask for the Sale

 □ Suggestive Close

 □ Creating Urgency

 □ Trial Close

**HANDLING OBJECTIONS – What to Do**

***Picture hear in this section***

Strategies for Handling Objections***: remove five and change to four in the graph***

**Objection Tips**

**DO - tick**

• Anticipate and prepare for objections.

• Avoid using features, technical jargon and acronyms to minimise objections and confusion.

• Be confident and inquisitive.

• Treat all objections as a need for more information.

• Drill down with your questions to get to the root of the objection.

• Listen.

• Check whether your response satisfied the client’s concerns.

**DON’T - X**

• Don’t be defensive or arrogant.

• Don’t contradict the client.

• Avoid responding with ‘but’ or ‘however’ as these are contradictions.

\* Don’t become frustrated or accept the first rejection.

• Don’t ignore the client’s objection and push your agenda.

• Don’t use self-serving or leading questions.

 *Wet-seal: sales enquiry test and measure sheet typed ready to be edited-submitted.*

**Wet-seal FACE TO FACE MEETING AGENDA TEMPLATE**

Pre-call planning checklist. Ensure you have taken the following:

* Business Card.
* Pens.
* Marketing brochure.
* Testimonials.
* Quote/enquiry form.
* Product samples/photos of your work.
* Waterproof risk challenge.

**Step 1 - The Introduction**

*“Hi Peter, I’m Brett Firth franchisee of Wet-seal Bundaberg”.*

***(Tips)***

Look Peter in the eye and shake hands, then hand over your business card.

Take the ‘Waterproofing Risk Challenge’ to reference or go through.

Always finish with, *“Peter thanks for your time today”.*

**Step 2 – Set Agenda**

*“What I would like to do at this meeting if it’s OK, is introduce myself and tell you a little about how we have been working with builders such as yourself and helping them to mitigate the costly financial risks associated with waterproofing.*

*I would also like to learn more about your business if possible, and at the end, together we can decide if there is an opportunity we can move forward with additional discussion”.*

*Is there anything else you would like to cover off on in the meeting?*

*Industry research shows us that waterproofing consistently ranks as a high risk component, however Wet-seal has waterproofed over 1 million “wet’ areas over the past 29 years.*

*We are the largest Australian owned waterproofing franchise in Australia and New Zealand and with our nationally accredited training process and in-house technical support; we have managed to stay ahead of the pack which takes a lot of hard work as you know!”.*

**Step 3 –Questioning (determine needs)**

**QUESTION/STATEMENT:**  *“Would it be OK if I asked you a few questions to learn more about your business Peter?*

*- How did you get where you are today as you have a great reputation? (OR) You have a lot of work on… tell us more…*

*- Quality and service are important; how do you manage this on your projects?*

*- You had an opportunity to consider the points we made in our ‘Waterproofing Risk Challenge’, do you mind if I ask which items on the checklist are the most important to you?*

*- What items in particular, if any, would you consider a possible risk to you?*

*- What would be the ideal situation with your projects, in relation to waterproofing, are the most important things to you?*

*- Are you having any trouble with your current provider?*

*- Do you have any questions about me or the Wet-seal process?*

*- Peter, Wet-seal is committed to the important things such as being on time, safety, risk mitigation and working closely with the builder and on-site contractors and I thought perhaps you would consider Wet-seal for your waterproofing needs?”*

**NOTE**: Highlight your strengths in relation to any items you have uncovered as current gaps in what they receive now… (consider going through your brochure and/or photos of your workmanship and any testimonials you have)

**(TIPS)**

If it’s a NO don’t give up! Below are a few questions you should consider using if you get a NO, as NO” may mean ‘NO’, not now - NOT FOREVER.

Consider saying:

*“OK. Would it be OK if I stayed in touch from time to time as a backup measure?” or “Would you consider giving Wet-seal an opportunity to deliver one job for you to demonstrate what we can do at our introductory rate?”*

**Step 4 - Agree Next Steps**

As part of the process, if you have the opportunity to ask the relevant product related and non-negotiable questions, that you need to ask, to understand the customer’s needs relating to a building project and quoting opportunity.

*e.g. Thanks for providing me a plan to quote up will get this done tonight and email it through to you and give you a call in a few days to go through it.*

Always finish with this statement: *“Thank you for your time Peter, I appreciate it”* and shake hands again.

**PRESENTING A QUOTE**

**Presenting a Quote - Wet Seal Example (face to face or via phone )**

**HANDY HINT:** In preparation please check you have the following items with you:

• Quotation

• Business card/pen

• Marketing brochure

• Testimonials and photos of recent jobs you've completed (on a smartphone or tablet)

• Waterproofing risk challenge

• Insurance details, WHS docs (if not worked with you before)

*“Hi Peter, thank you for giving me the opportunity to present this quotation for the property at 25 Jones st Ballina, for GJ Gardner Homes. During our recent meeting you indicated the following items were important in this project so I have added them into our quotation:*

• Project Deadline – our team are ready to commence and complete the project on Thursday November 20th as discussed.

• WHS and Risk Management - have added the Wet-seal WHS process documents and insurance policy.

• Price.

• Contact details – all included including my personal direct mobile number.

• Testimonials from recent clients and projects we have delivered.

• Wet-seal catalogue/marketing flyer and business card…

*“Do you mind if I ask if you could quickly look over the quote check off that we have covered off on all of your needs for this project?”*

**Closing the Sale** –

***TRIAL QUESTIONS:*** (face to face or via phone)

• “How does this quote look to you Peter?

• Based on what we have covered you happy to proceed?

• When do you think we could start the job?

• Do you have any further questions before we lock this in?”

If too busy to look over and the quote is sent via email.

Define the client’s timeline and expectations. Confirm and meet them and confirm it is ok to email the quote.

**POST SALE FOLLOW – UP PROCESS**

A Wet-seal professional is responsible for building trust and a relationship with the prospect while going through the sales cycle.

**Contact the client post quote or post sale to:**

• Ensure all agreed expectations are being met.

• Gain feedback.

• Thank the client for engaging with your business.

• Offer and implement other sales solutions (if applicable)

It is important to remember that the initial relationship was built with the salesperson.

The best salespeople follow up with the client to follow up on a quote or as part of the after sales process and your client retention strategies.

**Wet-seal Sales and Marketing Tool Kit and Reference Guide**

Items Include:

* • Elevator pitch – for networking.
* • Phone call scripts – cold calls – follow up calls.
* • Face to face meeting agenda.
* • Testimonials.
* • Referral phone call script.
* • Marketing letter template.
* • Client retention strategies.
* • 12x month marketing activity plan guide and tips and template.
* • Handling customer complaints.
* • Quote checklist.
* • Process for large projects.

**Understand the Buying Process**

Every time a person buys something they consciously go through five steps. At each step the buyer must have, or reach a certain attitude. If the buyer does not have the necessary attitude they must be encouraged to change along the way. All five steps are essential, very practical and can be controlled, influenced by a professional salesperson.

For our purpose we assume the buyer does not have the right attitudes so all along the way you must help them to change their attitude. Regardless of the size of the purchase you will go through these steps. It may happen spontaneously and quickly or you may give these different steps a considerable amount of thought. But please make no mistake, when moving through the buying process - YOUR ATTITUDES ARE CHANGING!

**RULE 1-**

**REJECTION TO ACCEPTANCE** *(tell me more...)*

Your goal is to positively affect your prospects mental position or feelings/emotions as your prospects may have an attitude of indifference, negative or uninterested toward you and what you are offering so in order to persuade them to buy this is the attitude you must change… you must change their attitude from rejection (don’t bother me) to acceptance - you are a nice person.

The very first sale you are making is yourself…. (I am a nice person) so now perhaps you have got the person interested in what you have to offer them.

**RULE 2-**

**INDIFFERENCE TO INTEREST** *(tell me more...)*

Now perhaps you have the prospect thinking maybe you have something that may help them to get something that they want or need.

**Question:**  *“Do you believe everything a salesperson tells you?”* Probably not, so most likely your prospect still has a few DOUBTS about you and what you are telling them! A professional understands this and knows the prospect must be convinced of three things:

1. The product and service is of good quality.

2. The product and service will do something they want done.

3. The product and service is worth the investment.

**RULE 3-**

**DOUBT TO BELIEF** *(I don’t believe you...)*

So you must change their attitude from doubt to BELIEF! As a Wet-seal Professional you must give them enough proof, evidence and product related facts to demonstrate your products and services meet all three items e.g. testimonials/job samples/photos.

**RULE 4-**

**PROCRASTINATION TO DESIRE**

Let’s assume the prospects has listened to you and believe what you say is true and could perhaps use your products and services, they may be thinking *‘I’m happy who in using’* (or) *‘I can wait a little longer...’ e.g.* “I can wait a little longer”.

A lot of your prospects are creatures of habit and emotions and so often put off buying something they need and buy something they want so talk to them about how you can help them get what they want.

**RULE 5-**

**FEAR to CONFIDENCE** *(am I doing the right thing…?)*

Many of your prospects may be thinking it sounds good, will I buy or won't I? It’s a big decision to change and try Wet-seal so you must install that confidence and assure them Wet-seal can deliver on their needs. Anytime we make a decision there are risks involved, the risk of being right or wrong, what if it doesn’t work out? (or) can Wet-seal really do what they say they can?

You must change their attitude from FEAR to CONFIDENCE!

**Email Template Example-**

*Date:*

*Dear Peter,*

*I have attached the quotation for your perusal and will contact you on Thursday September 21st if I have not heard back from you beforehand.*

*Of course should you need to discuss this quotation prior to that date I would be happy to and have attached my direct mobile number for your convenience 05556 422 354.*

*Regards*

*Darren Harvey*

**HANDY HINT:** If a quote is emailed then revert back to the previous phone or face to face follow up process.

**Elevator Pitch**

An elevator pitch is a quick summary that you can use in any situation where you need to explain your business or what you do in a concise manner. It gets the name because you should be able to get through your pitch in the time it takes to get from a ground floor to the top floor (30-60 seconds) and remembering you sometimes only get one chance to make that first impression.

**Wet-seal Elevator Pitch**

**Example Only**

*“Hi, my name is Brett Jones Franchise owner of wet seal Toowoomba. We are a locally owned company but part of Australia and New Zealand’s largest waterproofing franchise network who has completed waterproofing for over a million wet areas over 29 years.*  ***If the person/people seem interested you can add:***

*...did you know waterproofing consistently ranks as one of the highest risk components of building projects, but we manage risk with our quality control processes. Out of curiosity do you mind if I ask who manages your waterproofing currently?”*

**Testimonials and Tips on Requesting a Testimonial**

A testimonial is generally a piece of written text, and occasionally audio or video, that expresses satisfaction about a product or service a person or company has received. Research shows this is a powerful non-verbal sales and marketing tool which is largely undervalued by small businesses… what’s in it for me?

You need all the help you can get to win new clients. Testimonials from existing customers who have used your services are a valuable tool to support your sales and marketing, remember people buy from people they know, like and trust. A third party referral or testimonial will help you gain credibility and trust with potential new clients which in turn may lead to additional sales

Wet-seal head office will tidy up the testimonial, get company’s logo added and laminate it ready for you to use in a potential client meeting. Wet-seal will also load any testimonials onto the Wet-seal web-site, thus lifting Wet-seals overall credibility. Potential customers will then be more likely to submit the online ‘contact us’ form. We pass the lead onto you to convert. Much better than a cold call!

**Example**

*Dear Norm,*

*As you know testimonials are great for both of us as it helps with word of mouth and referrals. I was wondering if it would be OK to provide some feedback for me so that others will know what to expect when they work with me.*

*To make this as easy as possible for you, I’ve got a few quick questions to assist you with the process. If you'll send me your answers, I'll happily edit them into a testimonial and add your company logo and details and send it to your to check over before I use it.*

*Or, if it’s easier for you I can ask you a few quick questions right now ?.*

*1. What made you decide to work with me? Was there an obvious advantage or anything specific that made me stand out in some way?*

*2. Prior to using Wet-seal, did you have any issues with your waterproofing?*

*3. Then - what happened when you employed Wet-seal?*

*4. What is it about Wet-seal that makes you happy to use us?*

*5. What is your favourite feature of the product or service?*

*6. What did you like most about the approach that Wet-seal takes?*

*7. Who would you recommend Wet-seal to? Why?*

*8. Anything else you would like to add?*

*9. Are you ok if we use your name/company name/logo/web hyperlink on our web-site?*

*(It’s a win for you as you can gain customer leads/click throughs).*

*Thanks Norm, I will put this together and send it over to you before I use it and of course if you would like me to do the same I will gladly return the favour.*

*Kind regards,*

*Brett Surname*

**HANDY HINT**: Wet- seal Sales and Marketing division has templates that will assist you in this process and recommend you add a brief testimonial or two to your quotes when you send them out.

**Phone Cold Calling-Tips and Scripts**

Wet-seal suggest this is a successful lead and prospect generation strategy. Even so, many people have a certain level of apprehension when it comes to picking up the phone and ringing someone out of the blue to sell a product or service. It is important to understand that you are not alone. Even the most successful people have a dislike of cold calling. The only difference is that they have learned how to not only overcome it, but turn it into their advantage. In order to succeed in business, overcoming your fear of cold calling is essential.

The first step in overcoming your fear of cold calling is preparation. Always make sure that you not only have a reason for calling, but that your reason is compelling. By continually increasing your skills can also help to remove your fear of failure. Additionally, once you are more confident in yourself and your skills, your prospective clients will recognise your confidence and are more inclined to say "yes" rather than "no".

Start out with realistic expectations that are aligned with your goals. In reality, most people are unlikely to say yes on the first call, as they don't know who you are or what you do. Do not take this personally! Remember selling is a numbers game.

When a client tells you "no", they are not rejecting you personally. Who knows what is going on in their world, it simply may not be a good time for them. They may not currently be in a position to make a purchase. Don't let a rejection deter you from moving on to the next call, because all it takes is one "yes".

**Exampl**e – The person you are calling may have just received bad news, or perhaps opened their current Tax Office payment request. Cold calling is just a form of working toward getting to the right person at the right time and you are also beginning a relationship with those who may become customers.

**Tips-**

• Have you done your research so you know a little bit about who you are calling and why they perhaps may be interested in what you have to say?

• Asked the site supervisor

• Call into a display home and got the decision makers details from the salesperson.

**Example** - call into a job site and ask for the name of the site supervisor or builder including a first and last name and contact details. *“If you are going to spend all day cutting down trees, maybe you should spend a little time sharpening your axe first...”*

• EG Review a website

• The persons first and last name

• Their position and title

• Are they the owner/manager/decision maker or a person who may influence a buying decision?

**HANDY HINT**

Simply phone a business and ask for the name of the business owner/site manager and relevant contact details.

**Phone Script- Cold Call.**

*“Good Morning/afternoon, is that Peter Jones?”,* ***yes…***

*“Peter it’s Brett Firth here, franchise owner of Wet-seal Port Macquarie.*

*Peter we haven’t spoken before and I hope it’s OK I’m giving you a call as a follow up from the water bottle and waterproofing risk challenge I mailed you…* ***(pause)***

*Peter the purpose of my call is that industry research tells us that waterproofing consistently ranks as a high risk component in building projects and we have been working with a number of builders such as yourself helping them to save down time and money through ‘The Wet-seal System’ and I thought perhaps you could spare some time so I can briefly show how we have helped them achieve these results. Does that sound reasonable? (OR) Would that be OK?*

***Yes….***

*Great could we lock in a time that’s convenient for you now?*

Get details*, “thank-you Peter until then (confirm the day/date/time/location address), bye for now”.*

**NOTE:**

Please send a thank-you email after the call, confirming meeting details.

***No...***

Does not have time to talk… *“oh, OK would it be OK if I gave you a call back?”*

***Yes..***

Take details and arrange a call back, *“oh, OK I understand your time is important, would it be ok if I sent you out our Wet-seal waterproofing risk challenge and information pack about the Wet Seal Process?”*

**Yes…**

“Great ill just check your details if that’s OK…”

**Follow Up email**

Hi Peter,

Thank you for taking my call earlier today .I look forward to catching up face to face at 9am on Monday June 21st at your office.

Until then.

KInd Regards,

Brett Surname.

**Phone Script after the Marketing letter and promotional bottle has been posted out**

*“Good Morning/afternoon, is that Peter Jones?”,* ***yes…***

Great, Peter its Brett Firth here Franchise Owner of Wet-seal Port Macquarie. We recently sent you the water bottle in the mail I hope it’s come in handy (then laugh if possible)...

Peter we haven’t spoken before and I hope it’s OK I’m giving you a call…. ***(pause)***

Peter, I have carefully selected you as a builder we would like to be working with as it seems we have a bit in common in regards to the quality of work for example.

Wet-seal has been working closely with our builder clients helping them to save time and money as well as managing the risks associated with waterproofing and I thought perhaps you could spare some time so I can briefly show how we have helped them achieve these results. Does that sound reasonable?

***Yes…***

Arrange a meeting time and place and confirm by email if possible.

***No...***

I’m happy who I’m using/too busy/not interested.

**If it’s a No-Don’t Give up-**

**(TIPS)**

If it’s a NO don’t give up! Below are a few questions you should consider using if you get a NO, as NO” may mean ‘NO’, not now - NOT FOREVER.

**QUESTION:**

“Do you mind if I ask who you are using currently?”

**QUESTION:**

“OK Would it be OK if I stayed in touch from time to time just in case your current provider is overbooked ,sick or on leave and an opportunity should arise to try Wet-seal”.

**QUESTION:**

“Would you consider giving Wet-seal an opportunity to deliver a job for you to demonstrate what we can do at our reduced introductory rate?”.

Thank you for your time Peter I appreciate it.

**Face to Face Meeting Agenda**

**HANDY HINT:**

Ensure you take the following:

• Quotation information pad

• Business card

• Marketing brochure

• Testimonials and photos of recent jobs you've completed (even on a smartphone or tablet)

• Waterproofing risk challenge

• Insurance details-WHS docs (if not worked with you before)

**Step 1 Introduction**

Hi Peter I’m Brett Firth franchisee of wet seal Bundaberg - thanks for your time today, I appreciate how busy you are so thank you for the opportunity …

**TIPS:**

Look Peter in the eye and shake hands and hand over your business card, take the Waterproofing Risk Challenge as a tool to reference or go through.

**Step 2 Set Agenda**

“Peter, what I would like to do in this meeting if it’s OK is introduce myself and tell you a little about how we have been working with builders such as yourself helping them to mitigate the costly financial risks associated with waterproofing and I would also like to learn more about your business if possible… At the end together we can decide if there is an opportunity we can move forward with additional discussion.

Is there anything else you would like to cover off in the meeting?

Industry Research shows us that waterproofing consistently ranks as a high risk component (top five defects) however Wet-seal has waterproofed over one million wet areas over the past 29 years, is the largest Australian owned waterproofing franchise in Australia and New Zealand, and with our nationally accredited training process and in house tech support we have managed to stay ahead of the pack which takes a lot of hard work as you know”.

**Step 3 Diagnostic Questions (Open Questions)**

*“Would it be OK if I asked you a few questions to learn more about your business Peter?”*

- How did you get where you are today?

- Quality and service are important how do you manage this on your projects?

- You have had an opportunity to consider the points we made in our waterproofing risk challenge, do you mind if ask which items on the checklist are the most important to you?

**NOTE:**

If Peter has not seen the document or read it over, re: produce it and run through the risk challenge points…

- What items in particular, if any would you consider a possible risk for you?

- What would be the ideal situation with your projects in relation to waterproofing

- What are the most important things to you?

- Are you having any issues with your current provider?

- Do you have any questions about me or the wet seal process?

**HANDY HINT:**

Show Peter proof of your work including photos of jobs-testimonials-Wet-seal brochures.

**QUESTION:**

*“Peter, Wet-seal is committed to the important things such as being on time. Safety-risk mitigation and working closely with the builder and on site contractors and I thought perhaps you would consider Wet -seal for your waterproofing needs. I realise you have a current provider but was hoping we could work together even if your current provider is overbooked/sick/on leave and an opportunity should pop up in the future to try Wet- seal?”*

**If it’s a No-Don’t Give up-**

**(TIPS)**

If it’s a NO don’t give up! Below are a few questions you should consider using if you get a NO, as NO” may mean ‘NO’, not now - NOT FOREVER.

**QUESTION:**

*“OK would it be OK if I stayed in touch from time to time as a backup measure for cases when your current provider is overbooked, sick or on leave for instance?”*

**QUESTION:**

*“Would you consider giving Wet-seal an opportunity to deliver a job for you to demonstrate what we can do at our reduced introductory rate?”*

**Step 4 Technical Questions**

As part of the process if you have the opportunity ask the relevant product related and non-negotiable questions that you need to ask to understand the customers’ needs related to a building project and quote opportunity.

**NOTE:**

Refer to your Wet-seal diagnostic quote sheet and ask for building plans (OR) confirm when the plan will be sent via email and clarify when you will present the quote and is it OK to email the quote.

*“Thank-you for your time Peter I appreciate it”.* Shake Hands again.

**Wet-seal Policy – Handling Project Jobs**

**1st page**

 **– 2 pages in total (available in a 3 page word doc to be reduced to 3 pages)**

**2nd page**

**Wet-seal Policy – Handling Large Projects – 2 pages**

**Wet-seal Quote Checklist**

**Ready in a word doc/excel (to be formatted into 2 pages)**

**1st page quote format**

**2nd page quote format**

**Quote Follow Up (if unsuccessful)**

**If your quote has been rejected, don’t give up!**

Objections are an opportunity to gain valuable feedback that will help you understand the reason/s why your quote was rejected.

This is a great opportunity to contact the client and ask them questions so you can define why.

Possible Questions, *“do you mind if I ask:”*

* Who won the job?
* How could we improve?
* Was this a price issue?
* Timelines?

**Referral Phone Call Script (if you have been given a referral from your network)**

“Hi Peter,

My name is Darren Brown Franchise Owner of Wet- seal Emerald Beach (Joe Dudley) suggested I give you a call I hope that’s OK... ***(pause)***

Wet-seal has been working with our national technical support and leading builders in the region helping them reduce the risks associated with waterproofing projects and I thought perhaps you would be interested in hearing a little about how we have helped them achieve this?

***Yes…***

Arrange a time

***No…***

Would it be OK if I sent you out or dropped in the Wet-seal waterproofing building risk challenge.

***Yes…***

Collect mail out details and post out Marketing letter and water bottle gift.

**HANDY HINT:**

Follow up the marketing letter as per Marketing letter phone script.

**The Importance of Word of Mouth and Referrals**

Research shows that word of mouth and referrals can contribute up to eighty percent of your total income so it is a critical element of a Wet-seal business.

**HANDY HINTS:**

• Be professional, courteous and friendly on all jobs sites, everyone is watching.

• Anyone you work with, have in your network that knows and likes you, and/or happy with the work you have done, simply ask them to give you a name and contact details of someone that perhaps could use your services or products in the future

scenario. You are on a job site and see a tradesman who needs some assistance e.g. needs a lift with a heavy object or to hold a ladder for a moment.

***QUESTION:***

If you help this person do you think they would refer you to another tradesman now or in the future, or talk about you as a nice person whether you ask them to or not?

Don’t be afraid to ask for a referral from existing clients, or people in your network.

e.g. *“Joe, I know you are happy with my work. Do you know of any other builders who I could make contact with? Is it also OK if I mention you referred me?”.*

**Handling Complaints – Wet-seal Process**

Wet-seal has a customer complaints process so you can deal with complaints effectively.

There are three simple steps we recommend you follow when dealing with Client complaints.

**1.AGREE**

Great warmly listen carefully and acknowledge the problem in a genuine manner and lead the customer to a calmer state.

e.g. *“So we can resolve this, do you mind if I ask you a few quick questions and get some details from you is that OK?”*

**2. APOLOGISE**

Listen carefully and be empathetic and apologise.

e.g. *“I’m sorry that you had a bad experience and were inconvenienced, this is not ideal“.*

**3. ACT**

Take the necessary steps to rectify the issue as best you can or state the action you will take and explain the follow up process i.e. a call back or site visits. Thank them for the call.

**HANDY HINT:**

View a complaint is an opportunity to find out about a business issue you were not aware of, or an opportunity to review a process or system error. If you handle a complaint well, this will greatly enhance your relationship with the client…

**Client Retention Strategies – Pretty good isn’t good enough any more!**

In today’s world with so many choices, Wet- seal clients may at some point consider a few points when weighing up Wet-seal vs your competitors.

• Am I being treated fairly?

• Is the Wet seal communication clear?

• Are they meeting deadlines?

• Professionalism

• Other?

At Wet-seal client retention is a critical strategy as word of mouth, referrals and repeat business is the lifeblood of our business so here are some strategies on how to retain your clients/customers. We suggest you simply nominate which strategies you will use and diarise the actions for each month or quarter as part of your ‘next level’ plan to retain your clients.

**HANDY HINT**:

• A simple Wet- seal growth and sustainability strategy is to focus on your existing customers first.

• Thank-you gift card/water bottle/beer cooler.

• Client BBQ.

• Diarised site/customer, visits/phone calls.

• Sponsorships.

• Two way referrals.

• Annual client reviews.

• Breakfast meeting.

• Project feedback form.

• Follow up call.

• Send a text/MMS of each completed client job.

• Referral thank-you program (i.e. BWS voucher/movie voucher).

**Wet-seal ‘Next Level’ 12 Month Marketing Plan Guide**

Without clear sales targets, supported by regular marketing activity it is suggested that your ongoing success may hinge largely through your existing customers, which for some may not be sustainable in the long term.

A competitive advantage for your Wet-seal franchise is to have a marketing plan which is aimed at simply creating enough leads/enquiries for the business which in turn will lead to the required sales revenue you wish to achieve for the 12 month period.

TIP:

Your Wet-seal Marketing and Promotional plan should be linked to annual, quarterly and monthly sales targets and items to be considered are the following:

• Sales targets; annual x quarter x month.

• Builder activity.

• New vs existing customer target.

• Seasons e.g Christmas/NY/annual leave.

• Your capacity and ability to service the leads-enquiries.

• Distance between clients

• After sales service process.

**Define your Key Marketing Channels**

**QUESTIONS:**

1. Are your sales growing-declining-static?

2. What marketing activity are you doing now?

3. What is working well?

4. What is not working?

5. Have you documented who you wish to target e.g. new builders vs growing with an existing builder?

6. New areas/territory?

7. Who will be your marketing champion?

**Marketing Channels – Which items will you use this year?**

• Website.

• Phone Calls.

• Referrals campaigns.

• Yellow pages.

• Local directories.

• Networking functions.

• Car signage.

• Brochures, hand out face to face on building sites.

• Building on-site signage.

• Trade shows-displays.

• Database.

• Water bottle promotion.

• Business cards.

• Salespeople.

• Sponsorships

• Direct mail.

• Uniforms.

• Word of mouth.

• Client surveys.

• Telemarketing.

• Promotional material e.g. water bottles/caps/beer coolers.

**Wet Seal ‘Next Level’ Marketing Plan Example**

TIP: Best practice marketing and promotional activity includes the following process:

• Objective; what am I trying to achieve?

• Strategy; how will I achieve my objective?

• Budget; how much?

• Result; did I meet my objectives?

• Review and discuss?

• What worked/didn’t work and how can we improve?

**JAN/FEB/MARCH: *Sales Target $75,000***

**OBJECTIVES:**

• Meet Sales Target -$75,000

• Target 15 New builders

• Quote on 9 new builders jobs

**Monthly Sales Budgets**

• January - $10,000

• February - $30,000

• March - $35,000

**STRATEGY:**

Implement marketing activity and review, identify what worked/didn’t work and discuss with Wet-seal head office, sales and marketing/franchise support team.

**Marketing and Promotional Plan: JAN**

• Website; updated by head office.

• Trade Shows; Master Builders, HIA Golf Day - JAN 20-23

*ACTION by January 10th:*

• Wet-seal marketing to arrange table booking at Master Builders trade-show.

• Book newspaper advertising and inform head office/add to website/order new catalogues and distribute staff roster.

*Budget: $900*

• Networking Events, Chamber of Commerce meeting, Monday January 18th.

*ACTION*:

Take 30 new brochures and place on tables with business card and deliver elevator. PItch to three new people.

.• Water Bottle Promotion, send water bottle to four new builders and follow the Wet-seal promotional process via phone and face to face.

*Target:*

Meet three new builders face to face and quote on (\_) new job for a new builder.

• Thank-you email and phone call to seven builders we completed jobs for in December 2013

• Sponsorships, sponsored Toowoomba Touch Footy Team. Hats and water bottles.

*Cost: $250*

**Marketing Activity Review: JAN**

•  **Website;** email blast and newsletter to database.

*Result:* seven new enquiries, quoted three jobs

•  **Trade Shows;** MBA trade show

*Result:* 12 new enquires to be followed up via phone and email. Two new jobs quoted date.

•  **Networking Events;** Chamber of Commerce meeting.

*Result:* Met one new builder John Jones. Sent follow up email and catalogue and will call him this week.

• **Water Bottle Promotion;**

*Result:* Followed up (with calls) all four builders and got three new appointments (positive response from all).

• **Thank-you email and phone call;**

*Result:* All very happy and six more quotes requested.

 •  **Sponsorship;**

*Result:*  Photo appeared in local paper.

*Budget $1300.*

*RESULT AND REVIEW:*

Networking event was successful, however overspent $150 on table booking. Direct mail and phone calls was the most effective marketing we did.

**Golden Rules - Wet-seal Marketing Planning**

• Be realistic on what you want to achieve with your marketing.

• Follow through on your marketing activity so what needs to be done, gets done.

• Document some time each month to review your activity and results.

• Allocate time and resources to your marketing.

• Target existing clients and new clients (they are both important)

• Discuss your intentions and results with Wet-seal head office.

**Your Marketing Activity Plan:**

**Region;Toowoomba**

***This will need to be made into a 2 page document***

Annual Sales Budget - $

Quarter 1-$

Quarter 2-$

Quarter 3 -$

Quarter 4 -$

Key Marketing Channels - ?

Marketing Manager – Who is responsible ?

Quarter 1 - January-February-March Marketing Activity

• ?

• ?

• ?

• ?

• ?

• ?

Objectives

1. ?

2. ?

3. ?

Strategy -?

Budget - ?

Result - ?

Review - ?

Comments - ?

Quarter 2 – April –May-June –Marketing Activity

• ?

• ?

• ?

• ?

• ?

Objectives

1. ?

2. ?

3. ?

Strategy -?

Budget - ?

Result - ?

Review - ?

Comments - ?

Quarter 3 –July-August-September-Marketing Activity

• ?

• ?

• ?

• ?

Objectives

1. ?

2. ?

3. ?

Strategy -?

Budget - ?

Result - ?

Review - ?

Comments - ?

Quarter 4 – October-November-December –Marketing Activity

• Objectives Strategy –budget-result-review-comments ?

**MANAGING HUMAN RESOURCES**

* **How to recruit, lead and manage your team.**
* **How to self manage your performance.**

Wet-seal is a ‘people’ business. There is a direct correlation between effective leadership and management and a profitable Wet-seal franchise.

Research shows that owners and managers with trained and passionate staff can outperform the average business by between 40% - 100%.

Effective systems are important to grow, maintain efficiency which in turn will maximise the value of your franchise for a savvy business purchaser or as part of your succession plan.

**Wet -seal Recruitment Checklist**

* New employee cost analysis (n.b. hard copy example).
* Define the role requirements (n.b.see Wet-seal applicator job description).
* Advertisement, marketing for applicants.
* Interview questions (n.b. see example).
* Resume and background checks; criminal and medical.
* Contact successful and unsuccessful applicants
* Induct new staff member; checklist/have confidentiality agreement signed/issue uniform and business card/copy driver’s license/employee tax bank details /employment and training incentive check.
* Employment contract; three month trial/permanent/part-time.
* Identify training needs and action plan relating to skills gap.
* All documents copied and field.

**Helpful Website Links**

**Please go to the following links to check on your legislative requirements on your state or region (Australia & NZ ).**

*Hiring New Staff:*

www.???????.com.au

**Wet –seal New Applicator Job description**

Supplied by Anthony Zullo –Wet-seal

**Wet-seal Staff Interview Questions**

* Driver’s license
* WHS card
* Past roles
* Performance
* Qualifications

**STAFF TRAINING AND COACHING**

When you have defined a staff members roles and responsibilities it is important that training coaching and regular feedback on their performance is part of their employment as it is essential for individuals or teams to understand if their performance is improving, or meeting your expectations.

**What is coaching?**

**Coaching is a way of working with people that:**

• Challenges old habits.

• Encourages new behaviours.

• Leaves staff feeling more competent in their skills and capabilities.

• Supports them in finding meaning in what they are doing and how it impacts the business.

**Below is a graph based on research which shows that individuals do not retain knowledge learnt from training if it is not followed up as an ongoing part of the job role.**

***DIAGRAM***

MORE THAN 1 YEAR

7 MONTHS TO A YEAR

3 TO 6 MONTHS

2 MONTHS

1 MONTH

LESS THAN 1 MONTH

**Opportunities for giving feedback and communication**

**SEE diagram**

* Daily briefings at the commencement of each day.
* Take five on the job as required
* Formal staff meetings, diarised and documented.
* One on one sessions, another formal process dealing with an individuals performance.

**Staff Coaching Example**

* Identify the skill to be coached & discuss
* Break down the skill into little steps
* Model the skill required
* Practice in a role play
* Apply the skill in the work environment

**Arrow diagram to identify the skill to be coached and discuss etc...**

**TIPS FOR STAFF COACHING & DELEGATION**

* Explain the task
* Explain what you want
* Agree on a deadline
* Ask for feedback
* Discuss a follow up process.

Have you ever experienced a situation where you have communicated something to another person and it has been misunderstood?

**PEOPLE’S PERCEPTION**

***QUOTE:***

***“99% of all errors are errors in perception”***

*Edward de Bono*

**LEADERSHIP & MANAGEMENT**

Manage and direct the right culture, be a Communication Champion!

When you lead your business you need to create a ‘good place to work’, a place where people feel respected and valued; they know the vision and direction of the business and understand how they fit.

Creating a ‘good place to work’ involves looking at how you actually treat people and the culture that you encourage or allow to exist within the business.

* Be a communication champion and guide and develop a healthy culture*.*
* Communicate through actions as well as words.
* Monitor the culture on a regular basis.
* Be smart about your communication method.
* Deal with difficult situations fairly, promptly and in an open manner.
* Always treat staff with respect.

*Picture of people holding puzzle pieces.*

**Self Awareness**

* The first step to being an effective leader is to become self aware.
* Creating this self-awareness is essential so you can put a plan in place to develop and build on your strengths and developmental needs.

*Remember:*

A smart leader fills a team with individuals who are strong where the leader is not and delegates responsibilities to those people.

**WET-SEAL FRANCHISEE DEVELOPMENT PLAN TEMPLATE**

Item five-**down** spelt incorrectly:

My Skills Development Action Plan

3

3

2

2

1

1

 …………………………………………………………………………………………………………………………………..

 …………………………………………………………………………………………………………………………………..

 ……………………………………………………………………………………………………………………………………

 ……………………………………………………………………………………………………………………………………

 ……………………………………………………………………………………………………………………………………

**PERFORMANCE MANAGEMENT**

**What is Performance Management?**

* An ongoing communication process between franchise owner and staff member.
* It establishes a clear understanding and expectations about:
* The essential job functions.
* How the job contributes to the organisation’s goals and objectives.
* Working together to continuously improve employee performance.
* How job performance is measured.
* Alignment to your company values and sales performance.

**A Continuous Process that Begins on Day One**

**Performance Management – Individual Goal Setting**

Effective goals and objectives need to be:

* Compatible with the business goals as well as the individual’s job description.
* Realistic, yet challenging.
* Prioritised.
* Monitored through Key Performance Indicators (KPIs), observations or tracking mechanisms.

**Goals are either capable of being either measured or observed.**

**Wet-seal Staff Self Appraisal Template**

**NOTE:**

**This needs to be designed as a checklist**

People are best when they self-conclude, so as part of your ongoing staff development process, it is recommended you conduct a staff appraisal either annually or bi-annually to save time.

Many businesses are simply asking their staff to conduct a self-appraisal every six months and holding a formal review of the results. This is important as it gives your staff an opportunity to express themselves and discuss with you in a controlled and formal manner.

*Please tick the appraisal box and make comments and we will hold a formal meeting to review this self-appraisal:*

* Planning skills: excellent/good/average/poor.
* Communication: excellent/good/average/poor.
* Quality of work: excellent/good/average/poor.
* Personal presentation: excellent/good/average/poor.
* Attention to detail: excellent/good/average/poor.
* Ability to meet deadlines: excellent/good/average/poor.
* Follow through: excellent/good/average/poor.
* Initiative: excellent/good/average/poor.
* Punctuality: excellent/good/average/poor.
* Attitude: excellent/good/average/poor.

**Comments:**

Training Needs:

Staff Member:……………………………………….. …./…./…..

Review Date - …./…./…. Attendees: (1)………………………………………………….

 (2)…………………………………………………..

Discussion Notes: …………………………………………………………………………………………………………………

………………………………………………………………………………………………………………………………………………

…………………………………………………………………………………………………………………………………

Signed by Franchisee: ………………………………………………………………..

Print Name: ……………………………………………… Date: …./…./….

**WET-SEAL NEW EMPLOYEE AND BUSINESS GROWTH OPPORTUNITY ANALYSIS**

Historically a Wet-seal franchise is valued at 50% of annual sales revenue in the open market. We have put together a new employee opportunity reference tool for your perusal based on a new applicator in an average Wet-seal Performing franchise.

Critical success factors in your opportunity analysis and decision making process are items such as, but not limited to the following:

* Your vision for your business and your life.
* Your sales planning skills.
* Your individual territory.
* Your ability to execute your sales and marketing plan.
* Your succession plan.
* Your ability to coach and train a new productive staff member ASAP.

Other considerations:

* Your current workload.
* Your health.
* Your financial position.
* Are you working on your business so you have a safe and profitable future?
* Casual; full time/permanent /part time
* Financial Incentives for employment and training
* Hourly pay rate

*Refer Edited version of the new employee worksheet*

Based on this scenario, your Wet-seal franchise has the potential to double it’s value on the open market which can be leveraged as:

* Equity to invest in perhaps property or shares.
* A far more attractive prospect for a potential purchase; (higher gross dollar profit).
* More money for you and your family.

**Key Point**

Please contact Wet-seal national franchise manager for support if you wish to analyse and assess this opportunity in your franchise.

**REASONS WHY IT IS CRITICAL FOR YOU TO MANAGE YOUR FINANCIAL RESOURCES**

* The Australian Bureau of Statistics reveals that of the 316,850 businesses. launched in 2007-2008, less than quarter or 48.6% were operational in June 2011
* In a recent survey with 360 accounting firms, 68% nominated finance and cash flow were their current biggest issue.
* 9 of 10 businesses are missing out on thousands of dollars through lack of sound financial management.
* A bookkeeper is not an accountant and in many cases is not well positioned to offer you the professional advice and assistance to improve your financial position.
* A financial goal without a plan is just a wish.
* 67% of organisations do not link sales targets to strategy.
* The piece of mind knowing you are in control of your financial future.

**WET-SEAL FRANCHISEE FINANCIAL HEALTH CHECK**

Answer Yes or No to the below listed questions Y / N

* Do you understand your business ‘break even point’
* Do you have a defined annual revenue target?
* Do you measure the cost and profit of each job?
* Do you have an annual gross profit target in a dollar and percentage of sales amount?
* Do you have an annual net profit target?
* Do you understand cash-flow and monitor this regularly?

**WET-SEAL MONTHLY PERFORMANCE REPORT**

NEXT MONTH-APRIL

Month-MARCH

Sales Target $25,900 Sales Target $35,000

Actual $27,OOO Action plan ……………….

Variance + $ 1100 …………………………………..

Comment: Peter sick three days and started the ‘Rogers’ job three days late due to concreting hold up.

**PERFORMANCE INDICATORS – KPI’S**

Jobs Quoted 8

Jobs Won X5

Average Sale $879

Quotes to follow up X7

Comment: Lost two jobs due to quote not submitted on time. Lost one job to ‘XYZ’ quoted $600 to my quote $880.

**MARKETING REPORT**

Attended two networking events and newsletter to database. Emailed three new builders (JP/DL/AZ) and quoted on four jobs in April. Three jobs won in March, referred by Peter Jones (n.b. sent out thank you card and a carton of Corona).

**STAFF COMMENTS**

Joe was two days late this week...

**HR – WHS COMMENTS**

* Ted needs new work boots.
* Amy is seeking costs on an excel and MYOB course.
* Business monthly one hour mentoring session held the 3rd Friday of each month at 2pm.

**Wet-seal Monthly Report –Template**

**Dealing with poor performing staff**

As a franchisee, your role is to:

* Identify staff/team issues
* Attempt to resolve them swiftly and appropriately as soon as possible.

It is often easy to ignore issues or avoid addressing them, in the hope that they will just disappear. It takes effort and motivation to recognise an issue and attempt to solve it

It is often easy to ignore issues or avoid addressing them, in the hope that they will just disappear. It takes effort and motivation to recognise an issue and attempt to solve it

**Poor Performing Staff: Process for Handling Individual Situations**

*diagram*

**Steps to Managing Poor Performance**

*diagram*

*diagram*

**Poor Performing Staff: Record of Discussion – Take Notes**

* A record of discussion is a formal way of recording a coaching conversation on poor performance. In case an issue escalates, it is often a good idea to keep a written record.
* The following table indicates what information you should be recording

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**Now is the time to act!**

**Your Next Level Action Plan**

**What action will you take to go to the next level?**

* **?**
* **?**
* **?**
* **?**
* **?**

**Bullet point format with up to 30 items for franchisees to add items**

**BACK PAGE**