Sales Training Programs

Each web-based program is available in two formats:

Independent study: This is the classic online approach, where learners work through the material on their own. Course work is not graded, nor are minimum quiz scores set.

Application Coaching and Certification: A blended learning format that augments the online course with minimum quiz scores; three, hour-long webinars; detailed homework review, feedback, pass/fail grading; and certification for successful completion.

Strategic Account Management Programs:

Relationship mapping: Key to Closing the Big Deal - This course supports the participant's creation of a relationship map for an important account where they are working to close a big deal. After samples and best practices are presented, participants begin work on a relationship map for their chosen account and deal. Optional follow up discussion focuses on uncovering opportunities to win the deal and expand and develop the relationship.

Quantitative Value Propositions - Learners master the discipline of creating value word equations to enhance their sales presentations. Participants can begin immediately to quantify the ways they talk about their offerings in selling conversations. Optional follow up provides participants with feedback from expert consultants on their application of the principles and best practices of the course.

Optimizing Investments in Key Accounts - This course includes having participants complete the Relationship Assessment Questionnaire for one of their key accounts and develop sales activities to use to optimize investment in the account. Optional follow up discussion focuses on actions the participant can take to balance investment in the account with what the account would like as well as with the potential the account presents.

Building Business with a Relationship Scorecard - One of the main tools in key account management is the relationship scorecard. It tracks progress and promises kept, and lays the groundwork for discussing ways to expand the relationship. Often the scorecard serves as the basis for a meeting with the customer in which accomplishments and historical performance is reviewed and opportunities for new business are uncovered and planned. This module includes participants planning both the scorecard and the business development meeting for one of their key accounts. Optional follow up focuses on application exercises that are produced during and after completing these courses and their review by and discussions with client executive management as well as expert consultants.

Sales Quotas Program:

Set Better Sales Quotas - Ninety percent of sales forces use quotas, but 80% of them are dissatisfied. First quotas must be aligned with your strategies. They must direct sales activities, motivate the behaviors your strategy needs, and penetrate your target market, producing revenues at needed margins. This course is offered in two forms, one for the sales people who need to have input into quotas and then meet them once they are set, and the second for sales executives, HR professionals, and general managers who need to lead the sales quota setting process.

Set Better Sales Quotas: The Basics - This course provides the basic principles and best practices that sales people need to have input into and then meet sales quotas. As for all of our courses, this one is offered either as in a self-study format or with optional feedback on course assignments by our expert consultant.

Set Better Sales Quotas: For Managers - This course outlines our proven five step quota setting process that uses facts and analysis to produce accurate and effective, strategy-driven quotas. It also provides guidance on how to communicate with sales people, both to obtain their input and then explain the strategy-driven quotas that are eventually set. Again, the course is offered in a self-study format as well as with optional feedback from our expert consultants.

Forecasting Program:

Forecasting: Basic & Intermediate - A critical aspect of understanding your company's relationship with its key accounts is to identify patterns of demand, such as trend and seasonality. This course enables the participant to set expectations for "business as usual" sales performance and measure the effects of his or her sales activities. Optional follow up discussion provides feedback and guidance on how to improve forecasts as well as discussion of their implications and the opportunities they uncover.

Sheth Leadership Academy

SLA

B2B Marketing Curriculum

B2B Marketing has come of Age. For decades B2B Marketing lived in the shadow of Consumer Marketing. But important changes have elevated B2B to arguably a more important place than its Consumer sibling. Power is shifting to the buyer: This makes Customer Centricity Marketing's source of effectiveness and efficiency. Buyer committees are usurping much of Sales' role: This makes supporting the sales force with information and "selling beyond the sales force" crucial. Strategic Account Management is one of today's central strategies: This makes Relationship Marketing crucial. The imperative to innovate begins at home: This makes "Growing the Core Business," and "Revitalizing Mature Products" of paramount importance. SLA has created 7 web-based courses to help B2B Marketers address today's new challenges.

The Sheth Leadership Academy delivers Professor Jag Sheth's singular business insights through dozens of courses in three formats: e-learning, on-site training, or video. The online approach features the latest learning technologies, including videos, interactive exercises, quizzes, and "back home" application exercises. Our on-site training features highly accomplished business consultants and educators. Every course can be supplemented with follow-up coaching from an SLA expert. Our courses drive immediate results by giving your team a playbook of proven tools and actionable practices.

Biography — Dr. Jagdish (Jag) N. Sheth is the Charles H. Kellstadt Professor of Marketing at the Goizueta Business School of Emory University. He is a leading consultant to global corporations and national governments, including AT&T, Ford, GE, Motorola, Square D, Whirlpool and many others. Some of his most notable achievements include: Author: Over 40 books and 400 research papers including: The Rule of Three, Clients for Life, The Self Destructive Habits of Good Companies. Founder: Center for Relationship Management at Emory University, Center for Telecommunications Management at University of Southern California, India, and China & America Institute.

Programs:

Growing the Core Business
A web-based workshop led by Dr. Jagdish Sheth Dr. Sheth demonstrates that " the core business is always the best business." He presents two original analytical models and seven strategies you can apply to your business to grow it profitably. The principles and strategies are illustrated with world-class company examples. Optional feedback from our expert consultants focus on the application exercises that are produced during and after completing these courses.

How To Revitalize Mature Products
This course focuses on several fundamental structures of product innovation and growth, specifically the product lifecycle, product cash flow, and four aspects of how to revitalize mature products. Four growth strategies, to look at a company's existing and new markets, are then discussed in detail.

Seven Keys To Better Business Marketing
The course outlines the importance of business markets in the broader economy. It explains the seven strategic keys in detail to better business marketing, including a shift from product-to-customer centric approach, a collaboration approach towards customers and partners, automation of customer facing functions, redesigning business marketing as supply chain management, outsourcing of non-profitable customers, inclusion of a CCO position, and a renewed focus on customer support services. Each factor is then discussed in depth.

How To Successfully Implement Relationship Marketing
Rise of Relationship Marketing as a practice and perspective has been simply spectacular. What can be learnt from past experiences about it? This course focuses on ten relevant strategies to successfully implement Relationship Marketing within companies and its true alignment to a customer, which is a critical strategy however a hard one to successfully implement.

What Is Customer Centricity?
The course focuses on the concept of customer centric marketing and what it means to be a customer centric organization. The reality is most companies tend to be product centric and to shift the focus on customer centricity, topics covered include the evolution of marketing practice, the definition and strategic advantage of customer centricity, the definition of a customer, and then ten strategies on how to integrate and organize marketing functions around the customer.

How To Implement Customer Centricity?
While most companies know that they need customer centricity, few of them are able to do it successfully. This course specifically focuses on providing nine strategies on how companies need to implement customer centric culture. It goes on to address in detail the seven key challenges or hurdles companies face while implementing it and presents methodologies to overcome the hurdles effectively.

Selling Beyond The Sales Force
This course draws a comparison to analog era with customer service and explores alternate methods of customer service and selling, highlighting how much both processes have been automated, but specifically looking at the evolution of selling methods. The four forces driving selling beyond the sales force and the various factors and frameworks around sales culture, automation, integration, and account management are discussed in detail. The complexity and capabilities surrounding key account management it's repositioning is discussed in addition to a strategic model presented with seven trends on future of selling.

See our course at: ISBM.TALENTLMS.COM

Institute for the Study of Business Markets

Agile Product Development Program

Agile comprises a flexible, holistic product development strategy where a development team works as a unit to reach a common goal. Agile challenges the traditional, sequential approach, and enables teams to self-organize, encouraging co-location or close online collaboration of all team members, as well as daily face-to-face communication among all team members and disciplines in the project.

This Series consists of six courses, one on the Agile Process, which covers the Agile development cycle: Discover, Design, Develop, and Test, and three roles in the Agile method: the Product Owner, the ScrumMaster, and the team. Subsequent modules teach how individuals can succeed in each role. The fifth course covers the secret sauce of the Agile process: User center design and user experience. The sixth course covers the central process of Agile development: Agile product testing.

The Agile Process
This module describes the Agile Product Development Methodology—an iterative and incremental approach to product development. A key principle of Agile is its recognition that during a project the customers can change their minds about what they want and need (often called "requirements churn"), and that unpredicted challenges cannot be easily addressed in a traditional predictive or planned manner. This module explains Agile's empirical approach—accepting that the problem cannot be fully understood or defined, focusing instead on maximizing the team's ability to deliver quickly and respond to emerging requirements.

Product Owner
In Agile, the Product Owner is the one person responsible for a project's success. The Product Owner leads the development effort by conveying his or her vision to the team, outlining work in the Product Backlog, and prioritizing it based on business value. Of course, he or she must also consider the stakeholders and the team. As such, the Product Owner must be available to the team to answer questions and deliver direction.

This combination of authority and availability to the development team makes it hard for the Product Owner not to micro-manage. Agile values self-organization and, as a result, the Product Owner must respect the team's ability to create its own plan of action.

It is the Product Owner's responsibility to consider which activities will produce the most business value. This means making tough decisions—that the team might not appreciate—during sprint planning. However, the Product Owner is the one person who must face the music if the project crashes and burns. Therefore, he or she must aggressively determine which features of a product are most important, when they are developed, etc. Just as the development team must produce the negotiated work for the Product Owner, the Product Owner must deliver the product to the customer.

Scrum Master
Agile is facilitated by a Scrum Master, who is accountable for removing impediments to the ability of the team to deliver the product goals and deliverables. The Scrum Master is not a traditional team lead or project manager, but acts as a buffer between the team and any distracting influences. The Scrum Master ensures that the Scrum process is used as intended. The Scrum Master is the enforcer of the rules of Scrum, often chairs key meetings, and challenges the team to improve. The role has also been referred to as a servant-leader to reinforce these dual perspectives.

The core responsibilities of a Scrum Master include (but are not limited to);

- Helping the Product Owner maintain the product backlog in a way that ensures the project is well defined and the team can continually advance forward on the project at any given time
- Determine the definition of done for the project with input from the entire Scrum team
- Coaching the team within the Agile principles in order to reach the defined 'done'
- Promote self-organization within the team
- Remove all impediments to the team's progress, both internal and external to the Scrum team
- Facilitate team meetings to ensure regular progress
- Educate others involved with the project on Agile principles

The Scrum Master differs from a project manager in that the latter may have people management responsibilities unrelated to the role of Scrum Master. The Scrum Master role excludes any such additional people responsibilities. In fact, there is no role of project manager in Agile, and practicing Scrum with a project manager included may cause difficulties.

The role of the team
The Development Team is responsible for delivering the minimum viable product (MVP) as well and incremental product enhancements at the end of each Sprint. A Team is made up of 3–9 individuals with cross-functional skills who do the actual work (analyze, design, develop, test, technical communication, document, etc.). The Development Team in Agile is self-organizing, even though there may be some level of interface with other project management functions.

User Center Design and User Experience
The secret sauce of the Agile Process is understanding the user's world through User Research, Personas, Information Architecture, Experience Mapping, Wireframes, User Interface, and Prototyping. These tools will help your team critically look at the technology they provide and develop user focused experiences that will create long lasting customer loyalty. This course provides principles, best practices, and examples.

The Agile Testing Process
The central process of Agile development is putting a minimal viable product (MVP) in the hands of real users and obtaining their feedback. This module provides principles, processes and examples.

Product Manager's Playbook Program

This streamlined program provides the heart of our full, workshop-based program at a fraction of the cost. **In-person** workshops are replaced by web-based courses, taken at your manager's convenience. **Twelve, telephone coaching sessions** (the same as the standard program) by an expert Resultrek consultant—focused on individual needs. **Three half-hour read-outs** of the manager's progress on a real, important project to their immediate supervisor.

Programs:

Overview - We've benchmarked how the world's great marketing companies produce superior results, year after year, and organized their secrets into the 6 activities they all perform and the five documents (in one form or another) they use to support the 6 activities. This course will move your product managers from competency to world-class marketing excellence by showing them the Playbook used by the great marketers and giving them the job tools they need to produce significantly better results.

Product Lifecycle - The main message of the product lifecycle is change: The strategies that made you successful last year may actually hasten your downfall this year, if your product is moving to the next phase in it's lifecycle. Each phase has its characteristic strategic marketing theme: Introduction: Make it Real. Growth: Get your Share. Maturity: Differentiate or Die. Decline: Decide. This course gives you insights to determine where your product is in its lifecycle and tools to address the next set of challenges you'll need to face.

Segmentation - Ted Leavitt, the Harvard Business School marketing guru, said, "If you're not doing segmentation, you are not doing marketing." Leavitt was pointing out the crucial role segmentation plays in using the principles of marketing to differentiate and gain competitive advantage, to achieve efficiencies of accurate targeting, to focus on the real competitors, and to uncover unmet needs. Too often segmentation becomes a sterile exercise that product managers delegate to market research. This course provides step-by-step processes so product managers can perform segmentation themselves and achieve strategic advantage.

Competitive Analysis - There is so much information available today that competitive analysis can become an end in itself. This course focuses the product manager on using competitive analysis to define points-of-difference that can be exploited for competitive advantage as well as to uncover disadvantages to work around or address head on.

Positioning - Great product positioning increases Return on Investment. It's the essence of strategic marketing. This course covers the 4 elements of positioning: 1.Strategic market segmentation and target selection and profiling. 2. Competitive analysis and defining your unique point of difference (POD). 3. Making your POD credible with supporting evidence—unique product features. 4. The name of your product. The course also illustrates the difference between mechanically going through the motions for each step and taking a fresh, creative look that gives your position the "plot twist" it needs to create competitive advantage.

Product Economics: Revenue; Cost; Capital - If you are going to be the general manager of your product—if you are going to really own it—you must start with an understanding of your product's economics—how your product makes money. This course breaks down abstruse economic terms and concepts to accessible, usable illustrations and exercises that will give you the understanding you need to manage your product's P & L.

Issues, Opportunities and Objectives - World-class product plans are issue driven. Product managers are such positive people that they often skip defining problems as issues and jump right to great programs and activities to address the problems. But the short coming of jumping over the issue analysis is that when programs don't work as they are expected to, there is no analytical foundation to parse out whether the shortfall is due to misdiagnosis of the issue, choosing the wrong strategy, or poorly executing the correct one. The I-O-O analysis is the foundation needed to set in motion a virtuous cycle of continuous learning.

Short Plan - Best practice is to create a short (5 to 7 pages max) plan that is fact based, issue driven, and financially justified. Long, rambling plans don't do anyone any good. No one reads them—not even the product manager. So this course shows how to create a plan in a few pages that wins support and communicates strategy.

Implementation Plan - Product Managers know that implementation is job 1. This course shares the secrets of successful implementation used by the world's great marketers. The hallmark of world-class product managers is that they "make their strategies happen." And the key tool for accomplishing this is the implementation plan that specifies who will do what and when. This course provides guidance for translating strategies into implementation plans and for having dialogue with the people who will accomplish the needed tasks.

Measurement/ Monthly Summary of Business - This course explains the critical need to "measure to learn not to punish." It shows the ways world class product managers use measurement to learn how to improve their marketing effectiveness and improve results. It also provides a process and document template for the product manager to use to lead company thinking about their product through the monthly summary of business.

Dialogue - The purpose of any planning system is to facilitate dialogue up and down the chain of command and across the functions. The Resultrek Product Manager's Playbook features dialogue sessions on the factbase and issue definition, on the product plan, on the implementation plan, and on the status of implementation.