SECTION: SALES	SUBJECT: General Sales Policy

PP No.: 1101
Section: Sales
Subject: General Sales Policy
Approved By: Tony Massey
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Policy Owner: Vice President of Business Development

"We believe in building LONG-TERM, TRUSTING RELATIONSHIPS with Customers and Team Members."

- The business process starts with a sale! The business process will ultimately end without new sales.
- New sales provide the impetus for growth, profit and opportunity which is essential in a competitive marketplace.

These sales policies and procedures outline the requirements, expectations, and the framework from which sales activities and performance will be measured. Learning and applying these policies and procedures, along with hard work, will assist and guide you in accomplishing your personal goals with our company. Equally importantly, it will assure your beneficial contribution to the growth, security and future opportunity for all team members, our company and our customers.

SALES TRAINING

"We are committed to ONGOING TRAINING and TEAM MEMBER EDUCATION which develop pride, job enrichment, and personal and professional growth."

- The general manager will enroll each sales team member in the appropriate Massey sales initial training programs prior to assigning a sales territory and office leads.
- Every sales team member will be expected to meet any licensing or certification requirements as determined by law, regulations, or company policy.
- The general manager will develop and conduct a one-hour (minimum) sales training meeting three weeks a month, per PP-1501 Service Center Training Meeting, to assure...
  - All company policies and procedures are understood and followed.
  - All team members are in compliance with any changes in laws or regulations relative to industry requirements, consumer laws, or other regulatory issues.
  - All training is improving and enhancing sales productivity (office lead closures and creative sales), product knowledge, sales presentations, sales techniques, daily organization, image, attitude, etc.
  - All training is providing cross training opportunities in all service lines that will enhance productivity, growth and personal development.
- The general manager will work with each sales team member in the field a minimum of twice per month. The purpose of this field work is to evaluate and improve the image, the approach, the quality and thoroughness of inspections, inspection reports, sales presentation skills, technical knowledge, prospecting techniques, closing techniques, handling objections and any other factors that contribute to professional and successful salesmanship.

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SALES TERRITORIES

- All service centers will have a sales territory map which clearly defines sales territories for each budgeted sales team member. Sales territories do not change when a service center has less than the number of budgeted sales team members. The "open" territory will continue to be developed by the general manager.
- All sales territories must be designed using the "wagon wheel concept" with the service center as the "hub" and all territories extending outward from the hub. This concept has all sales team members within their territory as they travel to and from the service center, and also should provide for a more balanced distribution of leads.
- All sales territories must be reviewed and approved by the general manager, sales manager, and/or regional/division manager.

LEAD TRACKING AND MANAGEMENT

- All leads are to be recorded in the service center call book when received. Every effort must be made to schedule and handle all leads the same day received and at the convenience of the prospective customer.
- Once scheduled, all leads are to be immediately dispatched to and contacted by the appropriate sales inspector/account manager.
- All appointments must be handled as scheduled. All sales team members will contact prospective customers as soon as possible to confirm appointment and address, answer questions as necessary, and give prospective customers your name and contact information. If an appointment cannot be kept due to emergency, etc., the general manager will reassign the lead, and the prospective customer must be contacted accordingly. All assigned leads must be shown on the daily sales activity report.
- Each service center will maintain and update the lead log for each sales team member as any information is received. All leads (office, web, service leads) will be taken from the service center call book and inputted in the lead log as received. This information will be broken down by individual, and each sales team member will be held accountable each day until all leads are sold or lost.
- The general manager must contact all unsold leads within 2-3 days of proposal to determine "why they didn't buy from our company." When calling, these questions should be explored:
  - Did we keep the appointment and were we on time?
  - Did we make a thorough inspection?
  - Did we offer a logical explanation of the problem? Solution?
  - Did we put it all in writing (proposal)?
  - Did we explain the features and benefits of our guarantee?
  - Was our price competitive?
  - Specifically, why didn't you buy from us? Who did you buy from?
- The general manager will evaluate and analyze the responses from unsold leads and make the necessary adjustments, including:
  - Instructions to sales team members, including working in the field with sales team members and offering corrective instructions.
  - Recommendations to regional and corporate management, in addition to the marketing department.
- Leads are very expensive. Therefore, all leads are the property of Massey Services. When lead response, lead closures, and lead cloverleafing are not being performed to company standards, the general manager

must work in the field with the individual at least twice per week until improvement is made. If improvement is not apparent after two weeks, the general manager has the responsibility to reassign leads to another team member until company standards are met.

- On a daily basis, a lead count reconciliation must be performed using the service center call books, lead log reports, daily sales activity reports to ensure an accurate count and performance on all leads before submitting the final sales recap to corporate operations and marketing.

SALES BOARD AND RECOGNITION

"We value TEAMWORK; think WE and US!"

This dry-erase board is used as a peer incentive to foster a competitive environment among sales inspectors/account managers. Each day they post this board to publicly display their accomplishments. The board will be filled out as follows:

- The morning of the first of the month the general manager/sales manager will post the header and each sales inspector/account manager's name & budget using a black dry erase marker.
    - Header (Figure 1)
        - The Current Month
        - Service Center Sales Budget # and $ from budget worksheet 2
        - List Sales Inspector/Account Manager's names in order based on the previous month's sales performance, starting at the top with the Sales Inspector/Account Manager with the previous month's highest sales.
    - Daily Activity Details (Figure 2)
        - # of daily calls
        - Daily # and $ amount of sales by category
        - Update MTD total for both # and $ by category

Figure 1: Example of Sales Board Header

Month: June

	Budget #	Budget $
Pest	124	$104,861
Termite	99	$118,328
Lawn & TS		
Irrig. & Renov.		
Total	223	$223,189

Figure 2: Example of Correctly Filled Out Sales Board

Name		1st	2nd	3rd	4th
John Smith	# of calls	6	9	14	6
	Pest	1 / $650	2 / $1,300	3 / $1,950	1 / $618
	Termite	2 / $1,075	1 / $540	2 / $1,115	3 / $1,875
	Lawn & T&S				
	Irrig. & Renov.			1 / $560	
Kevin Jones	# of calls	11	5	8	6
	Pest	3 / $1,970	1 / $618	4 / $2,100	1 / $550
	Termite	3 / 1,910	1 / $560	2 / $1,230	1 / $510
	Lawn & T&S	1 / $420			
	Irrig. & Renov.				1 / $350

POSITION REQUIREMENTS

"We value OUR COMPANY'S IMAGE. The public perception of our people, vehicles, equipment and materials is essential to our success."

Image

- All sales team members:
- Must project a quality and professional image at all times.
- Must value and practice truth and integrity. "Never compromise! Be consistent and fair."
- Must wear the appropriate uniform and company identification badge on their shirt so it's readily visible.

Sales Tools and Preparation

- All sales team members:
  - Must have all paperwork ready for check-in no later than 8:00 am daily.
  - Must complete a *Daily Sales Activity Report* each day (see Policy #1104). This report must be filled out properly and completely.
  - Must maintain a 1-31 appointment book consisting of their prelist/*Daily Sales Activity Reports*.
  - Must maintain an alphabetized proposal file in the service center. These proposal files are the property of Massey Services.
  - Must leave a complete proposal package on each service proposed with each prospect.
  - Must price all services in accordance with company approved rate cards