CFAMLA3
Develop your personal networks

Overview

This unit is about developing your personal networks to support both your current and future work.

Your personal networks may include people in your own organisation, people you meet from other organisations and people you are in contact with over the phone or the Internet.

Developing personal networks is based on the principles of reciprocity (exchanging things with others for mutual benefit) and confidentiality. People only want to network if there are mutual benefits from exchanging information and other resources. There must also be clearly agreed boundaries of confidentiality – certain information and resources may not be exchanged because they are confidential.

The unit is recommended for middle managers and senior managers.

This unit is linked to units:

A2 Manage your own resources and professional development

D2 Develop productive working relationships with colleagues and stakeholders

in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit *A3 Check your own skills*, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which maybe more suitable to your needs.

You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website (www.sfedi.co.uk).

CFAMLA3

Develop your personal networks

Performance criteria

You must be able to:

P1 develop and maintain personal networks of contacts, which are appropriate to meet your current and future needs for information and resources

P2 ensure that key members of your personal networks have an accurate idea of your knowledge, understanding, skills, abilities and experience and are aware of the benefits of networking with you

P3 establish boundaries of confidentiality between yourself and members of your personal networks and, where appropriate, develop guidelines for exchanging information and resources

P4 develop your personal networks to reflect your changing interests and needs

P5 make active use of the information and resources gained through your personal networks

P6 introduce people and organisations with common interests to each other

CFAMLA3
Develop your personal networks

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1 the benefits of networking for individuals and organisations
K2 principles of effective communication and how to apply them in developing personal networks
K3 the range of different types of questions, and how and when to use them
K4 the range of different communication styles and how people prefer to communicate
K5 the range of methods for developing effective relationships with others in the work context and, where necessary, how to end relationships which are no longer of use
K6 how to make active use of the information and resources gained through personal networks
K7 the principles of confidentiality, and how to develop guidelines for exchanging information between individuals and organisations

You need to know and understand:

Industry/sector specific knowledge and understanding

K8 industry/sector legislation, requirements, regulations, policies and professional codes that are relevant to networking and confidentiality of information

You need to know and understand:

Context specific knowledge and understanding

K9 your own values, motivations and emotions, and the effect of these on your own actions
K10 your own interests and how these may conflict with the interests of others
K11 your own objectives in developing your personal networks
K12 your current and likely future needs for information and resources
K13 your knowledge, understanding, skills, abilities and experience
K14 people and organisations that can support your work, and vice versa
K15 the range of information and resources people may need
K16 people and organisations in your current personal networks

Additional Information

Behaviours

1. You acknowledge when your own interests are in conflict with common goals.
2. You state your own position and views clearly and confidently in conflict situations.
3. You encourage others to share information and knowledge within the constraints of confidentiality.
4. You identify and work with people and organisations that can provide support for your work.
5. You work to develop an atmosphere of professionalism and mutual support.
6. You clarify your own and other's expectations of relationships.
7. You model behaviour that shows respect, helpfulness and co-operation.
8. You keep promises and honour commitments.
9. You consider the impact of your own actions on others.
10. You reflect regularly on your own experiences and use these to inform future actions.

Skills

Listed below are the main generic 'skills' that need to be applied in developing your personal networks. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Communicating
Setting objectives
Questioning
Time management
Information management
Presenting information
Influencing and persuading
Reflecting
Learning
Evaluating
Risk management

CFAMLA3

Develop your personal networks

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	March 2009
Indicative review date	March 2011
Validity	Current
Status	Original
Originating organisation	Management Standards Centre
Original URN	A3
Relevant occupations	Corporate Managers and Senior Officials; Business management
Suite	Management and Leadership National Occupational Standards 2008
Key words	management, leadership, communicating, time management, evaluating, learning, reflecting, questioning

CFAS2.4
Sales activity planning

Overview

The focus of this unit is on the development of sales activity plans that are effective in delivering sales success.

The unit is designed to make sure that Sales Managers are able to develop a plan in order to achieve sales targets, consider the frequency and level of sales activity required, and build in allowances for potential problems.

This unit is for Sales Managers

CFAS2.4
Sales activity planning

Performance criteria

You must be able to:

P1 use information about customers, competitors and markets to make informed decisions about the development of your sales activity plan
P2 consult colleagues about ideas and approaches to the development of your sales activity plan
P3 identify sales targets in your business plan relevant to sales activity planning
P4 identify and evaluate the range, nature and frequency of sales activities needed to achieve sales targets
P5 draw up your sales activity plan with due regard to legal, regulatory and ethical considerations
P6 identify the key resource requirements for implementing your sales activity plan
P7 establish key monitoring, control and key performance indicators for measuring the success of your plan
P8 anticipate and identify potential problems that might arise to challenge the achievement of your plan and find solutions to them
P9 consult colleagues about your sales activity plan and adjust it accordingly
P10 communicate the revised plan to all stakeholders and define individual roles and targets in the sales activity plan
P11 gain commitment to the implementation and achievement of your plan and targets
P12 monitor and evaluate your plan for sales success and identify appropriate actions to bring your plan back on track where necessary

CFAS2.4
Sales activity planning

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1 How your sales activity plans are based on information from the marketingand sales strategy
K2 The importance of developing short, medium and long term plans
K3 The principles of sales activity planning
K4 The importance of encouraging creativity and innovation in sales activityplanning
K5 The importance of communicating and consulting with colleagues about thedevelopment of sales activity plans
K6 How to delegate and allocate resources effectively to implementation of thesales activity plan
K7 How to monitor and evaluate sales activity plans
K8 The potential barriers to sales activity planning and how to overcome themeffectively
K9 The areas for potential conflict within the planning and implementation of thesales activity plan and how to prepare contingency plans to overcome thesedifficulties.

Industry/sector specific knowledge

K10 Legal, ethical and regulatory requirements of your industry/sector
K11 Marketing and sales developments in your industry/sector
K12 Competitor sales activities in your industry/sector

Context specific knowledge

K13 Your organisation's vision, strategy and objectives
K14 Your organisation's marketing and sales strategies
K15 The resource requirements to meet your sales activity plans
K16 Possible distribution channels to reach markets

Final Version January 2006

K17 How to carry out a customer segmentation analysis
K18 How internal customer relationships affect the successful implementation ofyour sales activity plan
K19 Different models and templates for sales activities plans
K20 Organisational practices for monitoring and controlling sales activities
K21 What resources are available to implement sales activity plans

Final Version January 2006

Additional Information

Behaviours

1. you prioritise and use information effectively in order to identify the way forward for the sales plan
2. you recognise and acknowledge the contribution of others in establishing the sales activity plan
3. you consider the impact of your own actions and that of others on the successful implementation of the sales activity plan
4. you create a sense of direction and common purpose in the achievement of sales targets and objectives
5. you are responsive and show sensitivity to others when consulting about the sales activity plan
6. you balance benefits against risks that may arise from the implementation of your plan
7. you take opportunities when they arise to achieve sales targets and
8. you find ways of overcoming barriers to the development and implementation of your plan
9. you reflect regularly on your own and others' experience and relate it directly to the implementation of your plan
10. you review, reflect on and revise activities within your plan, based upon measurement of achievement of targets
11. you demonstrate full awareness and active consideration of the legal, regulatory and ethical considerations of devising a sales activity plan

CFAS2.4
Sales activity planning

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	S2.4
Relevant occupations	1132 Marketing and sales managers 3542 Sales representatives 7113 Telephone salespersons 7129 Sales related occupations nec
Suite	Sales 2010
Key words	Sales, sales functions, sales strategy, selling

CFAS2.8
Develop, implement and monitor sales call plans

Overview

This unit is all about developing an effective sales call plan. An effective plan is one that enables sales team members to meet their personal sales targets. It also leads to the achievement of organisational turnover, profit and growth targets.

The unit is designed to ensure that you prepare call plans covering each individual customer. The plan ensures that customer needs are identified and opportunities for selling, up-selling, and cross-selling are fully exploited.

You will need to show professionalism and sensitivity towards your customers and your desire to meet customer needs at all times.

This unit is suitable for face-to-face selling, telesales and online selling

This unit is suitable for Sales Executives

CFAS2.8
Develop, implement and monitor sales call plans

Performance criteria

You must be able to:

P1 identify customers and prospects to contact by telephone, email or in person
P2 determine the time available to deal with your prospective or existing customer in order to plan time effectively
P3 prepare and assemble sales materials and sales angles that can be used during your contact with customers or prospects
P4 identify personal sales targets appropriate to your customer base and access to prospects
P5 seek to identify your customer's or prospect's current situation, needs and wants in relation to products and services, using a variety of effective questioning techniques
P6 identify competitors with whom your prospect or customer has any connections
P7 highlight your own organisation's strengths and use testimonials to demonstrate the benefits and features of your organisation's products and services
P8 seek to show how your organisation's products and services can solve customer problems and add value and benefit to the customer experience
P9 use questions to identify specific customer needs and wants
P10 establish the strength of the prospect and their level of interest
P11 identify actions that need to be taken to progress and close the sale
P12 review the call to identify ways of improving your sales techniques

Knowledge and understanding

You need to know and understand:

K1 how to develop a call plan and record the outcome of each call effectively
K2 the sales cycle and how it helps you to structure and progress sales contacts
K3 techniques that can be used when selling face-to-face or on the telephone, including cross-selling and up-selling
K4 methods for estimating maximum and minimum returns and how to prioritise calls according to the potential value and probability of a sale
K5 listening and questioning techniques for selling or progressing a sale over the telephone
K6 the difference between benefits and features and how to sell them effectively
K7 how to involve your prospect in reaching a decision about the sale
K8 methods for recording messages accurately and ensuring they are dealt with by relevant people promptly
K9 the range of behaviours displayed by customers and how to manage them constructively
K10 how to overcome customers' objectives sensitively, constructively and effectively when responding to their queries
K11 effective methods for closing a sale
K12 how to evaluate and measure the success of sales calls
K13 the range of interactive information and communication technology (ICT)equipment available to support effective sales activities

Sector specific knowledge and understanding

K14 legal, regulatory and ethical issues relating to sales, including the purchase and use of contact lists
K15 organisation and sector regulatory requirements and practices relating to selling and customer transaction records
K16 the practices and activities of your competitors

Context specific knowledge and understanding

K17 your organisation's objectives and plans for telephone sales activities
K18 organisational procedures for call planning
K19 organisational templates and pro form as available for recording sales calls
K20 your organisation's products and services
K21 your organisation's customer base analysed segment by segment
K22 organisational policies, procedures and service offers that relate to products and services
K23 competitor activities, products and services and the latest developments

in your organisation's markets

K24 sales targets for your own area of responsibility and limits of your personal authority

K25 organisational procedures for recording customer call information and follow-up activities

K26 who to keep informed about important customer call information

K27 organisational procedures for closing orders and securing sales, including organisational guidelines on after-sales agreements

K28 customer and prospect feedback activities and how to channel the information effectively

K29 your organisation's interactive technology requirements relating to sales activities

K30 available literature and support materials for the selling process

K31 support and technical assistance available to sales team members

K32 organisational methods for evaluating and measuring sales success

Additional Information

Behaviours

1. you show respect for customers, understand and empathise with their views
2. you make contact to make an appointment ahead of a sales call where appropriate
3. you are honest, sincere and ethical in your sales approach
4. you are articulate and a good listener and you use appropriate verbal and non-verbal communication
5. you plan the use of time effectively
6. you work with other sales team members to avoid duplication and maximise sales opportunities

CFAS2.8

Develop, implement and monitor sales call plans

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	S2.8
Relevant occupations	1132 Marketing and sales managers 3542 Sales representatives 7113 Telephone salespersons 7129 Sales related occupations nec
Suite	Sales 2010
Key words	Sales, sales functions, sales strategy, selling

CFAS2.9
Contribute to the development of new products and services

Overview

As a Sales Team Leader and member of the sales team you may become involved in the development of a new product or service. This unit is all about the contribution you can make. The unit focuses on consultation processes, being a member of a product or service development team, liaising with the research and development team, testing new product or service concepts and taking part in the screening and trialling of new ideas and concepts.

The unit includes assisting in the development of a business case and feasibility study, using your knowledge of your market to underpin the analysis.

This unit is suitable for face-to-face selling, telesales and online selling

This unit is recommended for Sales Team Leaders

CFAS2.9
Contribute to the development of new products and services

Performance criteria

You must be able to:

P1 consult colleagues and selected customers about a new product or service strategy
P2 contribute to the generation of ideas for new products or services
P3 assist with the screening of new ideas following organisational guidelines and marketing objectives
P4 take part in market testing to check responses to new products or services
P5 assist with market analysis by providing information about existing customers, their needs, wants and behaviours
P6 use your knowledge of your market to support the preparation of a business case for the launch of a new product or service
P7 contribute to sales forecasting activities to support business case preparation
P8 support the marketing function in presenting a business case for a new product or service
P9 contribute to the selling of a new product or service
P10 develop your new service or product knowledge in order to give your customers accurate and detailed information
P11 prepare to present clear information to customers about the new product or service
P12 review and evaluate feedback from customers on new products and services

CFAS2.9
Contribute to the development of new products and services

Knowledge and understanding

You need to know and understand:

K1 the new product or service development process and the key stages that organisations work through before launching a new product or service
K2 the role of the marketing and sales teams in the new product or service development process
K3 the importance of the marketing mix in relation to the new product or service development process
K4 how to collect and collate market information in your own area of responsibility
K5 a variety of sales forecasting techniques
K6 the importance of strong product or service knowledge for the support of the sales and marketing message
K7 the importance of comparing your organisation's sales activities with your competitors' sales activities
K8 the difference between product features and product benefits
K9 how to best exploit existing markets to launch and sell a new product or service
K10 methods of evaluating the sales success of a new product or service
K11 different mechanisms for providing feedback to the marketing function on the success or failure of a new product or service

Industry/Sector specific knowledge and understanding

K12 the distribution channels available to your organisation for launching and distributing a new product or service
K13 legal, regulatory, political, ethical and social constraints that might affect the launch of a new product or service
K14 issues of corporate governance that relate to the launch of a new product or service
K15 competitor activities in new product or service development

Context specific knowledge and understanding

K16 your organisation's overall marketing strategy and objectives, and the implications for the sales team
K17 the structure of a new product or service development team
K18 where to obtain the most relevant market information relating to new product or service development
K19 sales forecasting techniques used by your organisation
K20 market features and trends relating to products or services in your market
K21 the limits of your own authority and responsibility and who to refer to when these are exceeded
K22 your customer base in terms of their wants and needs

	K23	internal training and communications relating to the launch of a new product or service
	K24	mechanisms for obtaining customer feedback about the launch of the product or service

Additional Information

Behaviours

1. you work with others to support the new product or service development process
2. you provide realistic market information based upon your knowledge of your market
3. you confirm the validity of the information you provide
4. you present any information you provide to the product or service development team clearly, concisely and accurately
5. you take a proactive approach to market screening and testing
6. you demonstrate an appropriate appreciation of your organisation's marketing strategies including product features and customer benefits
7. you constantly evaluate customer responses to the new product or service and inform the marketing function
8. you are a proactive team member at all times

CFAS2.9
Contribute to the development of new products and services

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	S2.9
Relevant occupations	1132 Marketing and sales managers 3542 Sales representatives 7113 Telephone salespersons 7129 Sales related occupations nec
Suite	Sales 2010
Key words	Sales, sales functions, sales strategy, selling

CFAS5.3
Develop and deliver a professional sales presentation

Overview

This unit focuses on developing and delivering effective sales presentations to maximise sales potential. Both formal and informal presentations are required for existing and potential customers.

The unit is about how to develop and deliver a presentation, including considering your customer's needs and preparing a presentation to meet those needs.

You should be prepared to give a dynamic and effective sales presentation to suit your target audience. The presentation should be pre-planned and provide opportunities for questions to be asked.

You should be prepared to take advantage of all opportunities to practice delivering a presentation and evaluate your personal performance in order to improve future presentations.

This unit is for; Sales Team Leaders and Sales Executives

CFAS5.3

Develop and deliver a professional sales presentation

Performance criteria

You must be able to:

- P1 assess your customer's needs and their interest in your organisation's products and services
- P2 consider the audience, timing, place and purpose of the presentation and how these affect the development of the presentation
- P3 set objectives for the sales presentation ensuring they reflect your customer's needs and interests
- P4 assess the venue for the presentation and consider issues relating to its size, acoustics, and layout
- P5 identify and evaluate the most suitable audio visual aids for effective and innovative delivery of a presentation and the promotional material that will most complement and enhance your presentation
- P6 ensure that your presentation includes all your unique selling propositions and attracts attention from your customer
- P7 structure your presentation in a way that maximises the impact of the information and ideas in it and ensure that it complements any proposal supplied to your customer
- P8 make final preparations for your presentation including preparation of speaker notes and a rehearsal
- P9 deliver your presentation professionally and provide your audience with opportunities to ask questions and raise objections, listening carefully to their concerns, and respond positively and effectively
- P10 aim to gain commitment to progress and, if possible, close the sale
- P11 evaluate the presentation and apply what you find to the planning of future presentations

CFAS5.3
Develop and deliver a professional sales presentation

Knowledge and understanding

You need to know and understand:

K1 the importance of presentations and when and how they can be used for selling
K2 the difference between formal and informal presentations
K3 how customer characteristics and behaviour influence the buying decision
K4 the importance of presentation aims and objectives and how to set them effectively
K5 the range of visual aids available for sales presentations
K6 the importance of assessing the venue for a presentation in advance
K7 typical sources of information required for presentations and where and how to obtain it
K8 how to use verbal and non-verbal communications effectively in presentations
K9 how to show customers you are listening to them and understanding their needs and wants
K10 legal, social and ethical constraints affecting your presentation and the way in which it is delivered
K11 health and safety requirements relating to the delivery of presentations

Industry/Sector specific knowledge and understanding

K12 presentation custom and practice in your sector

Context specific knowledge and understanding

K13 sales objectives and targets for your own area of responsibility and organisation
K14 what resources are available to support sales presentations
K15 visual aids including presentation templates and product or service demonstration items
K16 sales literature and promotional offers that are complementary to the presentation and will assist in securing the sale
K17 testimonials from satisfied customers that can be used in your presentation
K18 organisational custom and practice for presentations
K19 who to go to for technical support and design requirements
K20 the organisational process for evaluating and reviewing presentations
K21 organisational methods for reporting and recording the outcome of presentations

Additional Information

Behaviours

1. you analyse customer needs and wants in relation to the presentation and the possible sale
2. you reflect on the range of presentation resources and visual aids at your disposal
3. you are sensitive to audience needs at all times and inspire confidence in them through your personal presentation style
4. you demonstrate an appropriate range of verbal and non-verbal communication
5. you present professionally at all times
6. you present information clearly, accurately and at a pace which develops

CFAS5.3

Develop and deliver a professional sales presentation

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	S5.3
Relevant occupations	1132 Marketing and sales managers 3542 Sales representatives 7113 Telephone salespersons 7129 Sales related occupations nec
Suite	Sales 2010
Key words	Sales, sales functions, sales strategy, selling

CFAS7.2
Sell products or services face-to-face

Overview

This unit is about selling to customers face to face. Some contact with your customers may be via telephone, e-mail or in writing but successful performance in this unit involves direct contact with customers.

The unit aims to encourage sales performance in a number of areas but in particular after initial contact has been made with customers. The unit includes identifying your customer's buying needs, promoting benefits and features of your organisation's products and services, responding to and resolving customer objections and agreeing mutually beneficial terms and conditions.

The unit also requires you to pick up and respond to verbal and non-verbal buying signals, both negative and positive, as well as demonstrating good levels of knowledge and understanding of your organisation's products and services.

Who is this unit for?

Sales Executives and Sales Team Leaders

CFAS7.2
Sell products or services face-to-face

Performance criteria

You must be able to:

P1 Identify customer requirements through the use of careful questioning and confirm them by summarising their buying needs and interests

P2 Identify products or services which match your customer's needs and confirm with your customer that they are suitable

P3 Interpret buying signals which are given by your customer and act on them to progress sales

P4 Structure the face to face sales discussion effectively to include an overview of key features and benefits of products and services and give your customer the opportunity to fully discuss and assess them

P5 Provide your customer with materials to support the promotion of products or services

P6 Evaluate potential trade-offs that will be mutually beneficial to your customer and to your organisation

P7 Record, analyse and act on any area in which your product or service does not meet your customer's requirements

P8 Give your customer clear information and make proposals that meet their requirements

P9 Obtain the support of colleagues when looking to overcome customer objections and meet customer needs

P10 Close the sale by gaining the commitment of your customer and complete the formalities of the sale following organisational procedures

Knowledge and understanding

General knowledge and understanding

You need to know and understand:

K1 How to structure and progress sales contacts
K2 The differences between proactive and reactive selling
K3 Techniques that can be applied when selling in face-to-face situations, including cross-selling, up-selling and the sale of add-ons
K4 Methods for assessing maximum and minimum returns and how to prioritise development of leads according to potential value and probability of closure
K5 Verbal and non-verbal listening and questioning techniques suitable for selling in face-to-face situations
K6 The differences between benefits and features and how to sell them effectively
K7 How to involve your prospect in reaching a solution to any sales problem
K8 Methods for recording messages accurately and ensuring they are dealt with by appropriate people promptly
K9 The range of behaviours displayed by customers and how to manage them constructively
K10 How to overcome customers' objections sensitively and constructively and how to respond effectively to their queries
K11 Effective methods for closing sales
K12 How to evaluate and measure the success of face-to-face sales contacts

Sector/industry specific knowledge and understanding

You need to know and understand:

K13 Legal, regulatory and ethical constraints relating to selling in your sector/industry
K14 Organisational and sector regulatory requirements and practices relating to selling
K15 Competitive practices and activities

Context specific knowledge and understanding

You need to know and understand:

K16 Organisational objectives and plans for face-to-face sales contacts
K17 The structure of your organisation and its products or services
K18 Organisational policies and procedures relating to your products or services
K19 Your organisation's target market and all its significant features
K20 Competitor activities, products and services and latest developments in your organisation's markets
K21 Sales targets for your own area of responsibility and limits of your

personal authority

K22 Processes for recording customer call information and follow-up activities

K23 Who to communicate with about important information relating to customer calls

K24 Your organisation’s requirements for closing sales and securing orders

K25 Customer and prospect feedback activities and how to channel the information effectively

K26 Available literature and support materials for the selling process

K27 Who to go to in order to secure effective sales support for customers

CFAS7.2
Sell products or services face-to-face

Additional Information

Behaviours

1. You are customer focused at all times
2. You show respect for customers and understand and empathise with their views
3. You avoid prejudging customers based on appearance, behaviour and communication
4. You are honest, sincere and ethical in your chosen sales approach
5. You communicate articulately and effectively, listen actively and adopt an appropriate communication strategy for each customer
6. You demonstrate an in-depth knowledge and understanding of products and services on offer
7. You use the most effective questioning technique for your sales situation
8. You adapt to different audiences and their requirements
9. You work with other sales team members to avoid duplication of tasks and to maximise sales opportunities

CFAS7.2
Sell products or services face-to-face

Developed by	CFA Business Skills @ Work
Version number	1.0
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	SLS7.2
Relevant occupations	1132 Marketing and Sales Managers; 3542 Sales Representatives 7113 Telephone Salespersons; 7129 Sales Related Occupations n.e.c.
Suite	Sales 2010
Key words	Sales; selling; communication; products; services

CFAS7.3
Sell products or services over the telephone

Overview

This unit is about identifying, developing and closing sales over the telephone from both inbound and outbound calls.

The unit includes identifying your customer's buying needs, promoting benefits and features of your organisation's products and services, responding to and resolving customer objections and agreeing mutually beneficial terms and conditions.

The unit also requires you to pick up and respond to verbal and non-verbal buying signals, both negative and positive, as well as demonstrating good levels of knowledge and understanding of your organisation's products and services.

This unit is suitable for face-to-face selling, telesales and online selling

This unit is for; Sales Executives and Sales Team Leaders

CFAS7.3
Sell products or services over the telephone

Performance criteria

You must be able to:

P1 identify your objectives for selling products and services over the telephone both by making and receiving calls
P2 use call lists or leads provided by your organisation and prospect those most likely to produce sales
P3 assess the potential of prospects and prioritise calls according to value and probability of closure
P4 plan sales calls and identify how to obtain customer information and relaying key sales messages
P5 use structured questions to obtain information from prospective customers about their needs
P6 use structured questions to explain the major benefits of using key products or services and to demonstrate their compatibility with features and functions
P7 explain the benefits and features of your products or services, interpret your prospect's reaction to those and decide how best to progress the sale
P8 deal with customer queries and objections with clear and accurate responses
P9 agree the basis of your customer's interest and their overall requirements
P10 gain a commitment from your customer and close the sale
P11 grasp opportunities to develop a positive relationship with customers and identify and pursue further customer contact
P12 provide customer feedback and reaction to products or services to appropriate people in your own organisation

Knowledge and understanding

You need to know and understand:

K1 the sales cycle and how it helps sales team members to structure and progress their sales contacts
K2 the differences between inbound and outbound telephone selling
K3 the different situations in which telephone selling is appropriate and the advantages and disadvantages of selling by telephone
K4 the differences between proactive and reactive selling
K5 techniques that can be applied when selling on the telephone, including cross-selling, up-selling and selling add-ons
K6 methods for assessing maximum and minimum potential and how to prioritise calls according to value and probability of closure
K7 verbal, non-verbal, listening and questioning techniques suitable for selling over the telephone
K8 how to operate your telephone system efficiently
K9 the differences between benefits and features and how to sell them effectively
K10 how to involve your prospect in developing and closing a sale
K11 Methods for recording messages accurately and ensuring they are dealt with by relevant people promptly
K12 the range of behaviours displayed by customers and how to manage them constructively
K13 How to overcome customers' objections sensitively, constructively and effectively
K14 effective methods for closing sales
K15 how to evaluate and measure the success of telephone sales calls
K16 the range of interactive ICT options available to support effective telephone sales activities

Sector/Industry specific knowledge and understanding

K17 legal, regulatory and ethical constraints relating to telephone sales and the purchase and use of telephone contact lists
K18 regulatory requirements relating to the completion of customer transaction documentation
K19 competitive practices and activities

Context specific knowledge and understanding

K20 organisational objectives and plans for telephone sales contacts
K21 the structure of your organisation and its products or services
K22 organisational policies and procedures relating to your products or services
K23 your organisation's target market and its significant features
K24 competitor activities, products and services and latest developments in

your organisation's markets

K25 sales targets for your own area of responsibility and the limits of your personal authority

K26 processes for recording customer call information and follow-up activities

K27 who to communicate with about important information relating to customer calls

K28 your organisation's requirements for closing sales and securing orders

K29 customer and prospect feedback activities and how to channel the information effectively

K30 available literature and support materials for the selling process

K31 who to go to, to secure effective sales support for customers

CFAS7.3

Sell products or services over the telephone

Additional Information

Behaviours

1. you show respect for customers and understand and empathise with their views
2. you are honest, sincere and ethical in your telephone sales approach
3. you communicate articulately and listen actively
4. you adopt appropriate verbal and non-verbal communication options
5. you use the most effective questioning techniques for the sales situation
6. you adapt your behaviour to audience requirements
7. you work with other sales team members to avoid duplication and maximise sales opportunities

CFAS7.3
Sell products or services over the telephone

Developed by	CFA Business Skills @ Work
Version number	1
Date approved	April 2010
Indicative review date	April 2012
Validity	Current
Status	Original
Originating organisation	Chartered Institute of Marketing
Original URN	S7.3
Relevant occupations	1132 Marketing and sales managers 3542 Sales representatives 7113 Telephone salespersons 7129 Sales related occupations nec
Suite	Sales 2010
Key words	Sales, sales functions, sales strategy, selling

FSPFSSP01
Promote the organisation's additional financial services products and services

Overview

You will regularly update your knowledge of your organisations products and services in order to identify opportunities to promote additional products or services to your customer. You will ensure that your customer is provided with sufficient information, either by telephone or in writing, to enable them to make an informed decision about the products or services you are offering. It is important that when promoting additional products or services that you follow both your organisations and regulatory requirements. You will need to deal with customers efficiently and in a manner that promotes goodwill and use careful and appropriate questioning to obtain information from customers.

FSPFSSP01

Promote the organisation’s additional financial services products and services

Performance criteria

You must be able to:

P1 Update and develop your knowledge of your organisations financial services products or services

P2 Identify appropriate additional financial services products or services to promote to your customer

P3 Identify opportunities to offer your customer additional financial services products and /or services to meet their demands and needs.

P4 Provide information to customers which is accurate and sufficient for them to make an informed decision about the additional financial services products or services

P5 Provide your customer with the opportunity to ask questions about the additional financial services products or services you are offering

P6 Refer requests for information and advice which are outside your authority or competence to the relevant person promptly

P7 Action your organisations procedures where your customer shows no interest in the additional financial services products or services

P8 Secure your customer's agreement when interest is shown in the additional financial services products or services and take action to ensure their prompt delivery

P9 Review your targets for the sale of financial services products or services regularly

P10 Comply with legal requirements, industry regulations, including ethical standards and health and safety, organisational policies and professional code

FSPFSSP01

Promote the organisation’s additional financial services products and services

Knowledge and understanding

You need to know and understand:

K1 The key features regarding your organisation's principal and additional products or services within your area of responsibility
K2 Your organisation's sales process relevant to your area of responsibility
K3 How to access relevant information about your organisation's products or services
K4 The limits of your authorisation and responsibility when promoting your organisation's products and services
K5 To whom customers should be referred for information or advice which is outside your authority or competence
K6 Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including ethical standards and health and safety as they impact on your activities
K7 How to promote additional financial, services products or services when communicating with customers
K8 The procedures and techniques for communicating with new and existing customers

FSPFSSP01

Promote the organisation’s additional financial services products and services

Additional Information

Behaviours	1.	You pay attention to details that are critical to your work

FSPFSSP01

Promote the organisation’s additional financial services products and services

Developed by	Financial Skills Partnership
Version number	1
Date approved	September 2012
Indicative review date	September 2015
Validity	Current
Status	Original
Originating organisation	Financial Skills Partnership
Original URN	FSPFSSP01
Relevant occupations	Finance
Suite	Financial Services Sales Process
Key words	Financial introducer; business opportunity; business relationship; product promotion

FSPFSSP02
Develop and maintain business relations with financial services' introducers

Overview

A proportion of financial business is introduced by third parties, such as retailers, accountants and estate agents, who are in a position to introduce clients requiring financial services and products. This standard is about developing and monitoring productive business relationships with such third party introducers. This includes identifying potential new introducers, ensuring that they are appropriate to do business with, and then agreeing `terms of business' with them. You will also monitor the business being undertaken to ensure that the relationships maximise the overall business for your organisation. You will need to deal with introducers in a manner that promotes and maintains goodwill.

FSPFSSP02
Develop and maintain business relations with financial services' introducers

Performance criteria

You must be able to:

P1 Develop plans to identify new introducers and build professional relationships with them
P2 Approach potential introducers with information about your organisation and appropriate products and services
P3 Gather accurate and relevant information about the potential introducers
P4 Select introducers who offer opportunities to further your organisation's business and who operate in a manner compatible with your organisation's aims and ethics
P5 Inform introducers who are assessed as being inappropriate for progress sensitively of your decision
P6 Agree terms of business with new introducers
P7 Monitor business referrals from introducers and assess their level and quality
P8 Reciprocate business with introducers to maximise the business opportunities for your organisation
P9 Investigate the reasons why when business levels are not as expected and take corrective action
P10 Evaluate your progress in developing business relationships with introducers and use this to inform future activities
P11 Keep records of agreements with introducers and the business opportunities they present which are accurate and up-to-date
P12 Comply with legal requirements, industry regulations, including ethical standards and health and safety, organisational policies and professional codes

Knowledge and understanding

You need to know and understand:

K1 Features of products and services offered by your organisation

K2 Your organisation's procedures for approving and monitoring introducers

K3 Your organisation's requirements relating to relevant codes, legal and regulatory requirements

K4 In general terms, how each of the principal types of introducer might be able to benefit your organisation's business development.

K5 Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including ethical standards and health and safety as they impact on your activities

FSPFSSP02
Develop and maintain business relations with financial services' introducers

Additional Information

Behaviours

1. You present information clearly, concisely, accurately and in ways that promote understanding
2. You prioritise objectives and plan work to make the best use of time and resources
3. You carry out tasks with due regard to your organisation's policies and procedures

FSPFSSP02
Develop and maintain business relations with financial services' introducers

Developed by	Financial Skills Partnership
Version number	1
Date approved	September 2012
Indicative review date	September 2015
Validity	Current
Status	Original
Originating organisation	Financial Skills Partnership
Original URN	FSPFSSP02
Relevant occupations	Finance
Suite	Financial Services Sales Process
Key words	Financial introducer; business opportunity; business relationship; product promotion

FSPFSSP03
Process financial services sales support administration for agencies

Overview

Much business is arranged through agencies (such as Independent Financial Advisers, Appointed Representatives, and Company Representatives). This Standard includes the work involved in approving new agencies and in administering existing agencies. You make sure the documentation and information received in support of an agency application (e.g., agency application forms, references from other offices, bank references, etc.) is accurate, and that you follow your organisation's requirements for deciding whether or not to accept the agency. You check information regarding the operation of agencies (e.g., information regarding performance against production plans, information regarding changes to trading style, information relating to compliance matters, etc.) and take any actions indicated as required by this information. You will need to deal with agency staff in a manner that promotes and maintains goodwill.

FSPFSSP03

Process financial services sales support administration for agencies

Performance criteria

You must be able to:

P1 Verify the accuracy of all documentation and information received regarding new agency applications and clarify any information which is incomplete or unclear

P2 Inform the appropriate person promptly of your decision to either appoint the new agency or to decline the application

P3 Identify and abstract the information you need from the information supplied by agencies

P4 Identify any actions required based on the information supplied and your organisation's requirements and procedures

P5 Inform the appropriate person of the actions required and your recommendations promptly

P6 Refer any actions needed which are outside your authority to the authorised person

P7 Comply with legal requirements, industry regulations, including ethical standards and health and safety, organisational policies and professional codes

FSPFSSP03

Process financial services sales support administration for agencies

Knowledge and understanding

You need to know and understand:

K1 Your organisation's procedures for verifying documentation and information

K2 The records you are expected to keep

K3 Your organisation's procedures for keeping information secure and for preserving confidentiality

K4 How data protection regulations apply to your job

K5 How financial services regulations apply to the work you do

K6 The importance of sales processing to your clients and to your organisation

K7 Your organisation's clients' need for accurate transactions processing

K8 Your organisation's requirements relating to the application of codes, laws and regulatory requirements, including ethical standards and health and safety as they impact on your activities

Additional Information

Behaviours

1. You keep information and data secure and confidential
2. You present information clearly and concisely
3. You pay attention to details that are critical to your work

FSPFSSP03

Process financial services sales support administration for agencies

Developed by	Financial Skills Partnership
Version number	1
Date approved	September 2012
Indicative review date	September 2015
Validity	Current
Status	Original
Originating organisation	Financial Skills Partnership
Original URN	FSPFSSP03
Relevant occupations	Finance
Suite	Financial Services Sales Process
Key words	Financial introducer; business opportunity; business relationship; product promotion