Commercial Training Program

BPR – Agri Commercial Officers

Rabobank Development

Commercial Training Program

Trainer: Marion van **E**gmond

Learning Outcome:

After these two days you have practized commercial skills in client conversation and relationship management, so you can organize your time efficiently in order to service your clients better and make more profit.

What do I expect from you?

3 E's: Your personal 100% of **Energy**, **Enthousiasm** and **Effort**.

Agenda

Day 1 - 09.00 Start of the training program

- Introduction / learning outcome
- Preparation letter
  - Presentations
  - Client case (step 1)
- Role of the Agri Commercial Officer
- Conversation with the client
- Opening
  - Connecting with the client
  - Setting the agenda
  - Client case (step 2)
  - First impressions

Agenda

Day 1

- Identifying client needs
  - Client needs
  - Asking questions
  - Listening skills
  - Client case (step 3)
- Proposal
  - Purpose / value adding
  - Presentation skills
  - Client case (step 4)

Agenda

Day 2 – 08.30 Start of the training program

- Presenting the proposal
- Dealing with objections
    - Purpose and type
    - How to deal with objections?
    - Client case (step 5)
- Closing the deal
- After Sales
- Relationship management
    - Portfolio management
    - Client management
- Action Plan
- Evaluation

Presentations

Working method

- Each participant gives a presentation as prepared about himself, his costumer portfolio, his targets and goals and other interesting facts about his work.
- The other participants listen carefully.
- At the end of each presentation we all give feedback by giving a compliment and a suggestion to improve, written down on the charts.

Presentation of <name>

COMPLIMENT !

- You did this very well:
- By doing or saying:
- Other compliments:

SUGGESTION !

- This part you can do better:
- By doing or saying:
- Other suggestions:

Preparation – client case (1)

*Discuss **your client case** with your co-workers in small groups*

1. Share the information you collected with your co-workers (5 minutes each)
2. Tell each other where you got your information.
3. Exchange useful suggestions for achieving relevant information.
4. Make a list of tools and 'things-to-do' when you are preparing for a client meeting.
5. Select for each client case a commercial trigger for the next meeting with the client.
6. Write down your results on a flip chart.

Role of the Agri Commercial Officer

(including a proper attitude towards the client)

- Take your **job description** and answer the following questions:

1. What is your main objective?
2. What are your main responsibilities in relation to your clients?
3. What are your main responsibilities in relation to the bank?
4. How do your targets / objectives influence your relationship to your clients?

- Discuss your answers with your co-workers in small groups
- Conclude what this means for your role as Agri Commercial Officer
    - ➢ in your team
    - ➢ towards your clients
- Write down your conclusions on a flip chart.

What do clients want from their Agri Commercial Officer?

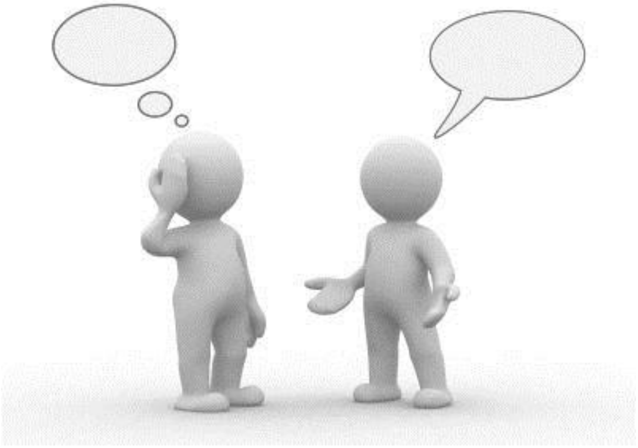
Your client says: I want you to	YES / NO	How can I improve?
Understand what I want and how I operate my company		
Know my industry (line of business / sector)		
Stay responsive to my on-going, changing needs		
Proactively introduce services that apply to me		
Put my needs and interests first and ahead of your own		
Solve problems promptly		
Consider me important and valuable		
Meet my needs and give quick access to information that I need		

Conversation with the client

The **objective** of the conversation determines the **structure**, the **nature** and the **outcome** of the conversation.

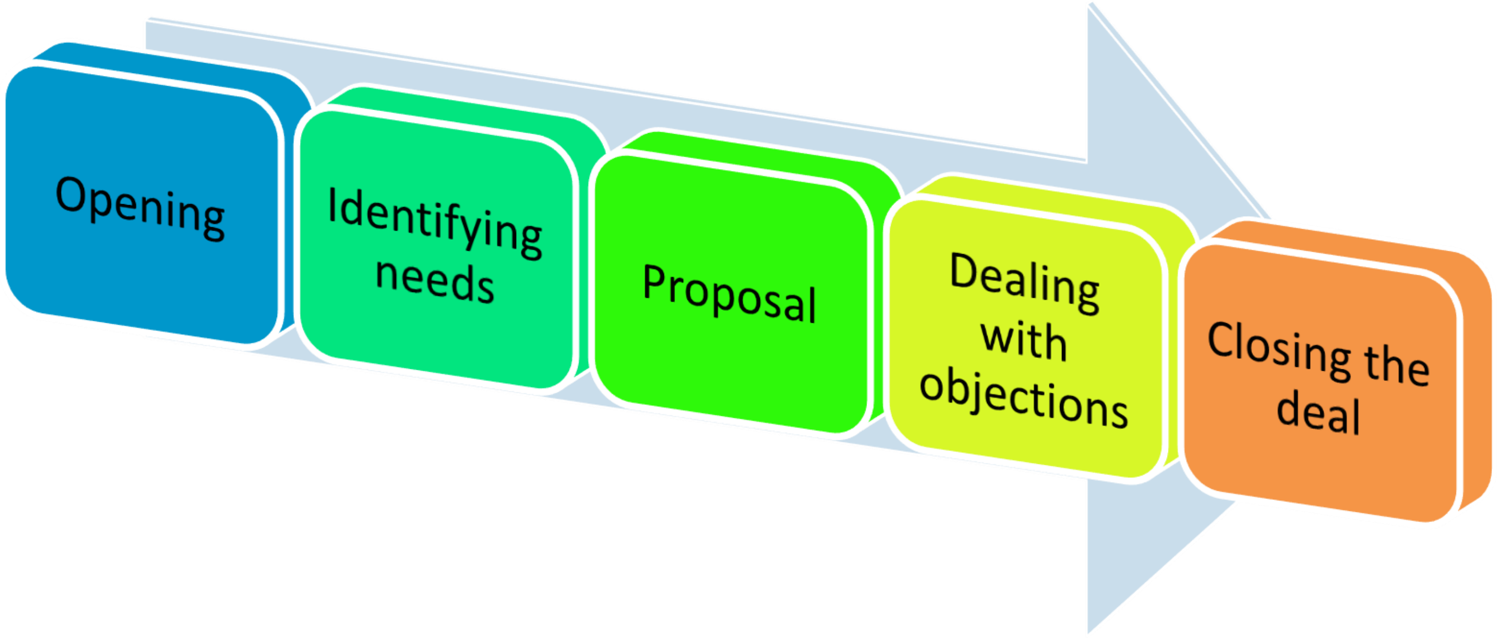
Objectives:

- Of the client
- Of the Agri Commercial Officer

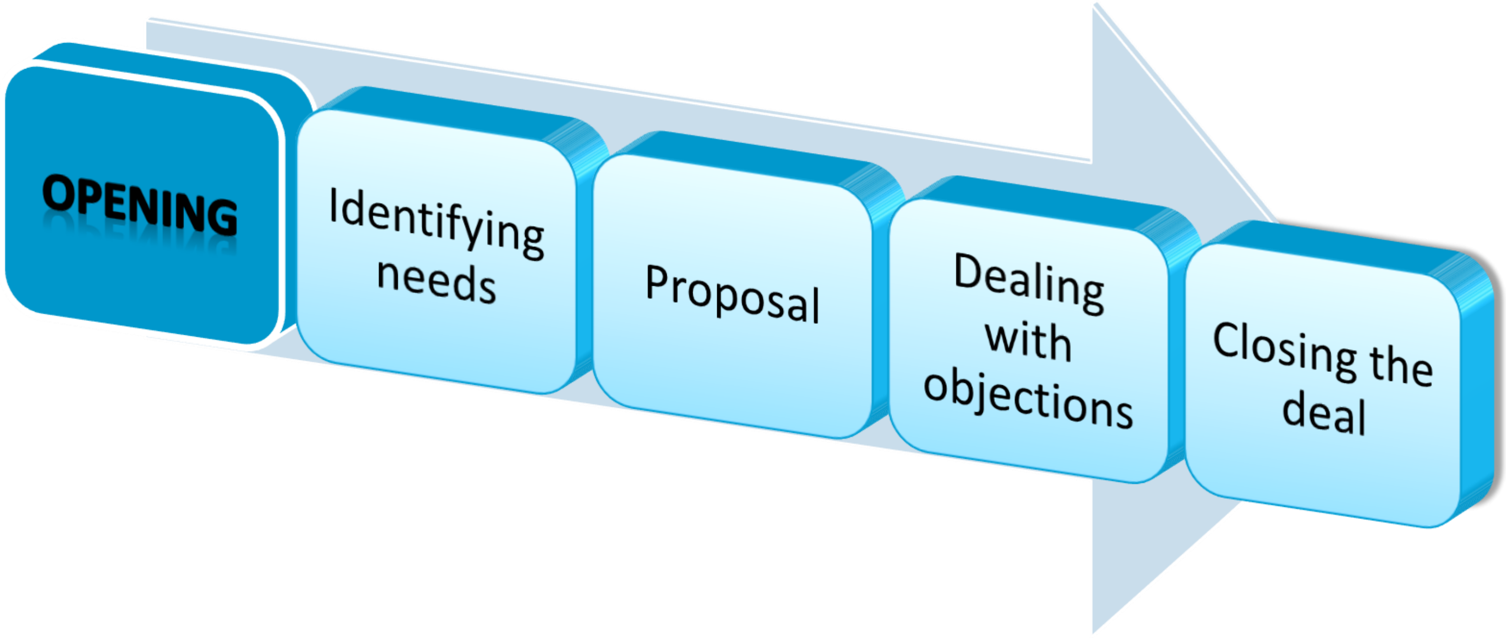


What kind of objectives are there?
What happens if the objectives of the client differ from your objectives?

Conversation structure



Conversation structure

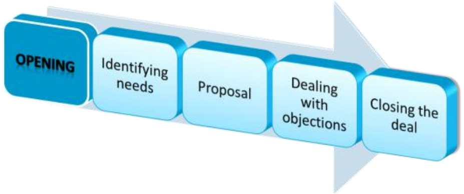


Opening conversation

Preparation
- Objective(s)
- Setting the scene (location, seeting, material)
- Mental preparation

Welcoming the client
- Be a host, treat your client as your guest
- First impression (from you to the client and the other way around)
- Connecting with the client

Starting the conversation
- Taking the lead
- Establishing objectives
- Defining the agenda, including time table



Setting the agenda

- What do you want to discuss?
- In what order?
- With which purpose?
- What do you think your client wants to discuss?
- With which purpose?
- How much time do you each need?

- ➢ Strategy for the meeting = strategy for attaining
- ➢ Keep in charge
- ➢ Focus on the goals

The agenda – client case (2)

To do:

- Regarding to your personal client case, make a agenda for your meeting with the client.

- Exchange your agenda with a co-worker

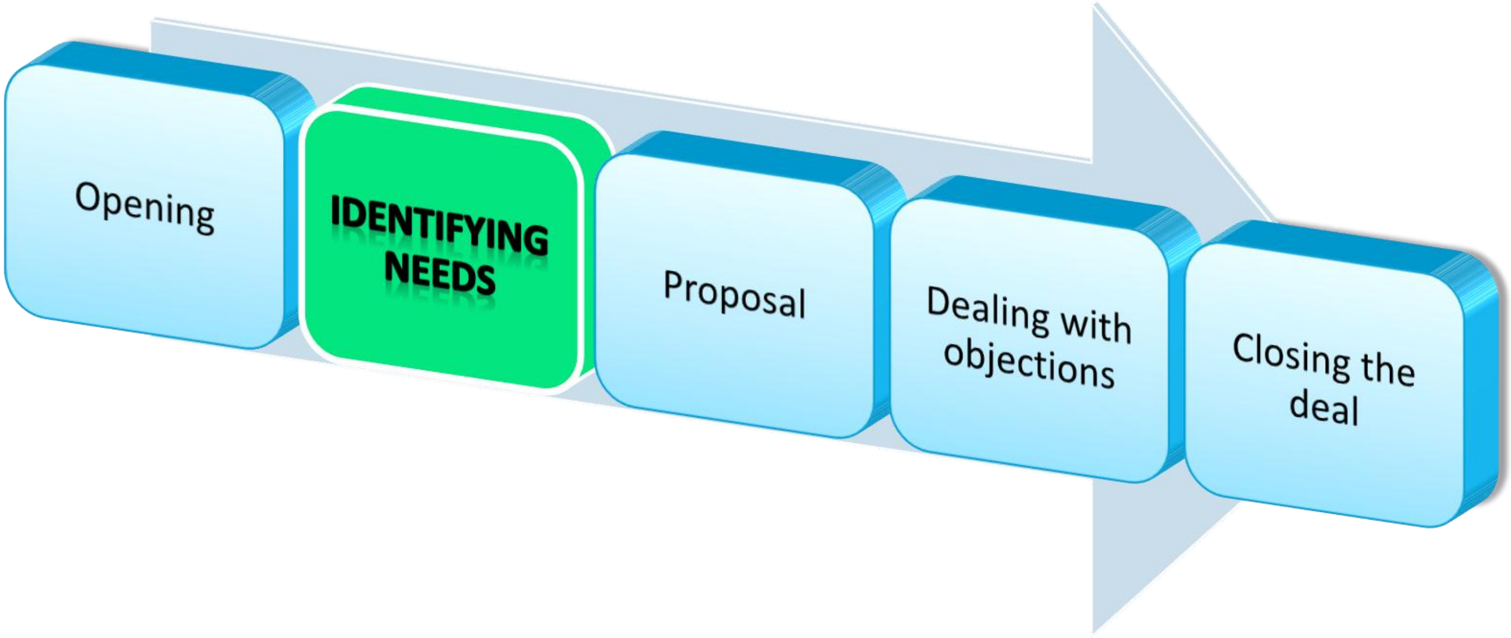
First impression - exercise

Connect	Disconnect
   	  

Practicing: Making contact

Do's	Don'ts

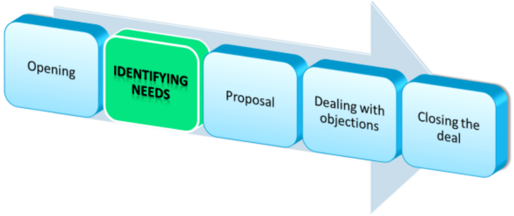
Conversation structure



Client needs - purpose

What is the **purpose** of this phase in the conversation?

- Discover the needs of the client to enable you to provide the client with the right offer (product or service)
- Knowledge and understanding key issues of the clients business (current, future and day-to-day business)
- By asking the right questions you show your experience and expertise with the clients business or sector
- Understand the procurement process of the clients organisation
- Diagnose the clients ideal solution



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Client needs - types

What kind of **client needs** can you determine?

- Short term and long term
- Manifest and latent needs
- Client solutions / benefits
- Single or multiple needs

Identifying needs: asking questions

Closed questions

- One answer questions
- Alternative questions (or / or)
- Leading questions
- ➢ For confirmation or elimination

Searching questions

- Start with *How, Who, Why, Where, When, What*
- ➢ Invite the client to tell you his needs

Practicing questioning skills

- Results (what was successful; in what circumstances?):

- Suggestions for using questioning skills:

Key words

EXPAND BUSINESS

NEXT TWO OR THREE YEARS

PRIORITY

AMBITIONS

GOALS

TRENDS

………

KEYS TO SUCCES

GROWTH

Effective listening skills

Purpose:

- Showing the client that you are really interested in him and his needs
- Check whether you have picked up the right information

Skills

Verbal	Non verbal

Practicing - Summarize

- Listen concentrated to the little story. It will be told twice.
- Write down a summary of the story.
  - Focus on highlights, only mention details when relevant
  - Be aware of both content and emotional aspects
  - Listen not only to the verbal, but also to the non verbal side of the story
- Exchange your summary with your co-worker.
  - What is your conclusion?
  - Suggestions?

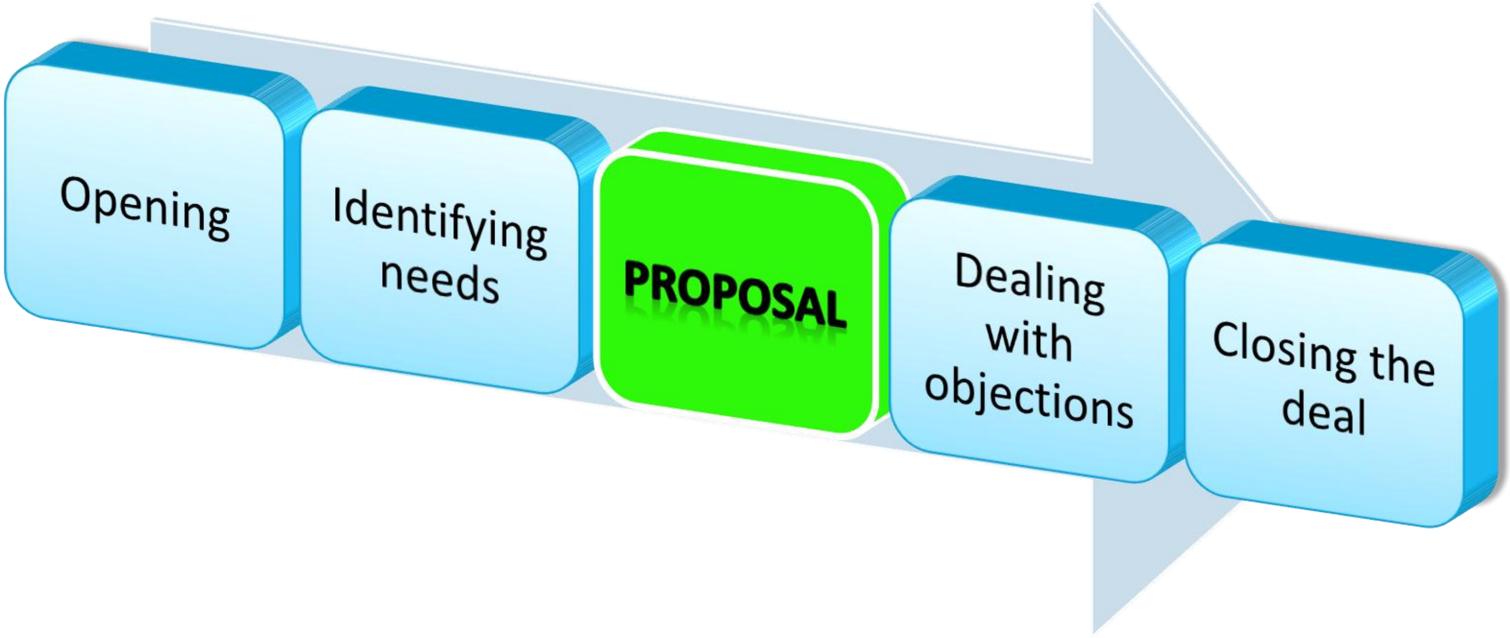
Identifying needs – client case (3)

*Work at **your client case** in the same groups as this morning*

1. Practice your questioning and listening skills in 3 rounds
2. In round 1 one of you pretends to be a client, another one will identify the clients needs by effectively asking the different type of questions en using listening skills.
3. The 3rd co-worker is observing the process and will give feedback.
4. One round takes about 15 minutes (including feedback)
5. After one round you all will change places:

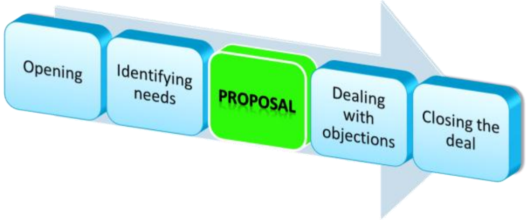
- The participant who was client will be observing
- The participant who was observing will be asking questions
- The participant who was asking questions will be client

Conversation structure



Proposal

- You know the client needs, you know your products and services
- How to **combine** the client **needs** with your **possibilities**?
- How to make the **right proposition**?
  - Which (type of) product?
  - What conditions / collateral?
  - What price?
- How to **present** your proposal to the client?



4 P’s of presentation

1. **Position**

2. **Problem**

3. **Possibilities**

4. Proposal

Suggestions: content

- Describe the **customer benefits or solution** instead of product specifications (value).
- Clients prefer to buy **solutions** at a **price** that matches the **percieved value**
- Be **specific** about the conditions
- Be **transparent** about non-negotiables and **collateral**
- Explain **calculations** and show **cohesion**
- Avoid **jargon** and typical ‘bank’ language

Suggestions:presentation

- Who is your **audience**?
- Be prepared to explain your proposal in **different ways** for different people
- Use **schemes** or **drawings** explain clearly
- **Rehearse** your presentation, so you can concentrate on the reaction of your client
- Take your time to **answer questions**
- Be alert on **signals**, verbal and non verbal

Proposal – client case (4)

Work at in the same groups as this morning

1. Select one client case. Consider well on which criteria you decide to make your selection.
2. Prepare a proposal for your client. You can use the usual information like term sheets e.g.
3. Prepare the presentation of your proposal.

   The presentation will be performed by all three of you.
4. Use flip charts for your presentation.

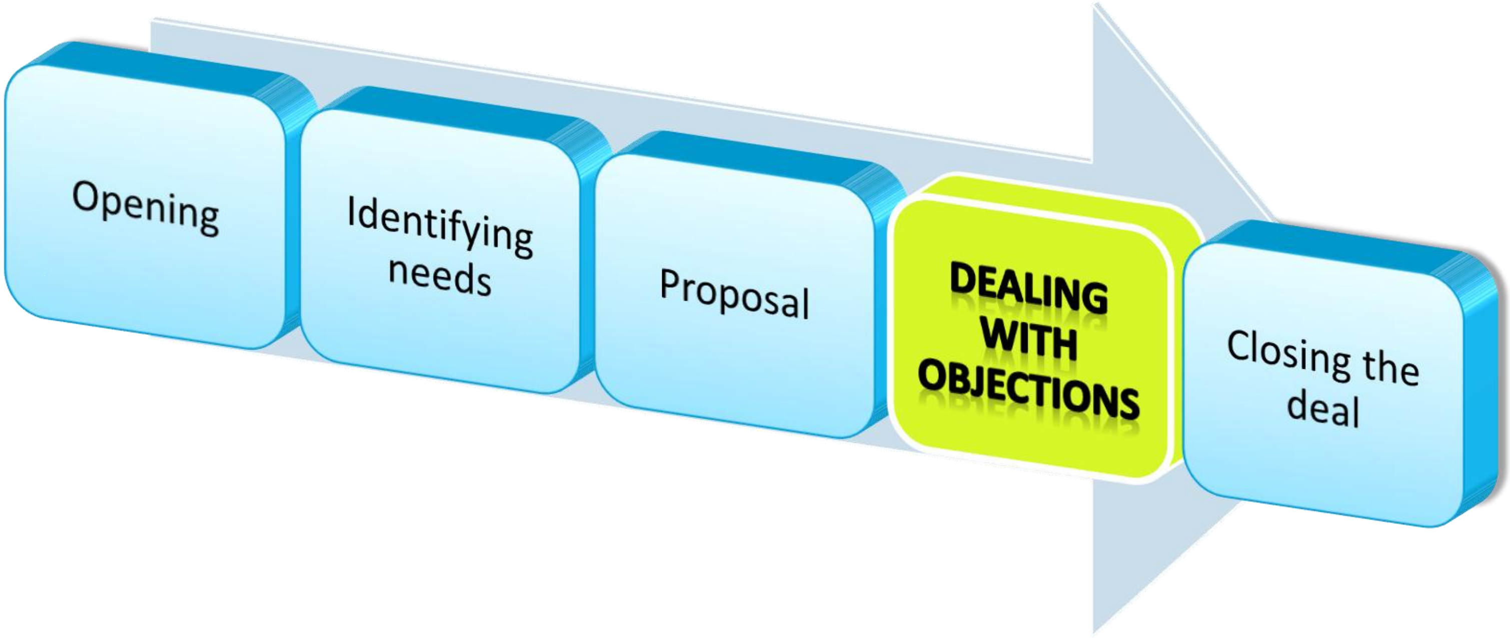
Start day 2

- Looking back – what did you learn?
- Make a fresh start – get ready for today
- What will we do today - agenda

Presenting the proposal

- Each group presents her proposal. Every group member participates in the presentation.
- The other participants listen carefully as if they were the client. Write down your evaluation.
- At the end of the presentations we will discuss the presentations.

Conversation structure



Objections

- What is an objection? How do you recognize an objection?
- What is the purpose of an objection?
- Type of objections?
- How to respond effectively to an objection?

How to deal with objections?

1. Acknowledge the objection

2. Clarify the objection

3. Resolve the objection

4. Check the resolution

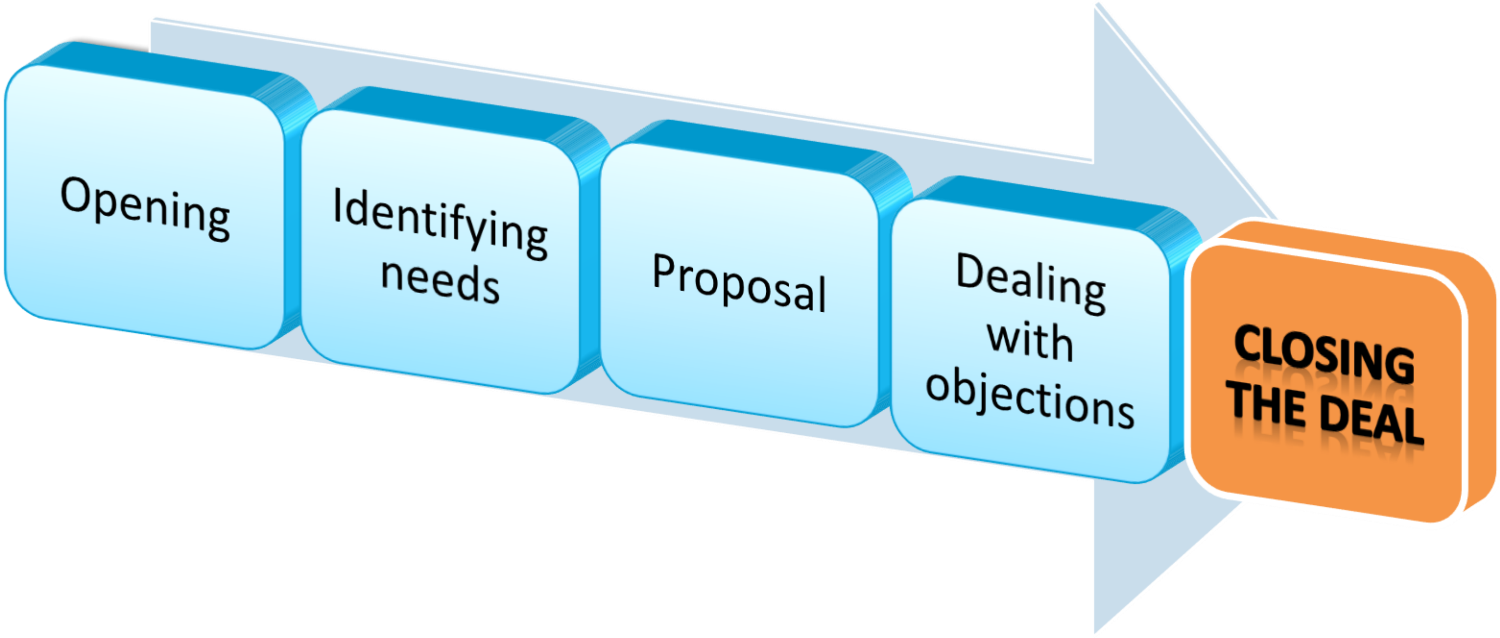
=> Follow this steps for each objection

Dealing with objections – client case (5)

The proposals of the different groups are pasted on the walls of the classrooms. Work at in the same groups as in day 1.

1. Go to the proposal on the right hand side of yours. Discuss the proposal from the point of view of the client. What objections do you have? What are your questions? Write these objections and questions on a flip chart and paste this flip chart next to the proposal (10 minutes).
2. Go to the third proposal. Read the proposal, objections and questions. Formulate the right answers to the objections and questions on the flip chart (15 minutes).
3. In the end you go back to your proposal. Look at everything your co-workers have written down. Evaluate the impact of the objections and questions on your proposal. What would you change and why?

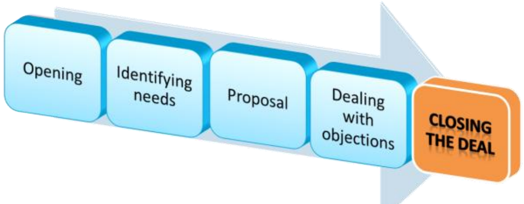
Conversation structure



Closing the deal - contracting

- How to come from objection to closing the deal?
- Techniques and skills
  - The closing question – different closing questions
  - Ask for it !
  - Conditional closing
  - Pushing of temptation?
  - Get committment

- Negotiation
- Closing is a special moment, for both you and the client -> celebrate it !



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After sales

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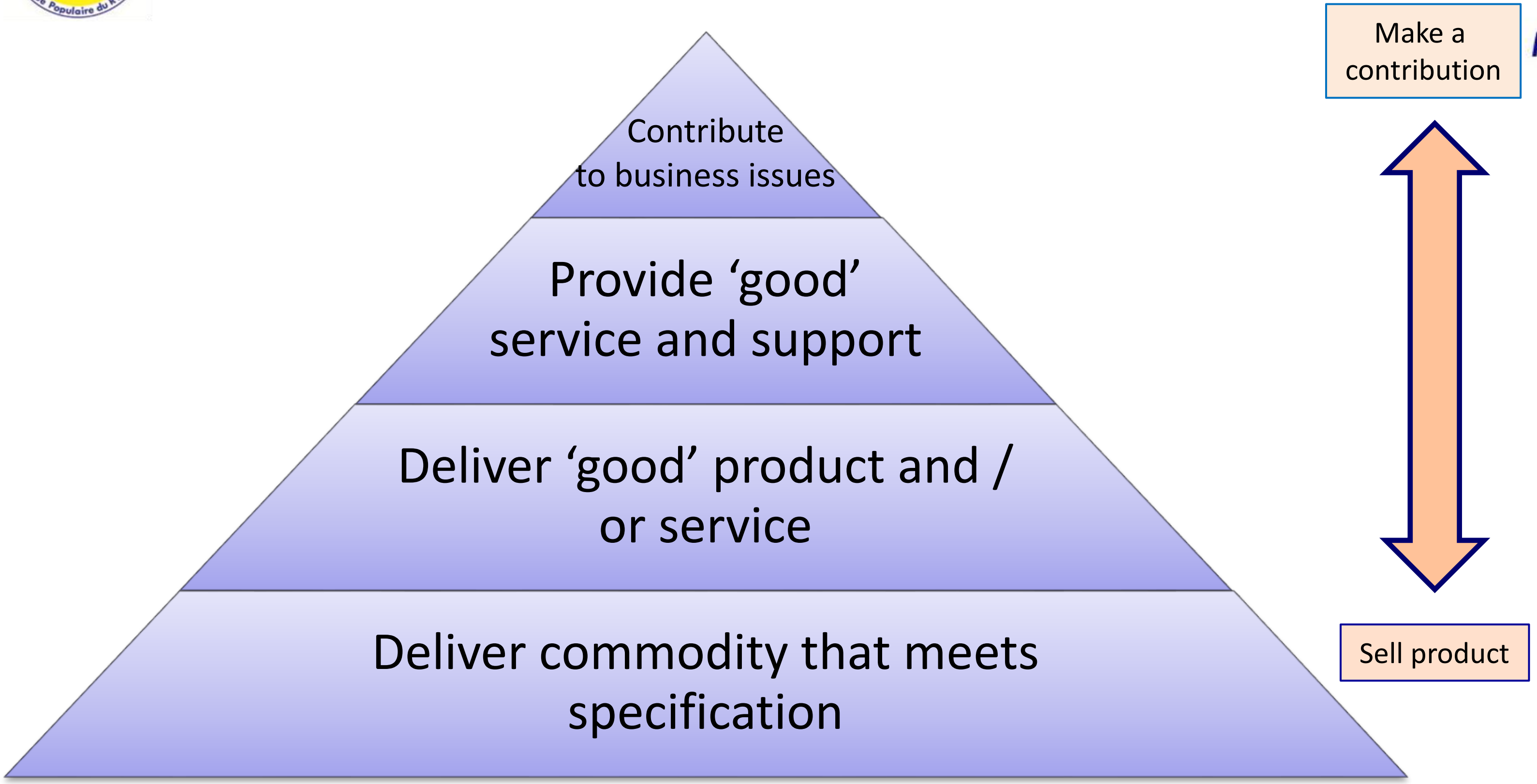
- The deal is finished when all the details are taken care of !
- What has to be done?
  - Paper work
  - Execution of the contract, conditions etc.
  - Follow up agreements
- Evaluation of the process
  - Did the client get what he really needs?
  - Did we do the right things in the right order?
  - What can we learn, what can be done better?
- A satisfied client leads to a steady relation with opportunities for new business

Relationship management - portfolio

- Is my portfolio in balance?
- Is my effort in proportion to the return?
- Do I have a plan, in time as well as in activities?
- Does each client get the right amount of attention?
- Do I have a deep insight in my group of clients and prospects?
- Do I have a proper view on the opportunities in my portfolio?
- Do I know each moment of the day the status of my portfolio?

Relationship management - client

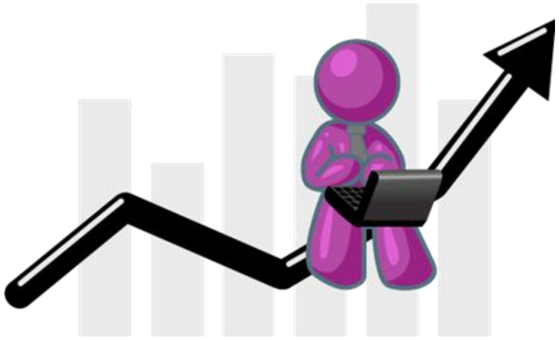


Relationship management - plan

Client	Sector	Relation	Objective	Due to

Action plan

- How are you going to implement what you have learned in your daily work?
- What will be different / better / more / less?
- Describe your actions SMART:
  - Specific
  - Measurable
  - Achievable
  - Relevant
  - Timebound
- Share your action plan with your superior



Action plan

Different	Better
More	Less

Evaluation