



Chapter 5: Sales Performance Management Manual



Performance Management

Why performance management is important in sales?

- ➔ 1. Flexible work hours and arrangements, personal hindering habits and habitual laziness
- ➔ 2. Monitoring becomes difficult due to the absence of field supervision
- ➔ 3. The customer visits' interaction decides the end results
- ➔ 4. Disappointing sales results and vicious assault of negative emotions
- ➔ 5. Sales profession is like sailing against the current, you either keep forging ahead falling behind

Customer Visit is the Obligatory Duty of A Salesperson.

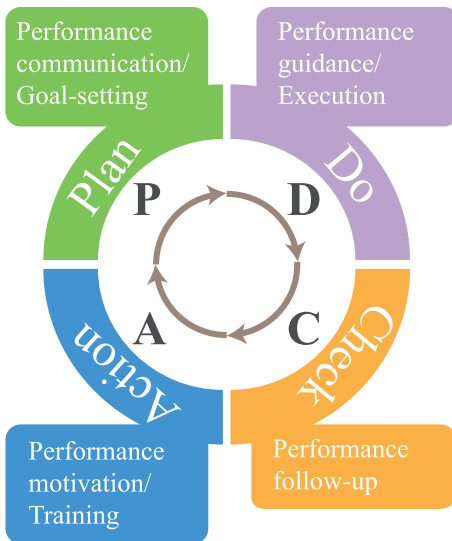
The amount of your field activities represents your work dedication. Important!

AS you sow, so shall you reap. No pain, no gain.
There are no alternatives to customer visits.



Do you know what our agents do daily? Do you know the reasons for poor results?

The Mechanism of Performance Management

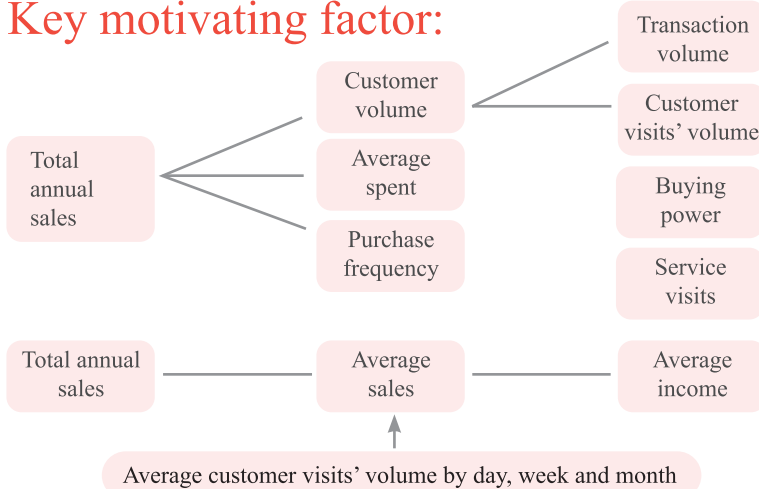


The mechanism of performance management consists of four major steps: Determine performance goals and plans, constant feedback and guidance, mid-term follow-up and appraisal and year-end evaluation, and the implementation of performance motivation measures

Deriving Key Performance Indicators (KPI)

- ➔ Monthly average sales, average income
- ➔ Monthly new customers' volume, sales volume
- ➔ Average spend of a new customer on the first deal
- ➔ Existing customers' repeat purchase amount (average/frequency)
- ➔ Each customer's individual yearly sales
- ➔ Average success rate (concluded deal) per customer visit

Key motivating factor:



Financial goals

You may try the following steps to guide your new agents to chart their financial goals. These guidelines aim to steer the new agents towards a well-defined direction where their financial goals are mapped out. A goal is like a lighthouse and what it does is to serve as a navigational aid to approaching boats. Without a lighthouse (goal), you are getting nowhere in a vast sea and the shore seems to be unreachable!

	Item	Monthly Expenses
A	Cost of Living • Home Loan • Loan for Hire Purchase Transportation • Premiums/Policies • Daily meals • Clothes • Utilities Bill	3,000
B	Saving	1,000
C	Travelling Expenses	500
D	Others	500
E	Total Expenses (A+B+C+D)	5,000
F	Tax (10% - 26%)	396
G	Target Income (E-F)	4,604

Upon learning the desired income levels of the new agents, leaders need to set the corresponding sales goals to make things happen. For added feasibility, sub-goals must be set for different stages before reaching the ultimate goal. This is to remind the agents that the success of the ultimate goal is made up by having achieved all the sub-goals.

Goal-Setting (Example 1)

Item	
A. Monthly income target	RM5,000
B. Divided by the average commission earned per deal (Eg. average sales amount per deal is equivalent to PV32,000 and the commission rate is 8%)	RM2,560*
C. Equivalent to the monthly sales volume	2 transactions
D. Divided by weeks of work in a month	4 weeks
E. Sales volume per week	1 transaction for every 2 weeks
F. Successful sales deals from personal meetings Required weekly successful deals from personal meetings (E×3)	1~2
G. Sales amount from personal meetings Required weekly sales amount (F×5)	7~8
H. New prospective customers Required weekly new prospective customers (G×10)	75

Break everything down by item and there you get your sub-goals. Each new agent has to contact 10 prospects to fulfil the goal of meeting 1 of them personally each day.

Goal-Setting (Example 2)

Item	
A. Monthly income target	RM10,000
B. Divided by the average commission earned per deal (Eg. average sales amount per deal is equivalent to PV32,000 and the commission rate is 8%)	RM2,560*
C. Equivalent to the monthly sales volume	4 transactions
D. Divided by weeks of work in a month	4 weeks
E. Sales volume per week	1 transaction
F. Successful sales deals from personal meetings Required weekly successful deals from personal meetings (E×3)	
G. Sales amount from personal meetings Required weekly sales amount (F×5)	15
H. New prospective customers Required weekly new prospective customers (G×10)	150

Break everything down by item and there you get your sub-goals. Each new agent has to contact 21 prospects to fulfil the goal of meeting 3 of them personally each day.

*example as stated is ONLY APPLICABLE upon client's full payment.

Marketing and Sales Activities Planning

Keep reminding the new agents that in order to succeed in this industry, the following requirements must be followed. For example, a Nirvana Service Advisor (SA) needs to maintain a disciplined daily routine as follows:

Activity (Action)	Example	Standard
Telephone calls	10 per day	
Sales appointment	4 per day	
Sales derived from personal meetings	3 per day	
Sales deals	3 per week	
Business referrals	3 per week	
Agency meeting	1 per week	
Training	2 per month	
Customer service	2 per day	
Savings	RM1,000 per month	

Leave no stone unturned to help your new agents close their first deal ever!



One of the biggest challenges for the new agents is their limited knowledge of the Bereavement care industry. Knowledge can be likened to their weapon and without it, it's a suicidal battle. As the adage goes:

Pair training with personal advice and complement
it with field interaction.
Keep doing the same things again and again to
sharpen your skills

Concerns From A New Agent

I have not talked to a stranger yet and my upline is not free to join me today. Sigh.....I will have to do it myself!

What a shame; what if I fail to close the deal; it would be better if my upline could tag along; who knows.....

It looks difficult and I am lost..... I am not going to do it!

This is my first ever customer visit and I am scared.



These are the usual doubts that plague the new agents. As a leader, when you tag along, you can:

- demonstrate the selling skills and tricks
- help build their confidence and sense of security
- foster admiration and confidence among the new agents towards you
- observe and evaluate their ability and correct their weaknesses

Tagging Along Is Part Of The Basic Responsibility Of A Leader



The Benefits of Doing Sales in the Company of Your Superior:

- 1. It helps increase the confidence and sense of security among the new agents.
- 2. It's a best platform to demonstrate the selling tricks and skills.
- 3. It allows for hands-on experience
- 4. It lets you observe the capabilities of the new agents (eg. Shrewdness, Interpersonal relationship)

Stages of Doing Sales Together

First stage:

New agents play the observer role.

- This helps reduce the psychological pressure of a customer visit.
- At the same time, they get to learn how to handle pressure.



Second stage:

The leader plays the observer role.

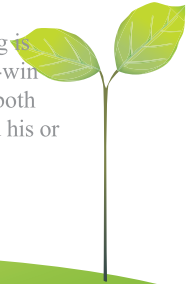
- Pay close attention to their selling techniques including communication skills and mindset.
- Let them work on their own as much as possible and acknowledge their hard work and give them credit.



Third stage:

This is the highest level of a mind in sync with each other's.

- Tagging along is simply a win-win situation for both the leader and his or her team.



What Are the Things to Prepare in Advance For Doing Sales Together?

- Treat his or her prospects as yours. Guide him or her even when they are going to from the client.
- When making an appointment, try to include another agent, especially the one who has a great potential. This is a great opportunity for learning. However, please get the consent from the client beforehand because some big clients don't like the surprise of a big company.
- Do some homework on the background of your prospect in advance. This includes the background of his or her children and who is in charge of the financial matters in he household. Having done such homework makes life easier for the face-to-face meeting later.
- Prepare all the necessary product information and selling tools, including the layout plan, pricing scheme, zoning map etc. Take the customer through the various zones for better understanding and presentation.
- Keep a cheerful composure and optimistic approach.
- Tell your agent(s) that not all customers that they are going to meet would ALL end up buying the products.. Sometimes, the higher your expectations, the greater the disappointment. Selling Nirvana products is not like selling herbal products where one can decide to buy on the spot. Nirvana products come at higher prices and selling them requires a few rounds of persuasion.
- When the deal is done, congratulate your agent “Nirvana fits into your career!”

Things to take note prior to the process of Doing Sales Together

- 1. Arrive early and prepare things the way you want.
- 2. Be decently dressed. Wearing uniform is advisable.
- 3. Arm yourself with psychological preparedness.
- 4. Be adaptive and focus on the key points in a time-constrained environment.
- 5. Take the lead in helping the prospect make decision by reinforcing certain propositions eg. ‘Nirvana products are not a commodity. They only go to those who are fortunate enough to own one of them.’
- 6. Be polite all the time.
- 7. Remind the customer to mind his or her step.

Things to Follow-up after the Process of Doing Sales Together

- 1. Analyse the outcome of working together in terms of the functioning, performance and execution, **before** and **during** the meeting.
- 2. Discuss the success and failure factors.
- 3. Work on the follow-up work.
- 4. Keep in touch with prospective customers.
- 5. Invite prospective customers over for **TPOM** dinner.

What is Performance Coaching or Mentoring?

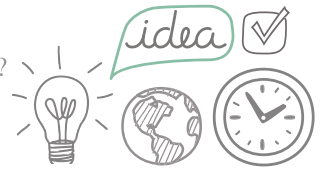
Coaching combines **Counseling** and **Guiding**

Counseling comes into play through the delivery of technical support in an appropriate manner.

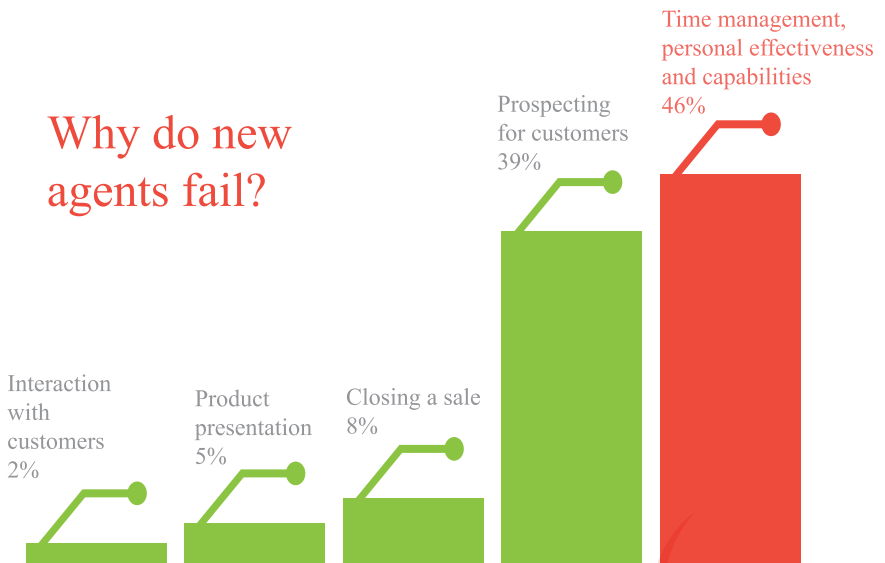
Guiding points out the shortcomings of the agent while suggesting methods of improvement.

Raise these questions in the beginning:

- What are the biggest problems facing the agents?
- What are the things you want to contribute to your agents most?
- How do you educate and train your agents?



Why do new agents fail?

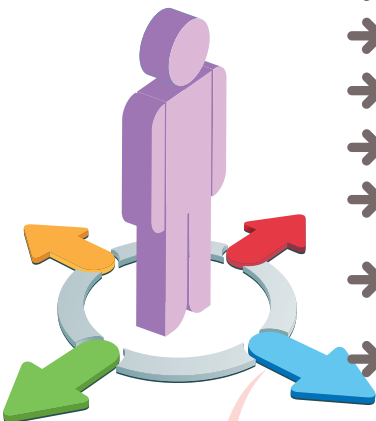


The Common Psychological Barriers of Coaching

During the coaching or mentoring process, these are the common challenges leaders will face:

- 1. I don't know and I just don't want to know their worries.
- 2. I am busy and have no time to guide them.
- 3. I just don't know how to guide them! I don't know needs to be discussed and taught
- 4. I don't want to spend time coaching them. Instead, I would rather do it myself, promptly and precisely.

The Coaching Direction From A Leader To His Or Her Team Members



- 1. To strengthen confidence within agency force
- 2. To establish a clear-cut career goal
- 3. Instill positive mindset in selling
- 4. Inculcate good working habits
- 5. Help them build up a network with a steady stream of customers
- 6. Apply professional knowledge to improve their selling skills
- 7. Monitor their work schedules and self-management

The Right Mindset of Coaching

- 1. Confidential - Never leak secrets.
- 2. Objective - Do not bother others with your personal thoughts and emotions. No person is the same, including his or her thinking.
- 3. Patient - Be patient, your time will come.
- 4. Provide suggestions and formulas.
- 5. Be a good listener when it matters most.

Things to Note:

- 1. Coaching and mentoring doesn't mean teaching alone. It's about providing services as well.
- 2. Coaching or mentoring; doesn't mean taking care of everything or a replacement. It's about encouragement and guidance.
- 3. Coaching and mentoring doesn't mean babysitting. It's about guiding our agents.
- 4. Coaching and mentoring doesn't mean picking mistakes or shortcomings. It's about correcting them.
- 5. Coaching and mentoring doesn't mean a one-way street simply because education is a two-way process.

The Common Coaching Methods:

Morning meeting/ evening meeting

One-to-one coaching

Doing Sales Together

Adopt case study

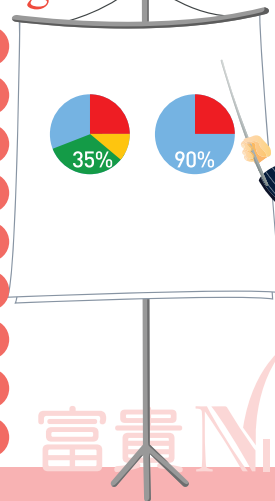
Role-playing

Activity management tools

Telephone follow-ups

Attend classes

Self-study



What is the Most Appropriate Time For Coaching?

When it's the FIRST experience for an agent

- First day joining Nirvana
- First time visiting a customer
- First successful deal
- First salary
- First visit to the memorial park

The report card

- When the results are good
- Upon promotion
- After participating in some training programme
- Precise evaluation on a regular basis
- During payday

When facing a setback

- Sudden change of behaviour
- Drop in sales
- Relegation
- Customer rejection
- Inundated with complaints

- Seize the opportunity to guide him or her
- Observe the conditions of your agents when they are in the field
- Recognition and give instantaneous credit for a job well done
- Compliments, encouragement and recognition must be from the bottom of your heart. It has to be specific so that the salute hits the sweet spot of your agent.

Example For New Agent:

Timing	Action for Coaching and mentoring
First day joining Nirvana	<ul style="list-style-type: none"> • Self-introduction at morning and evening meetings. • Face-to-face interaction - talking about career planning and product knowledge
First time visiting a customer	<ul style="list-style-type: none"> • Provide new agent with the opportunity to talk about their feeling towards the company and their team during the morning and evening meeting with encouragement from the team members. • Carry out joint field work twice a week with the leader planning the agenda initially and slowly over time, it's the new agents who take charge of their own field work.
First successful deal	<ul style="list-style-type: none"> • Sharing at the morning and evening meetings • Engage joint field work at least once in the third or fourth week of the month. • Face-to-face interaction with your new agents at least twice a week.
Within the first month	<ul style="list-style-type: none"> • Following call on a daily basis
Within the first three months	<ul style="list-style-type: none"> • Coach and encourage the new agents to adhere to the to-do-list on the daily logbook with weekly monitoring.

How to Coach Your New Agents?

Advance Preparation

- Recognize their target market
- Guide them through on how to achieve the goals
- Time, venue and means
- Prepare key information including statistics
- Anticipate likely situations and plan and act accordingly

During Field Work Execution

- Coaching - directly, indirectly and through questioning
- Reach a consensus when problems surface
- Bring forward solutions including implementation
- Attain new members' commitment

Post Field Work's Follow-Up And Feedback

- Time, venue and means
- Plan implementation and accomplishment

Coaching Over The Phone

Benefits:

Keep track of the productivity of activities planned: strengthen bonds and nudge the new agents in the right direction.

Means:

- Always start with warm greetings
- Be concerned about their personal well-being
- Support and communication
- Come up with straight-to-the-point proposals
- Words of encouragement
- Be thankful and give credit



Face-To-Face Coaching

Get a better grasp of the progress and situational development

Acknowledge past achievements

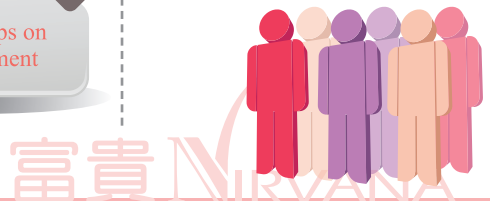
Point out the shortcomings

Provide tips on improvement

Morning Meeting's Operation

Agendas to include:

- Sub-group report card and announcement of plans
- Experience and knowledge sharing and exchange
- Problems and individual case study
- Learning experience report and sharing
- Role-playing
- Communication skills' practice
- Daily logbook monitoring
- Coaching and encouragement



Proceedings of The Morning Meeting (Before Meeting)

Agenda
Planning

Time
Planning

Designation
of Roles

Task
Delegation

Morning Meeting Schedule

Weekly	Day	Subject	Host	Speaker	Special Topic	Remarks
1st Week	Monday					
	Tuesday					
	Wednesday					
	Thursday					
	Friday					

Proceeding of The Morning Meeting (During the Meeting)

Sales Performance
Evaluation

15%

Current sales
performance

- Give credit to those who recorded sales
- Spur team members on to achieve greater heights
- Be proud of the teamwork

Quantifying matters
relating to customer visit

- Sales
- Customer visit volume
- Field work participation and practice

Sharing Learning
Experience

35%

Thoughts sharing

- Positive mindset and attitude
- Self-confidence and enjoyment
- Love, care and career
- Win-win strategies

Agents' experience

- The success stories
- The cause of failure
- Skill demonstration

Training
Workshop

Market demand
analysis

Individual case
study

Product showcase
training

Communication
skills' practice and
headway

Coaching Follow-Up

50%

Status of yesterday's
customer visit

- Diagnosis and guidance

Selling tools' check

- Individual case study

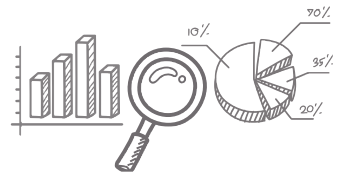
Proceedings of The Morning Meeting (After Meeting)

- Welcome feedback and suggestions
- Weekly planning and preparation
- Evaluation and improvement measures

Things to Note:

- Work against formality when necessary
- Subject-matter in discussion must be clear-cut
- Update execution approaches and agendas
- Team participation and effective management skills
- The leader has a greater responsibility (up to 90%)

Keeping Track of Team Goal



In an effort to efficiently keep track of the sales action plan, please utilise the purpose-built tracking forms distributed by the Training Department.

The beauty of the tracking forms is that they can gauge how disciplined the agents are and from there the leader can monitor their diligence and performance systematically and devise the future plans accordingly.

However, keeping track of the sales action plan through the tracking forms is insufficient. The leader must engage the agents in face-to-face interaction to better understand the thinking and causes of failure of the latter. This is to ensure appropriate measures can be applied to remedy the situation.

Sales Activity Management Chart

- Daily chart (records of activities of the day and for the next day)
- Customer registration chart (customer background and purchase records)
- Weekly chart (goals, accomplishment, gaps, analysis of causes, improvement measures, time)
- Monthly evaluation chart (goals, accomplishment, variations, analysis of causes, improvement measures)
- Monthly planning chart (priorities, specific or concrete measures, person in charge, expected results, time)

Daily Sales Activity Records

Chart all the business activities in black and white for ease of monitoring, not based on gut feelings and intuition.

No	Time	Name	Contact Person	Contact Number	Content	Next Appointment
1	10am	Alex Loh	Carmen (PA)	xxxx	customer would like to know more about NV Seed Product details	25/4, 11am
Visit Plan for next day						

Weekly (Monthly) Sales Activity Evaluation Chart (Personal Or Group)

Indicators	Goals	Accomplishment	Variations	Analysis of Causes	Improvement Measures	Time
Customer Visit Volume						
Sales volume						
Sales amount						

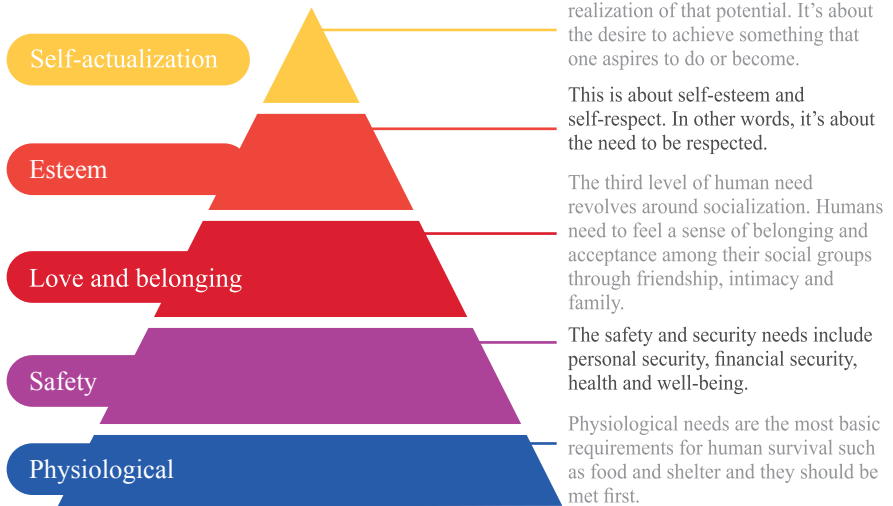
What Is MOTIVATION ?

The need for motivation varies by people. Motivation comes in the form of satisfying the needs of the agents so that they get inspired to work harder to achieve the personal and team goals. It is part of the goal-achieving process.

What are the factors that help unleash our potential? Two key aspects:

- 1) Intrinsic driven: Goals, mission, life values and principles.
- 2) Extrinsic driven: prestige, reputation, materialistic rewards.

Maslow's Hierarchy of Needs



'Maslow's hierarchy of needs' is a theory in psychology that defines the basic human needs that need to be fulfilled. This is a very important training tool in building up a team. Relate each level of need(s) to the real life situations and motivate the team members to strive for each of them.

For example, the physiological needs concern the new agents most. With the pressure of seeking food and shelter before other things, the leaders must do whatever they can to help the new agents pull through the initial stage. Failing to do so will only result in your new recruits leaving the company.

How to Encourage Your Agents?

1. Encouragement by being a role model

Lead by example! Motivate yourself first before you motivate others. Show your passion and vigour to your team members to inspire them to work enthusiastically.

2. Encouragement by focusing on the goals

Motivate your team members in a goal-oriented environment. Lead them towards achieving the predefined goals by staying on the right direction. Inspire and guide them (especially the new members) to forge ahead, driven by clear-cut goals with the ultimate target in mind.

3. Encouragement by respecting each other

Dignity is more important than wealth! 'Respect' is one of the most effective motivation tools in all situations. Respect and value your agents' thinking, personalities, faiths, strengths and weaknesses. 'Respect' leaves a longer and more effective motivation outcome than materialistic rewards.

4. Encouragement by trusting each other

In order to secure the cooperation from your agents, you need to win their trust. We love to mingle with supportive people and listen to their advice. Therefore, trust is the only thing closest to our hearts that motivates us from within. We need mutual trust to inspire each other's determination for success.

5. Encouragement through compliments

Everyone loves to be praised. It's a form of recognition for our effort. The power of compliments is incredible if offered at the right time, in the right way. Be generous with your compliments on social occasions. It's a form of recognition that powerfully serves as a motivational tool that makes the recipients more confident, more self-assured and of course, greatly motivated.

6. Encouragement through social and cultural attachments

Every organisation has its own work culture and social traits. Work around these two core elements to move your team forward with social connectedness in mind. Occasions like birthday celebrations and small gatherings are great ways to the team together. Such cohesiveness will result in stronger fraternity that motivates the entire team from inside out. This makes goal achievement more attainable.

7. Encouragement through admonishment

From its onset, admonishment may look like working against motivation, but one is compelled to do so under certain circumstances. In any industry and profession, there are rules to follow, be it written or unwritten. Admonishment is key to maintaining the good practices of the fraternity while deterring others from making the same mistakes.

