

Sales

National Occupational Standards

December 2013

Skills CFA
6 Graphite Square, Vauxhall Walk, London, SE11 5EE
T: 0207 0919620
F: 0207 0917340
E: info@skillscfa.org
www.skillscfa.org

Contents

No.	NOS Title	Page
CFASAL001	Obtain and analyse sales-related information	1
CFASAL002	Use sales technology systems for sales activities	5
CFASAL003	Manage sales technology systems	9
CFASAL004	Monitor and evaluate information for sales planning	13
CFASAL005	Develop sales strategies and plans	17
CFASAL006	Plan sales activities	21
CFASAL007	Manage sales territories or portfolios	25
CFASAL008	Determine selling priorities across a portfolio of products and/or services	29
CFASAL009	Setting targets and forecasting for sales	34
CFASAL010	Review the ongoing financial performance of customer accounts	38
CFASAL011	Motivate sales professionals	42
CFASAL012	Develop sales proposals and quotations	46
CFASAL013	Implement sales promotions	50
CFASAL014	Sell products and/or services at trade fairs, exhibitions or conferences	54
CFASAL015	Undertake sales demonstrations and/or presentation	58
CFASAL016	Generate new opportunities and qualify leads	62
CFASAL017	Sell products and/or services face-to-face	66
CFASAL018	Sell products and/or services remotely	70
CFASAL019	Sell products and/or services in international markets	75
CFASAL020	Negotiate, handle objections and close sales	79
CFASAL021	Ensure compliance with legal, regulatory and ethical requirements	83
CFASAL022	Process customer orders and payments	87
CFASAL023	Monitor the delivery of products and/or services to support cross-selling and upselling	91
CFASAL024	Build and retain effective sales relationships	95

CFASAL025	Devise sales strategies to suit procurement practices of customers	99
CFASAL026	Develop strategic relationships with major customers	103



Overview

This standard is about obtaining and analysing information that helps you to understand the markets you sell into and the volume, mix and value of the products and/or services you sell. The standard covers finding information from different sources, analysing it and considering the implications for the organisation. This standard applies to sales professionals who obtain and analyse sales-related information.

**Performance
criteria**

- You must be able to:
- P1 consult colleagues in the sales team about the information they need to develop their knowledge and understanding of customers and markets
 - P2 identify appropriate sources of information relevant to the organisation's markets, customers and competitors
 - P3 ensure that information sources are sufficient, relevant, valid and reliable and evaluate the benefits and risks of using each source
 - P4 gather sales-related information using planned systems and taking ad hoc opportunities
 - P5 select and use a variety of analytical tools and methods to analyse the organisation's markets, customers and competitors
 - P6 identify the target audience for each category of sales-related information and communicate it effectively
 - P7 ensure that the sales-related information is stored safely and securely in line with organisational, legal, and ethical procedures and is accessible to appropriate people
 - P8 monitor and evaluate the usefulness of sales-related information
 - P9 obtain feedback from colleagues about the relevance and usefulness of the sales-related information that is being used
 - P10 work with colleagues to identify the sales-related information that should be gathered in future

Knowledge and understanding

You need to know and understand:

- K1 legal and ethical issues relating to the use of market and sales-related information
- K2 sales-related codes of practice for the industry/sector
- K3 the information needs of the sales function
- K4 the differences between primary and secondary data
- K5 how to identify trends in sales-related data
- K6 different sources of market information how to use a variety of analytical tools to analyse sales-related information and why each one might be chosen in a given situation
- K7 how to use appropriate software packages for analysing and presenting sales-related information
- K8 different ways of presenting quantitative and qualitative market information
- K9 how to evaluate the suitability, relevance, validity and reliability of market information
- K10 how the use of sales-related information can result in changes to the marketing mix and the marketing and sales strategy
- K11 the relationships between marketing, sales and other functions and how that impacts on the collection, storage and use of sales-related information

CFASAL001
Obtain and analyse sales-related information



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS11
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Obtaining information; analysing information; understanding customers; understanding markets; sources of information; sales-related information; communication; codes of practice; primary and secondary data; analytical tools; quantitative and qualitative data; marketing function; presenting information



Overview

This standard is about using sales technology systems to plan and implement sales activities. It includes the use, storage and maintenance of information within a sales technology system. It also includes monitoring your own use of the systems and providing feedback to improve the system. It is not aimed at those who manage sales technology systems, but at sales professionals who use sales technology systems for sales activities.

**Performance
criteria**

- You must be able to:
- P1 use information appropriately in planning and implementing sales activities
 - P2 store information on the sales technology system, checking its quality, validity and reliability
 - P3 maintain the information stored in the sales technology system, ensuring it is accurate and up to date
 - P4 make appropriate links between the sales technology systems and other technologies in line with organisational procedures
 - P5 monitor own use of the sales technology system, seeking guidance, support and skills development where appropriate
 - P6 provide feedback on the fitness for purpose of the sales technology system, making evidence-based recommendations for improvement

Knowledge and understanding

You need to know and understand:

- K1 legal and ethical issues relating to the use of sales technology systems
- K2 the information needs of the sales function
- K3 how to use the sales technology system as part of planning sales activities
- K4 organisational processes and procedures for using, storing and maintaining information
- K5 how to link other technologies with the sales technology system and the organisational procedures for doing so
- K6 the support, guidance and skills development that is available to sales technology system users
- K7 how to make recommendations for improvements to the sales technology system, based on evidence

CFASAL002

Use sales technology systems for sales activities



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS13
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales technology systems; monitoring systems; sales activities; storage and maintenance of information; planning and implementing sales activities; information needs; organisational processes

CFASAL003 Manage sales technology systems



Overview

This unit is about managing sales technology systems to store, analyse and provide information that is useful to the sales process. It includes analysing current and future sales information needs, evaluating the functionality of existing systems and developing plans to make appropriate changes. It also includes supporting users of sales technology systems and monitoring the use and effectiveness of the system. This standard is aimed at senior sales professionals and sales managers.

**Performance
criteria**

- You must be able to:
- P1 analyse the current and future sales information needed for sales activities within the organisation
 - P2 evaluate the functionality of existing sales technology systems to meet current and potential future needs and identify any changes or enhancements required
 - P3 develop and implement plans to introduce appropriate changes and enhancements to sales technology systems, engaging colleagues and stakeholders in the development process
 - P4 ensure the use, maintenance and updating of information within the sales technology system is carried out in line with relevant procedures
 - P5 provide up-to-date guidance, support and skills development activities for those using the sales technology system
 - P6 monitor the effectiveness of the sales technology system in meeting the sales information needs of the organisation and take action to address problems

Knowledge and understanding

You need to know and understand:

- K1 current legislation, regulation, codes of practice and guidelines relating to the use of sales technology systems and associated information
- K2 the main factors to consider when assessing current and future sales information needs and how sales technology information helps organisations to achieve business objectives
- K3 how sales technology systems are used in the organisation including protocols and standards for information management
- K4 the sales technology system, the usefulness of information stored within it and its compatibility with sales information needs
- K5 types of guidance and support that can be provided for those using the sales technology system
- K6 how to provide appropriate skills development activities for sales professionals, and recognise individual attitudes towards, and use of, sales technology systems
- K7 the systems that are in place to monitor and review the use of sales technology systems

CFASAL003
Manage sales technology systems



Developed by	Skills CFA
Version number	1
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASAL003
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales technology systems; store, analyse and provide information; sales process; sales information needs; functionality of technology systems; effectiveness of technology systems; communication; understanding of customers and markets; sources of sales information; analytical tools; codes of practice; market information; quantitative and qualitative market information



Overview

This standard is about ensuring that an organisation has a clear and up-to-date picture of its markets and business environment and can use appropriate information to support the development of sales strategies and plans. The focus of the standard is on ensuring that you collect sales information about the operating environment including customer needs, market trends, new technologies, legislation and regulation, competitor activity and pricing conditions. The standard also covers your organisation's internal operating environment and the resources available for sales activities. This standard is for sales professionals who monitor and evaluate information for sales planning.

**Performance
criteria**

- You must be able to:
- P1 obtain information about customers and competitors from a variety of sources and use the information to support planning and decision making
 - P2 monitor and evaluate trends and developments inside and outside the organisation that impact on business and sales activities
 - P3 identify and prioritise the strengths and weaknesses of the organisation and the opportunities and threats the organisation faces
 - P4 explore the opportunities and risks of the sales operating environment and their possible impact on the sales plan
 - P5 consult colleagues and other key stakeholders about market developments and the implications for the organisation
 - P6 organise information and knowledge in a way that supports effective business and sales planning
 - P7 ensure that sales planning information is communicated effectively to all appropriate people

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical restraints on information collection and use for sales planning
- K2 emerging trends in the organisation's sector and geographic area of operation
- K3 factors in the organisation's markets that influence sales planning
- K4 different sources and types of information relevant to the organisation's sales activities
- K5 customer behaviour and how it affects the way the sales offer is tailored
- K6 how to carry out competitive analysis that examines competitor sales activities and sales offerings and how to use that information effectively
- K7 how to undertake an analysis of the sales and business environment including political, economic, social, technological, legal and environmental factors (PESTLE)
- K8 how to undertake an analysis of strengths, weaknesses, opportunities and threats (SWOT) from a sales perspective and how to use the information to develop sales strategies and plans
- K9 how to develop a range of sales plan options and how to assess their implications
- K10 how to use information and feed it into the development of strategy and plans

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS21
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Market trends; business environment; sales strategies and plans; sales information; customer needs; new technologies; operating environments; sales activities; customer and competitor information; organisational opportunities; organisational threats; effective communication; effective business planning; effective sales planning; sources of sales information; customer behaviour; PESTLE; SWOT



Overview

The focus of this standard is on developing sales strategies and plans that contribute to the successful implementation of marketing strategies. The sales strategy must take full account of the organisation's values and ethical principles together with legal and ethical requirements. When developing sales strategy you need to take responsibility for identifying issues which may have an impact upon the strategy, set clear objectives and prepare staff for any changes. For the purposes of this standard, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating standard, with a relative degree of autonomy, within a larger organisation. This standard is for senior sales professionals who develop sales strategies and plans.

Performance criteria

- You must be able to:
- P1 analyse the role that the sales team must make to the implementation of the business strategy
 - P2 carry out customer segmentation analysis to identify key customer groups and segments to target in order to maximise sales success whilst taking full account of legal, regulatory, ethical and social responsibilities
 - P3 review business strategies and compliance requirements and define the link between business and marketing strategies in order to determine sales
 - P4 set sales objectives which contribute to organisational strategies and take full account of legal, regulatory, ethical and social responsibilities
 - P5 review the structure of the sales team to evaluate its ability to achieve sales
 - P6 investigate customer purchasing preferences in order to determine appropriate distribution strategies
 - P7 investigate sales procedures for cost effectiveness and legal, regulatory, ethical and social responsibility compliance and recommend improvements where appropriate
 - P8 determine human, physical and financial resource requirements of the sales process and recommend changes where appropriate
 - P9 develop and detail the sales activity plan cross referencing it to legal, regulatory, ethical and social responsibilities
 - P10 monitor and evaluate the success of the sales strategy using measures including KPIs and sales targets
 - P11 make recommendations for change to the sales strategy supported by a fully detailed business case
 - P12 communicate all changes in strategy to key stakeholders
 - P13 encourage a climate of openness about meeting and not meeting legal, regulatory, ethical and social requirements
 - P14 identify and correct any failures to meet the legal, regulatory, ethical and social requirements
 - P15 identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future

Knowledge and understanding

You need to know and understand:

- K1 legal and regulatory sales requirements for the sector
- K2 the organisation's business and marketing strategy, objectives and plans
- K3 how the marketing and sales functions relate to each other and how their activities contribute to business strategy
- K4 the process involved in undertaking a segmentation analysis that includes demographic, geographical, lifestyle and behavioural segmentation
- K5 the sales and marketing tools required to undertake a gap analysis using techniques such as PESTLE and SWOT
- K6 the SMART approach to setting sales objectives and sales statistics that can be used in SMART (Specific, Measurable, Action-based, Realistic, Time bound) objectives
- K7 the different types of sales organisational structures, such as geographic, product based, customer-based or brand-based
- K8 the options for distribution channels including traditional and modern technological options
- K9 the features of procurement that affect decision-making about distribution channels
- K10 how to deploy sales resources effectively, including people, finance and physical resources
- K11 different monitoring tools for evaluating sales success
- K12 methods for consulting and communicating with the sales team about strategy development
- K13 the importance of having an ethical and value-based approach to governance and how to put this into practice
- K14 procedures to follow if the organisation does not meet legal, regulatory, ethical and social requirements

CFASAL005
Develop sales strategies and plans



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS22
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales strategies; marketing strategies; organisational values; ethical principles; implementation of business strategy; customer segmentation analysis; compliance requirements; setting sales objectives; customer purchasing preferences; determining resource requirements; sales activity plan; KPIs; sales targets; communication; PESTLE; SWOT; SMART objectives; distribution channels; procurement

Overview

The focus of this standard is on the development of sales activity plans that are effective in delivering sales success. The standard includes producing a plan to achieve sales targets, considering the frequency and level of sales activity required, and building in allowances for potential problems. This standard is for sales professionals.

**Performance
criteria**

- You must be able to:
- P1 use information about customers, competitors and markets to make informed decisions about the development of the sales activity plan
 - P2 review the profitability and sustainability of products and/or services within the portfolio and determine selling priorities
 - P3 identify and evaluate the range, nature and frequency of sales activities needed to achieve sales targets
 - P4 produce a sales activity plan with due regard to legal, regulatory, political, technical and ethical considerations
 - P5 identify the key resource and budget requirements for implementing the plan, taking account of the number, size and location of customers
 - P6 monitor and control key performance indicators for measuring the success of the plan
 - P7 anticipate and identify potential problems that might arise to challenge the achievement of the plan and find solutions to them
 - P8 consult colleagues about the plan and adjust it accordingly
 - P9 communicate the plan to stakeholders and gain commitment to the implementation and achievement of the plan and targets
 - P10 evaluate the plan for sales success and identify appropriate actions to bring the plan back on track where necessary

Knowledge and understanding

You need to know and understand:

- K1 legal, ethical and regulatory requirements of the industry/sector
- K2 competitor sales activities in the industry/sector
- K3 the organisation's marketing and sales strategies and how the sales activity plans are based on these
- K4 the principles of sales activity planning
- K5 different models, tools and templates for sales activity plans
- K6 the factors to be considered when reviewing the profitability and sustainability of products and/or services
- K7 methods of communicating and consulting with colleagues about the development of sales activity plans
- K8 what resources are available to implement sales activity plans
- K9 how to take account of budgetary information and constraints when developing a sales activity plan
- K10 how to identify the resources necessary for the implementation of the sales activity plan
- K11 how to monitor and evaluate sales activity plans
- K12 organisational practices for monitoring and controlling sales activities
- K13 the potential risks and issues that can arise and how to overcome them

CFASAL006
Plan sales activities



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS24
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales activity plans; achieve sales targets; profitability and sustainability of products and/or services; problem solving; selling priorities; key resource requirements; budget requirements; key performance indicators; communication; competitor sales activities; marketing and sales strategies



Overview

This standard covers the design of sales territories or portfolios and the planning of the work of the sales team. It includes analysing the market, appraising options for the definition of territories or portfolios in order to establish the most appropriate plan to optimise the sales effort. It also includes planning and resourcing the work of the sales team in territories or portfolios. This standard is for senior sales professionals who manage sales territories or portfolios.

Performance criteria

- You must be able to:
- P1 identify the key drivers for selecting or retaining a territory or portfolio management approach for structuring sales team activities
 - P2 define suitable territories or portfolios through investigation of the financial, economic and external marketing environments
 - P3 carry out a market assessment on a territory or portfolio based on the organisation's own criteria, including external market information and sales forecasts
 - P4 assess the resources needed to cover a territory or portfolio and meet targets
 - P5 evaluate the risks and benefits of defining new sales territories or portfolios
 - P6 plan sales resource requirements based on information about number, size and location of customers
 - P7 set financial and sales activity targets for the sales team
 - P8 determine boundaries for each sales territory or portfolio
 - P9 assign territories or portfolios to sales team members, matching knowledge, abilities and skills
 - P10 recruit or re-locate sales team members to service the new sales territories or portfolios
 - P11 monitor and control sales territory or portfolio performance
 - P12 take corrective action if sales performance does not meet targets

Knowledge and understanding

You need to know and understand:

- K1 legal and regulatory aspects of territory or portfolio management
- K2 competitor activities relating to territory or portfolio structures
- K3 industry structure and geographic coverage
- K4 the geographical spread of the organisation's potential and existing customers
- K5 the organisation's sales strategies and plans
- K6 the reasons why the organisation is establishing or changing sales territories or portfolios
- K7 the organisation's market and customer segmentation strategies
- K8 how to undertake an investigation and evaluation of sales territories or portfolios
- K9 how sales territories or portfolios are established taking into account the size of the territory or portfolio, how to define territories or portfolios and economic support systems that may influence choice of boundaries
- K10 how to evaluate the potential turnover, profit and growth potential of a territory or portfolio
- K11 how to assess resource requirements for a territory or portfolio in terms of sales activities
- K12 how to design sales territories or portfolios in terms of size, location, number of customers, prospective accounts, product range, and number of contacts
- K13 how to monitor, evaluate and measure territory or portfolio and individual sales performance
- K14 how to undertake comparative studies and measures of territories or portfolios to establish benchmarks for performance
- K15 how to get the best response from a sales team
- K16 the organisation's sales activity plans

CFASAL007

Manage sales territories or portfolios



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS27
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales territories; sales portfolios; sales team; planning the work of a sales teams; sales team activities; territory management; portfolio management; market assessments; sales resource requirements; financial targets; sales activity targets; recruit sales team members; competitor activity; sales strategies and plans

CFASAL008

Determine selling priorities across a portfolio of products and/or services



Overview

This standard is about determining selling priorities across a portfolio of products and/or services based upon an understanding of the current and potential profitability of the components of the portfolio. It includes assessing the products and/or services within the portfolio to determine which might be retained and developed, as well as any risk and vulnerabilities associated with the portfolio. This standard is for senior sales professionals with responsibility for managing a portfolio of products and/or services.

**Performance
criteria**

- You must be able to:
- P1 identify the range of products and/or /services within the portfolio
 - P2 establish the profile of the products and/or services within the portfolio taking into account trends in their share of the market at which they are targeted, and whether these markets are growing in size
 - P3 identify the profitability and sustainability of the products and/or services within the portfolio, taking into account all relevant factors
 - P4 assess the markets at which the products and/or services are targeted and determine factors impacting upon their growth
 - P5 identify any inter-relationships between the different products and/or services within the portfolio, such that customers buying decisions regarding one might be influenced by change to another
 - P6 determine the particular strengths and any risks and vulnerabilities affecting the products and/or services portfolio
 - P7 determine those products and/or services with a sustainable competitive advantage
 - P8 identify and establish those products and/or services which should be retained and developed, as part of determining the most profitable customer- products mix
 - P9 develop and agree robust business case for the development of a profitable portfolio of products and/or services

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements affecting the marketing and sales of products and/or services in the organisation's sector
- K2 the organisation's marketing and sales strategy relevant to the portfolio of products and/or services under consideration
- K3 the organisation's actual and potential customer base for the products and/or services and their needs and expectations relating to the products and/or services
- K4 the organisation's actual and potential competitors, and the key features of their strategies and plans
- K5 the factors to be considered when reviewing the profitability of products and/or services, and how they demonstrate value
- K6 how to identify potential risks and vulnerabilities in relation to a portfolio of products/ services
- K7 how to develop strategic objectives, actions, accountabilities and associated budgets and forecasts in developing products and/or services
- K8 tools and techniques used in analysing product/service portfolios
- K9 how to develop contingency plans to address risks and changing circumstances
- K10 the types of inter-relationships that can occur between products and/or services within a portfolio and how these can impact upon the buying decisions of customers
- K11 processes of consultation with colleagues and other stakeholders during the review of a portfolio
- K12 how to make a business case for amendments or additions to the organisation's objectives, the investment required and the forecast return on investment
- K13 how to co-ordinate the development and marketing of those products and/or services which offer the best return on investment, in line with an organisation's objectives
- K14 how to monitor demand for the products and/or services and to adapt them in response to variances in demand

CFASAL008

Determine selling priorities across a portfolio of products and/or services



K15 methods of monitoring how products and/or services are priced, promoted and distributed, in response to feedback from existing and potential customers

CFASAL008

Determine selling priorities across a portfolio of products and/or services



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS210
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Selling priorities; profitability; assessing products and/or services; market trends; identifying portfolio inter-relationships; identifying strengths; identifying risks; sustainable competitive advantage; developing a business case; marketing and sales strategy; customer base; customer needs and expectations; strategic objectives; contingency plans; monitoring product demand



Overview

This standard is about forecasting sales and setting sales targets for your own area of responsibility, either on an individual or team basis. The standard includes how to collect and use information to develop a sales forecast, based on past and present sales data, factors which influence sales, sales trends, market conditions and product and/or service developments within your organisation. It also includes using forecasts based upon value and volume measures to develop sales targets. This standard is for sales professionals who forecast sales and set sales targets.

Performance criteria

- You must be able to:
- P1 identify the appropriate metrics and sales forecasts needed to ensure that realistic sales objectives and targets are set
 - P2 identify and evaluate sales trends and market conditions and analyse them to determine a likely pattern of sales for the future
 - P3 identify and evaluate internal and external factors that will impact on sales trends, market conditions and potential selling opportunities and consider the implications for future sales
 - P4 use historical sales data to inform sales forecasts
 - P5 develop time plans for the establishment of sales forecasts and targets
 - P6 evaluate a range of sales forecasting techniques and select the method most likely to give an accurate forecast of the future
 - P7 use appropriate software and forecasting methods to prepare an analysis that will predict future sales trends
 - P8 consider bonus and commission structures and evaluate their likely impact on forecast sales
 - P9 consult colleagues about sales forecasts and identify the implications for the organisation
 - P10 make recommendations for sales objectives and targets
 - P11 put in place measurement activities to monitor actual performance against forecast sales
 - P12 use monitoring of activities to revise sales forecasts where appropriate

Knowledge and understanding

You need to know and understand:

- K1 the organisation's mission and strategy and its implications for the sales function
- K2 the difference between qualitative and quantitative information for forecasting purposes
- K3 different types of metrics used in sales forecasting
- K4 the different forms of information needed for sales forecasting and how it is analysed
- K5 how to source relevant information
- K6 what internal and external factors may affect sales trends
- K7 what relevant trends can be identified from previous sales forecasts
- K8 a variety of qualitative and quantitative sales forecasting techniques
- K9 organisational guidelines on the development and recording of sales forecasts
- K10 typical bonus and commission structures and how the use of different structures can impact on future sales
- K11 how to set challenging and realistic sales objectives and targets and how to make reliable forecasts of future trends
- K12 typical sales targets, such as call rates, turnover or growth
- K13 how to measure sales performance against forecast performance
- K14 software programmes available to support the task of sales forecasting
- K15 common causes of variances between forecast and actual sales
- K16 measurement and control mechanisms applied by the organisation for their reporting of variances

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS31
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Forecasting sales; setting sales targets; sales objectives; sales trends; market conditions; sales forecasting techniques; bonus and commission structures; qualitative and quantitative sales information; sources of information; measuring sales performance; measurement and control mechanisms

Overview

This standard focuses on the need to monitor and review the financial performance of customers. It can cost five times as much to win a new customer as it does to retain an existing customer. However, organisations often fail to realise the costs of maintaining customers. . It includes using financial tools to assess and prioritise new customers, assessing business and financial risks associated with customers and maximise profit by monitoring and taking action on unprofitable customers. This standard is for sales professionals who review the ongoing financial potential of customers.

Performance criteria

- You must be able to:
- P1 use financial tools to assess and prioritise new customers in order to measure potential value
 - P2 estimate the lifetime value cash flow that will be generated if a customer maintains an average loyalty level
 - P3 calculate the sales volume required to achieve target profitability
 - P4 calculate the potential profits from customers in the customer life cycle using discounted cash flow techniques
 - P5 assess and continuously monitor the potential variable costs that could impact upon the profitability of customers
 - P6 determine costs of fixed overheads and administrative support and apply them following company management accounting procedures
 - P7 use a customer profit statement for ongoing measurement of customer performance
 - P8 where appropriate, use financial ratios to analyse customer accounts to ensure the customer is financially secure carry out external checks to assess customer creditworthiness and set appropriate credit limits
 - P9 assess the business and financial risks associated with each customer and draw up a risk profile
 - P10 form a judgement about the value of each customer using all available financial and qualitative evidence
 - P11 continuously review the financial performance and other features of each customer to identify key trends and variances
 - P12 make business decisions about the future direction of a customer relationship based on financial performance
 - P13 prepare contingency plans when there are problems in financial performance of a customer
 - P14 consult and communicate with stakeholders to ensure that they have access to appropriate financial performance data

Knowledge and understanding

You need to know and understand:

- K1 legislation relating to customer finance arrangements, including Data Protection and Financial Services legislation
- K2 standards and regulations for financial accounting and reporting
- K3 company financial reporting formats and processes for sales and customer data
- K4 the relationship between customer retention and enhanced profitability
- K5 the concepts of lifetime value and lifetime profitability as means of measuring customer value
- K6 information needed to be able to carry out financial evaluations
- K7 how to develop cash flow forecasts
- K8 discounted cash flow techniques and why they are important for measuring the potential profits of customers
- K9 how to develop a profit statement for a customer
- K10 the difference between fixed and variable costs and how they can impact on customer profitability
- K11 the internal and external market and stakeholder causes of variable costs
- K12 how to use financial ratios to interpret the financial health of an organisation
- K13 different types of external credit checks
- K14 how to use financial information to determine credit limits and manage customer credit activities
- K15 how to undertake a risk assessment and develop risk criteria
- K16 risk management assessment tools already in place and the risk criteria used
- K17 methods of financial reporting and how they can be used to report customer information
- K18 how to undertake comparative assessments of financial information
- K19 how to undertake trend analysis
- K20 how to undertake contingency planning
- K21 how to write financial reports and assessment

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS35
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Financial performance; financial tools; assessing business and financial risk; maximising profit; measuring potential value of customers; lifetime value cash flow; achieving target profitability; discounted cash flow techniques; customer profit statement; analysing customer accounts; business and financial risks; preparing contingency plans; communication with stakeholders; customer retention and enhanced profitability; using financial ratios; risk assessments; financial reports and assessment; trend analysis

CFASAL011

Motivate sales professionals



Overview

This standard is about how team leaders and managers can achieve results through effective motivation of sales team members. The standard focuses on the principles of motivating sales staff to produce excellent results and includes both formal and informal incentives for boosting sales team motivation. It is for sales professionals with management responsibilities.

**Performance
criteria**

- You must be able to:
- P1 identify the key links between sales performance and motivation in the organisation
 - P2 identify positive and negative behaviours and motivational factors for the sales team and evaluate the impact they have on sales
 - P3 detect the feelings and views of the sales team in relation to their role and environment
 - P4 identify and evaluate organisational barriers and conflicts that may have a demotivating effect and explore ways to overcome those barriers
 - P5 provide clear and transparent benchmarks against which members of the sales team can measure success
 - P6 establish key monitoring, control and key performance indicators for measuring success
 - P7 recognise achievement by the sales team
 - P8 consult colleagues and build a pattern of recognition through praise or reward schemes
 - P9 identify key objectives for improving motivation and enhancing sales performance using measurement and evaluation
 - P10 provide opportunities for personalized motivational sales plans as a tool for motivating members of the sales team
 - P11 develop internal team communication activities to aid motivation

Knowledge and understanding

You need to know and understand:

- K1 relevant legislation including Employment legislation and Health and Safety legislation
- K2 legal and ethical aspects of incentives and rewards
- K3 individual and organisational targets for your area of responsibility
- K4 the ways in which the organisation currently monitors and measures motivation
- K5 techniques for identifying management style
- K6 scope for change in order to maintain motivation
- K7 methods for measuring and evaluating individual and sales team success
- K8 organisational appraisal procedures
- K9 a range of motivation and coaching models
- K10 why there are links between motivation and sales success
- K11 the range of business and sales functions affected by motivational issues
- K12 how to develop positive interpersonal relationships within an organisation
- K13 different methods of providing recognition for the sales team
- K14 the range of financial and non-financial incentives and motivational tools available to motivate members of the sales team
- K15 how to carry out appraisals and regular performance assessments in order to judge the levels of personal motivation in the sales team
- K16 how to prepare personal development plans in order to encourage motivation and achievement
- K17 why interaction within the sales team is an important component of team motivation
- K18 team building techniques that support motivation and the building of team performance
- K19 different performance measures that can be used to measure and evaluate team success
- K20 how to be creative in developing ideas, seeking solutions and developing a new formula for success

CFASAL011
Motivate sales professionals



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS43
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Effective motivation; motivate a sales team; incentives; sales performance; positive and negative behaviours; organisational barriers; benchmarks for measuring success; key performance indicators; recognising achievement; reward schemes; improving motivation; enhancing sales performance; personalised motivational sales plans; personal development plans; team communication; management styles; conducting appraisals; positive interpersonal relationships; team building techniques



Overview

This standard focuses on preparing proposals and quotations for customers. The preparation of proposals involves identifying your customer's requirements and matching them with the objectives and requirements of your organisation. Proposals need to include sufficient detail of the products and/or or services to be provided and timescales. A proposal or quotation is expected to conform to your organisation's house-style. The proposals need to be competitive and to have any necessary conditions and constraints built into them to protect the interests of your organisation. This standard is for sales professionals who develop sales proposals and quotations.

**Performance
criteria**

- You must be able to:
- P1 ensure that the prospect's or customer's requirements are fully understood and that all issues requiring clarification are resolved before the proposal is finalised
 - P2 identify the conditions and constraints which need to be included within the proposal in order to protect the organisation's interest
 - P3 establish and develop the content of the proposal in house style, including essential information about and descriptions of the products and/or services being offered, price and terms and conditions of sale
 - P4 ensure that the proposal is based on a sound understanding of market factors
 - P5 provide the required level of detail as briefed by the prospect or customer and supply the proposal within the agreed time-scales
 - P6 consult marketing and finance colleagues to ensure that the price reflects the value within the proposal and gain internal approval before it is submitted
 - P7 submit the proposal to the customer or prospect on time and follow it up with and appropriate offer of further clarification and information if that is needed
 - P8 ensure that confidential information is stored effectively and protected from misuse

Knowledge and understanding

You need to know and understand:

- K1 legal and ethical issues relating directly to sales proposal writing
- K2 sources of market data that will support the development of proposals and quotations
- K3 the organisation's procedures for developing proposals and quotations
- K4 how to identify the prospect's or customer's needs and how to deliver the best solution
- K5 how to produce a document that sells the organisation's products and/or services, and stands out from their competitors
- K6 how to set out a clear business case to the prospect or customer in both qualitative and quantitative terms, including key milestones and checkpoints relating to the delivery of the products and/or services
- K7 how to convince the prospect or customer of the benefits of adopting the company's solution to their problem
- K8 how to create customised proposal templates that reinforce and become part of the organisation's corporate identity
- K9 how to keep the proposal customer-focused
- K10 how to improve the chances of proposals being read and responded to by key decision-makers
- K11 how to gather customer testimonials and credibility statements where appropriate to support the proposal

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS51
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales proposals; sales quotations; identifying customer requirements; conforming to organisational house-style; protecting organisation's interest; understand market factors; meeting timescales; consulting colleagues; sources of market data; producing a business case; customer testimonials; credibility statements

CFASAL013 Implement sales promotions



Overview

This standard is about implementing sales promotions at a tactical level. It recognises that sales promotions make a key contribution to sales performance and provide the sales team with a valuable additional tool to extend their sales efforts. The standard covers the establishment of sales promotion objectives for the organisation's products and/or services and identifying the most beneficial sales promotion techniques to attract customers. This standard is for sales professionals who implement sales promotions.

**Performance
criteria**

- You must be able to:
- P1 identify and agree clear sales promotions objectives which are consistent with the organisation's sales strategy
 - P2 identify customer groups to be targeted with the sales promotion
 - P3 agree with marketing colleagues the sales promotion incentive and response mechanisms
 - P4 identify the resources required to implement the agreed sales promotion strategy to exploit opportunities to sell up
 - P5 organise the roll-out of the sales promotion and make adjustments within the limits of own authority to make it a success
 - P6 agree sales performance indicators for the sales promotion activities in order to monitor and evaluate the promotion strategy success

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements for sales promotions
- K2 the organisation's market
- K3 the organisation's actual and potential customer base
- K4 the organisation's actual and potential competitors and partners and the key features of their buying strategies
- K5 the real and perceived needs of different customer groups
- K6 the mechanisms for implementing sales promotion campaigns
- K7 the impact of effective promotions in incentivising customers
- K8 how to set effective performance objectives
- K9 how to integrate sales promotion efforts with sales activities
- K10 sources of information to support monitoring and evaluation
- K11 how to develop measures and methods for monitoring and evaluating sales promotion performance

CFASAL013
Implement sales promotions



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS61
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales promotions; implementing sales promotions; sales performance; sales promotion objectives; sales performance objectives; sales promotion techniques; identify target customers; identify required resources; monitor and evaluate performance



Overview

Trade fairs and exhibitions are a major investment of time, money and effort and it is imperative that sales people take every opportunity that arises. This standard is designed to focus on the range of activities associated with preparing for and taking part in a trade fair or exhibition and the organisation that is needed to make the most of the sales opportunities they present. This standard is for sales professionals who sell products and/or services at trade fairs, exhibitions or conferences.

**Performance
criteria**

- You must be able to:
- P1 identify the targets for sales and creation of prospects during the event and the sales message that will be used to achieve this
 - P2 invite sales prospects to the event in a way that makes it feel a worthwhile experience for them
 - P3 agree procedures for collecting names, addresses and business cards of potential customers attending the event and identify the dress code
 - P4 prepare for the event by getting up to date with product and/or service literature, prices lists, up-selling and cross-selling opportunities and how to sell at the event
 - P5 evaluate other contributors to the event and identify ways in which the organisation's products and/or services could be sold as a complement to theirs or in competition with theirs
 - P6 work with other exhibitors to identify areas of compatibility and agree joint opportunities for the sale of add-ons, up-selling or cross-selling
 - P7 assess delegate lists for those attending the event and identify target prospects
 - P8 use appropriate verbal and non-verbal communication to attract and engage the target audience and keep the conversation focussed to find quick ways to establish the customer's needs and wants
 - P9 stress unique selling points and points of differentiation
 - P10 collect and use customer testimonials and case studies to support the sales message at the event
 - P11 gain commitment for sales or follow-up meetings after the event and avoid inviting rejection and make appointments for follow-up meetings, ensuring that the right people are available for that meeting
 - P12 evaluate the effectiveness of the sales approach at the event and reflect on lessons learned for future events

Knowledge and understanding

You need to know and understand:

- K1 legal, ethical and social requirements relating to selling at trade fairs, exhibitions and conferences in the industry/sector
- K2 which events are most appropriate to the industry/sector
- K3 competitor activity in relation to attending trade fairs, exhibitions and conferences
- K4 the purpose of exhibitions, trade fairs and conferences and how they produce sales opportunities
- K5 sales strategies, plans and targets and how important the sales event is in achieving them
- K6 how to prepare and plan for events
- K7 how to use time effectively during events
- K8 what promotional materials are needed for the sales event
- K9 how to cross-sell and up-sell during events
- K10 how to use verbal and non-verbal communication skills effectively
- K11 different methods and processes for collecting and recording sales leads information
- K12 how to evaluate the effectiveness of sales events and measure overall success

CFASAL014

Sell products and/or services at trade fairs, exhibitions or conferences



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS63
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Selling; sales opportunities; identify targets for sales; create prospects; sales procedures; assess delegate lists; verbal and non-verbal communication; unique selling points; points of differentiation; collect customer testimonials; gain commitment for sales; evaluate sales approach; time management; promotional materials; cross-selling and up-selling



Overview

This standard is designed to enable sales team members to prepare for and provide creative, professional and inspiring demonstrations/presentations of their organisation's products and/or services to customers. You need to have sufficient understanding of and competence in relation to the products and/or services and be able to demonstrate it, promote value, answer customer questions and deal with sales objections. This unit demands that you should identify customer needs and interests for products and/or services and ensure that the demonstration/presentation meets customer needs effectively. You need to provide a professional demonstration/presentation of products and/or services and to take opportunities to progress the sale as a result. This standard is for sales professionals who undertake sales demonstrations and/or presentations.

Performance criteria

- You must be able to:
- P1 identify and establish customer needs and interests in relation to the products and/or services offered by the organisation
 - P2 set realistic objectives for the demonstration and/or presentation
 - P3 agree the objectives, content and method of demonstration and/or presentation with the customer, and who will attend
 - P4 identify required resources and materials and plan the demonstration and/or presentation, to stress the value of the products and/or services being promoted
 - P5 assess the venue for the demonstration and/or presentation and consider how to make best use of its size, acoustics and layout
 - P6 prepare the demonstration and/or presentation, ensuring it contains relevant unique selling propositions and points of differentiation and is structured to achieve maximum impact
 - P7 ensure that proposals, or other promotional documentation or materials accompanying the demonstration and/or presentation, are prepared prior to meeting the customers
 - P8 anticipate problems, constraints or objections that could be raised and prepare possible responses to them
 - P9 deliver the demonstration and/or presentation in a style and manner that achieves its objectives, is appropriate to the customer's needs and ensures their safety
 - P10 engage all members of the audience in the demonstration and/or presentation
 - P11 invite the audience to ask questions and seek clarification, listen to their concerns and respond positively and effectively
 - P12 take opportunities to progress the sale at the time of demonstration and/or presentation and identify early opportunities for up-selling and cross-selling
 - P13 evaluate the demonstration and/or presentation and identify strengths, weaknesses, and areas of improvement for the future

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory, ethical and social requirements relating to sales demonstrations and presentations in the industry/sector
- K2 ways to establish customer needs and interests
- K3 the purpose of providing demonstrations and presentations of products and/or services to customers
- K4 how to provide demonstrations and presentations of products and/or services in a manner and style which is suitable to different audiences
- K5 how to adapt a demonstration or presentation of products and/or services to meet different audiences
- K6 how to set objectives for demonstrations and presentations and ensure that they shape and drive the preparation and delivery
- K7 the range of resources and materials that can be used to assist in the demonstration or presentation
- K8 unique selling points and points of differentiation and how to stress them
- K9 how to identify opportunities to progress sales at the time of the demonstration
- K10 how to ensure health and safety requirements are met
- K11 how to prepare for a variety of customer responses
- K12 the potential barriers that can exist and how to overcome them
- K13 how to read buyer signals including verbal and non-verbal cues
- K14 the variety of questioning techniques that can be used to encourage and engage customers
- K15 how to use listening techniques effectively
- K16 how to optimise opportunities for up-selling and cross-selling

CFASAL015

Undertake sales demonstrations and/or presentations



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS64
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Deliver professional demonstrations; deliver professional presentations; sales objections; identify customer needs; meet customer needs; set objectives; identify required resources; unique selling propositions; engage audience; identify sales opportunities



Overview

This standard is an integral part of the sales cycle. It involves making initial contact with sales leads through a variety of different methods and establishing their needs. You need to advise potential customers of any products and/or services that may interest them and take the opportunity to promote further related products and/or services to them. You need to obtain and record information about the contact you have with customers. This will include their buying needs and any further action required. You should also collect relevant information about other suppliers. Most of all you should discover whether a customer's interests suggest that there may be an opportunity for up selling or cross selling. This standard is for sales professionals.

**Performance
criteria**

- You must be able to:
- P1 contact customers who have been identified as sales leads and establish initial communication
 - P2 obtain access to the person who can make buying decisions
 - P3 identify and confirm the customer's interest in particular products and/or services
 - P4 make further contact with the customer to interest them in the organisation's products and/or services
 - P5 maintain clear records of contact with customers and any further action which may be required
 - P6 identify the reasons why customers have an actual or potential interest in particular products and/or services and clarify opportunities for selling, up-selling and cross-selling
 - P7 explain the features and benefits of products and/or services to customers
 - P8 respond effectively to the customer's queries, ensuring that any objections are handled, or alternative products and/or services are offered
 - P9 provide details about the possible terms of sales
 - P10 convert cold prospects to warm prospects by securing agreement to further contact with a specific sales agenda, or qualify out
 - P11 inform colleagues about possible opportunities for cross-selling and up-selling
 - P12 pass information about customers and their business needs promptly and accurately to appropriate people within the organisation

Knowledge and understanding

You need to know and understand:

- K1 legislation, regulation and ethical codes of conduct relating to generating and qualifying sales leads
- K2 organisational sales strategies, sales plans and sales activity plans
- K3 organisational processes and procedure relating to generating and qualifying sales leads
- K4 how to obtain access to key decision makers
- K5 the most effective ways of contacting different types of customers
- K6 how to identify and collect information about customers and competitors
- K7 how to pursue opportunities for further contact with customers
- K8 the purpose of maintaining sales leads information at all stages and how to update systems recording systems
- K9 how to share information on customers with key people in the organisation
- K10 how the information provided by customers is assessed for potential up-selling and cross-selling
- K11 the difference between benefits and features in the context of selling and how to highlight them both
- K12 how to provide alternative solutions to customer problems
- K13 how to handle customer queries and objections

CFASAL016

Generate new opportunities and qualify leads



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS71
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales leads; establishing customer's needs; obtain and record information; make contact with customers; promote products and/or services; respond to queries; handle objections; terms of sales; conversion of cold prospects; communication; organisational sales strategies; generating leads; qualifying leads



Overview

This standard is an integral part of the sales cycle. It involves making initial contact with sales leads through a variety of different methods and establishing their needs. You need to advise potential customers of any products and/or services that may interest them and take the opportunity to promote further related products and/or services to them. You need to obtain and record information about the contact you have with customers. This will include their buying needs and any further action required. You should also collect relevant information about other suppliers. Most of all you should discover whether a customer's interests suggest that there may be an opportunity for up selling or cross selling. This standard is for sales professionals who sell products and/or services face-to-face, including door-to-door selling.

Performance criteria

- You must be able to:
- P1 identify customers and prospects to contact and prepare a call plan, or work from a prescribed call plan
 - P2 prepare and/or assemble sales materials and sales angles for use during contact with the customer
 - P3 make contact with the customer, taking account of health, safety and security requirements appropriate to the particular sales situation
 - P4 identify customer requirements through the use of careful questioning and confirm them by summarising their buying needs and interests
 - P5 identify products and/or services which match the customer's needs and confirm with the customer that they are suitable
 - P6 stress unique selling points and points of differentiation
 - P7 interpret buying signals which are given by the customer and act on them to close each stage of the sale
 - P8 structure the face- to-face sales discussion to include an overview of the value of products and/or services and give the customer the opportunity to fully discuss and assess them
 - P9 provide the customer with materials to support the promotion of products and/or services
 - P10 evaluate potential trade-offs that will be mutually beneficial to the customer and to the organisation
 - P11 record, analyse and act on any area in which the product and/or service does not meet the customer's requirements
 - P12 give the customer clear information and make proposals that meet their requirements
 - P13 overcome customer objections and meet customer needs
 - P14 look for potential add-on, up-selling or cross-selling opportunities prior to closing the sale
 - P15 take opportunities to develop a positive relationship with customers and identify and pursue further customer contact
 - P16 close the sale by gaining the commitment of the customer and complete the formalities of the sale following organisational procedures

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical constraints relating to the particular sales situation
- K2 organisational procedures and practices relating to selling
- K3 health, safety and security requirements and procedures used in different sales situations
- K4 organisational objectives and plans for face-to-face sales contacts
- K5 competitor activities, products and/or services and latest developments in the organisation's markets
- K6 how to structure and progress sales contacts
- K7 the differences between proactive and reactive selling
- K8 how to develop a sales call plan
- K9 techniques that can be applied when selling in face-to-face situations, including cross-selling, up-selling and the sale of add-ons
- K10 methods for assessing maximum and minimum returns and how to prioritise development of leads according to potential value and probability of closure
- K11 verbal and non-verbal listening and questioning techniques suitable for selling in face-to-face situations
- K12 the value of products and/or services and how to sell them
- K13 unique selling points and points of differentiation and how to stress them
- K14 how to involve the prospect in reaching a solution to any sales problem
- K15 the range of behaviours displayed by customers and how to manage them constructively
- K16 how to overcome customers' objections sensitively and constructively and how to respond effectively to their queries
- K17 methods for closing sales, at the different stages of a sale
- K18 how to evaluate and measure the success of face-to-face sales contacts

CFASAL017

Sell products and/or services face-to-face



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS72
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Sales cycle; sales leads; advising customers; obtain and record information; upselling; cross-selling; face-to-face selling; door-to-door selling; sales materials; identify customer requirements; questioning techniques; unique selling points; customer objections; closing sales; organisational objectives; proactive selling; reactive selling; verbal and non-verbal listening; points of differentiation



Overview

This standard is about identifying, developing and closing sales using the telephone or other available technologies, such as digital or social media, e-mail or video conferencing facilities. It covers both inbound and outbound selling. The standard includes identifying your customer's buying needs, promoting benefits and features of your organisation's products and/or services, responding to and resolving customer objections and agreeing mutually beneficial terms and conditions. The standard also requires you to demonstrate good levels of knowledge and understanding of your organisation's products and/or services. This standard is for sales professionals who sell products and/or services remotely.

Performance criteria

- You must be able to:
- P1 identify the objectives for selling products and/or services both by making and receiving contact with or from customers
 - P2 use lists or leads provided by the organisation and prospect those most likely to produce sales
 - P3 assess the potential of prospects and prioritise contact according to value and probability of closure
 - P4 plan sales contacts, identifying how to obtain customer information and relay key sales messages
 - P5 where appropriate, select the most appropriate form of contact with the customer
 - P6 use structured questions to obtain information from prospective customers about their needs
 - P7 use structured questions to explain the major benefits of using key products and/or services and to demonstrate their compatibility with features and functions
 - P8 explain the value of the products and/or services, interpret the prospect's reaction to those and decide how best to progress the sale
 - P9 stress unique selling points and points of differentiation
 - P10 interpret buying signals which are given by the customer and act on them to close each stage of the sale
 - P11 deal with customer queries and objections with clear and accurate responses
 - P12 ensure that communication is appropriate to the form of contact in use
 - P13 agree the basis of the customer's interest and their overall requirements
 - P14 look for potential add-on, up-selling or cross-selling opportunities prior to closing the sale
 - P15 gain a commitment from the customer and close the sale
 - P16 take opportunities to develop a positive relationship with customers and identify and pursue further customer contact
 - P17 provide customer feedback and reaction to products and/or services to appropriate people in the organisation

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical constraints relating to sales using the telephone or other technologies and the purchase and use of contact lists
- K2 regulatory requirements relating to the completion of customer transaction documentation
- K3 organisational procedures and practices relating to selling
- K4 the importance of protecting the company brand, image and reputation in sales situations
- K5 organisational objectives and plans for telephone sales contacts
- K6 competitor activities, products and/or services and latest developments in the organisation's markets
- K7 the sales cycle and how it helps sales team members to structure and progress their sales contacts
- K8 the differences between inbound and outbound selling
- K9 the different situations in which remote selling is appropriate and the advantages and disadvantages of selling by telephone or other technologies
- K10 the differences between proactive and reactive selling
- K11 techniques that can be applied when selling remotely, including cross-selling, up-selling and selling add-ons
- K12 methods for assessing maximum and minimum potential and how to prioritise contact according to value and probability of closure
- K13 verbal, non-verbal, listening and questioning techniques suitable for selling remotely
- K14 how to operate the telephone system and other technologies that are available within the organisation
- K15 how to select the most appropriate form of contact for the customer
- K16 the appropriate forms of etiquette when using social media or other technologies
- K17 the value of the products and/or services and how to sell them
- K18 unique selling points and points of differentiation and how to stress them
- K19 how to involve the prospect in developing and closing a sale
- K20 the range of behaviours displayed by customers and how to manage them

constructively

- K21 how to overcome customers' objections sensitively, constructively and effectively
- K22 methods for closing sales at the different stages of a sale
- K23 how to evaluate and measure the success of sales contacts

CFASAL018

Sell products and/or services remotely



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS73
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Inbound selling; outbound selling; identifying customer's needs; promoting products and/or services; customer objections; utilise sales leads; assess potential prospects; obtain customer information; key sales messages; unique selling points; interpret buying signals; up-selling; cross-selling; close sales; organisational procedures; sales cycle; selling remotely; verbal and non-verbal communication



Overview

This standard covers sales of products and/or services to international customers and how to manage some of the complexities of trading in international markets. The standard recognises the need to do a great deal of preparation prior to any overseas contact and the need to ensure that there is a clear understanding of issues relating to culture and acceptable approaches to selling in different countries. It also covers the need to ensure that you do not inadvertently miss an opportunity because of misreading situations and signals. This standard is for sales professionals who sell products and/or services in international markets.

**Performance
criteria**

- You must be able to:
- P1 carry out a detailed analysis of the target country and market
 - P2 monitor the activities of competitors abroad and assess the level of business they are achieving
 - P3 carry out a risk analysis on conducting business in the target country and identify potential barriers to achieving sales
 - P4 research appropriate customs and culture in the target country and the impact these could have on the sales process
 - P5 identify and assess a range of sales prospects
 - P6 ensure that the contacts within the customer organisation have authority to make purchasing decisions
 - P7 keep the sales message clear, explicit and simple, applying the basic principles of selling
 - P8 establish the customer's needs and motivation and evaluate their current attitude to making a buying decision
 - P9 identify opportunities to broaden the scope of the sales, including sale of add-ons, up-selling and cross-selling
 - P10 gain commitment from the customer and close the sale

Knowledge and understanding

You need to know and understand:

- K1 government regulations and tariffs relating to the sector/industry in other countries
- K2 legal, ethical, social and cultural issues relating to trading internationally
- K3 international business support mechanisms
- K4 competitor activities abroad
- K5 organisational sales and export strategies and plans and policies on selling in international markets
- K6 pricing, distribution and promotional arrangements for selling products and/or services overseas
- K7 the impact of currency fluctuations
- K8 ways to establish international sales leads
- K9 sources of information about international markets and the type and quantity of information that the organisation needs
- K10 customs and cultural differences between countries and the impact that these can have on the sales process
- K11 the different meanings of verbal and non-verbal communications in other countries
- K12 cross-selling and up-selling and how to maximise opportunities to grow the business abroad
- K13 face-to-face and remote sales techniques and how to use them in international markets
- K14 the difference between good and bad customers internationally
- K15 ways to overcome objections and close sales
- K16 who to go to for support relating to international customers

CFASAL019

Sell products and/or services in international markets



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS74
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	International markets; trading internationally; analyse target markets; monitor competitor activity; conduct risk analysis; cultural awareness; assess sales prospects; identify customer's needs; up-selling; cross-selling; close sales; international business support mechanisms; verbal and non-verbal communication; face-to-face selling; remote selling



Overview

This standard focuses on negotiating and handling and overcoming sales objections in order to be able to close the sale effectively. It covers how you must focus on preventing and overcoming objections and closing a sale in a way that is mutually beneficial to both your customer and your organisation. You will need to evaluate a range of different sales situations and demonstrate a good knowledge and understanding of your products and/or services in a way that enables you to convince your customer and close the sale. This standard is for sales professionals.

Performance criteria

- You must be able to:
- P1 define the objectives for the negotiations, based on an assessment of the customer's negotiating stance and the organisation's strengths and weaknesses, identify potential problems that could arise and formulate solutions to overcome them
 - P2 plan to deal with a variety of standard and unusual sales objections prior to dealing with the customer
 - P3 identify customer needs and wants in relation to their objections by using a variety of questioning techniques
 - P4 answer objections posed by the customer, providing evidence to the customer of the strengths of the company's products and/or services
 - P5 narrow down the issues that are holding the prospective customer back from agreeing the sale
 - P6 explore the issues with the customer to identify and prioritise concerns
 - P7 create a 'win-win' situation during negotiations by balancing the needs of the organisation and those of the customer
 - P8 check that the prospective customer agrees with the solution to overcoming the objection
 - P9 identify verbal and non-verbal buying signals as a sign of whether or not to move towards the close
 - P10 move towards a trial close and ask for the order letting the customer answer and addressing further objections and concerns if necessary
 - P11 look for further potential add-on, up-selling or cross-selling opportunities prior to closing the sale and close the sale
 - P12 record outcomes of negotiations accurately and store those records appropriately

Knowledge and understanding

You need to know and understand:

- K1 legal, ethical and regulatory issues that relate to selling of products and/or services in the industry/sector
- K2 competitor information in order to make key competitor comparisons
- K3 industry/sector pricing structures and their impact upon sales objections
- K4 organisational procedures for negotiating and dealing with objections
- K5 how to define objectives for a negotiation based on an assessment of the customer's negotiating stance and the organisations strengths and weaknesses
- K6 typical and unusual problems and objections that might arise and the difference between sincere and insincere objections
- K7 positive and negative verbal and non-verbal signals given in sales settings
- K8 the use of listening skills and how to summarise to confirm understanding
- K9 different questioning techniques and how to use them effectively
- K10 typical barriers that exist between customers and sales people
- K11 the importance of testimonials when overcoming objections
- K12 how to illustrate benefits and features of a product and/or service
- K13 the concept of "win-win" situations and how to create them in negotiations
- K14 how to negotiate effectively to close a sale and knowing when to say 'no' to the customer
- K15 the concept of cross-selling, up-selling and add-ons and how they can be used to increase sales values and profitability
- K16 techniques for closing a sale
- K17 the difference between assertive and aggressive behaviour in the context of closing sales
- K18 the organisation's procedures for recording and storing the outcomes of negotiations

CFASAL020
Negotiate, handle objections and close sales



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS76
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Negotiating sales; handling sales; sales objections; closing sales; define objectives; plan objection handling; questioning techniques; verbal and non-verbal buying signals; up-selling; cross-selling; competitor information; organisational procedures; listening skills; barriers to sales



Overview

This standard is about managing an organisation's operations in ways that are consistent with its values and ethical principles, and which fulfil legal and regulatory requirements. Organisations must show that they act responsibly in relation to their staff, customers, stakeholders and the communities in which they work. All types of organisations must obey the law in key areas such as health and safety, employment, finance and company law. Many organisations also have to work within specific legislation and regulations for their industry and ethical frameworks. This standard is for all sales professionals.

**Performance
criteria**

- You must be able to:
- P1 source relevant information on legal, regulatory and ethical requirements in the industry sector, seeking advice from appropriate sources of expertise where necessary
 - P2 monitor and evaluate the relevant legal, regulatory, and ethical requirements and their impact on the area of responsibility, including political, environmental and technical, and the potential consequences if they are not met
 - P3 develop effective policies and procedures to ensure that the organisation meets all the necessary requirements
 - P4 ensure that relevant people have a clear understanding of the policies and procedures and the importance of putting them into practice
 - P5 monitor the way that policies and procedures are put into practice and provide relevant support
 - P6 encourage a climate of openness about meeting and not meeting the requirements
 - P7 identify and correct any failures to meet the requirements
 - P8 identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future
 - P9 provide full reports about any failures to meet the requirements to the relevant stakeholders

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements in sales and in the industry sector
- K2 sources of relevant information on legal, regulatory and ethical requirements in the industry sector and sources of expertise
- K3 organisational policies and procedures covering legal, regulatory and ethical requirements
- K4 procedures to follow if the organisation does not meet the requirements
- K5 particular current and emerging social concerns and expectations that are relevant to the sector
- K6 ways in which other organisations deal with current and emerging social concerns and expectations
- K7 how to implement an ethical and value-based approach to governance
- K8 the culture and values of the organisation and what effect they have on corporate governance
- K9 the processes for maintaining the relevant policies and procedures and ensuring that they continue to be effective
- K10 the different ways in which people may not meet the requirements and the risks of these actually happening
- K11 the procedures for dealing with people who do not meet the requirements, including requirements for reporting

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS77
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Source information; legal, regulatory and ethical requirements; develop sales policies and procedures; organisational policies; current and emerging social concerns; maintain effectiveness of policies and procedures



Overview

This standard covers obtaining information from customers about their requirements, identifying the source and availability of the products and/or services and dealing with the processing of their order. Within this you will need to give accurate information to your customer and make arrangements to supply products and/or services. One focus of the standard is on collecting appropriate information, completing order forms, raising invoices and notifying the customer whether or not processing can be fulfilled in the normal timescales. This standard is for sales professionals who process customer orders and payments.

**Performance
criteria**

- You must be able to:
- P1 identify customer requirements accurately in relation to the order
 - P2 check that products and/or services are available and inform the customer
 - P3 ensure that the information on the status of the order given to the customer is both prompt and accurate in terms of delivery, timing and price
 - P4 make arrangements to reserve or secure the products and/or services to ensure they are available as promised
 - P5 check the credit status of the customer and ensure that the sale is authorised following organisational procedures
 - P6 complete organisational accounting procedures to finalise the transaction and ensure that the customer is fully aware of the terms and conditions of sale
 - P7 ensure that the customer's requirements are communicated promptly and accurately to those responsible for fulfilling orders
 - P8 ensure that the reasons for any delay in fulfilling the order are accurately noted and reported promptly to a person in authority
 - P9 keep the customer informed of the order progress at appropriate intervals
 - P10 notify the customer, politely and with a clear justification about any delays
 - P11 ensure all information is stored securely and is available only to those who are authorised to have it

Knowledge and understanding

You need to know and understand:

- K1 legislation and regulations relating to confidential information and processing of payments
- K2 organisational procedures relevant to processing customer orders and payments
- K3 the sources of information you need to complete the processing of orders
- K4 rights and responsibilities relating to consumer protection legislation
- K5 the variety of processes for ordering products and/or services
- K6 the different sources of information required for checking customer credit
- K7 the different payment methods accepted by the organisation
- K8 the use of databases in order processing
- K9 the concept of order fulfilling
- K10 the role of the despatch function within the organisation
- K11 how to store information securely in databases

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS83
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Obtain customer information; identify customer requirements; identify available resources; process sales orders; supply products and/or services; raise invoices; authorise sales; communication; organisational selling procedures; using sales databases; processes for ordering products; payment methods; order fulfilling



Overview

This standard is about preparing for despatch of products, or checking that services have been delivered, to customers. Key aspects of this standard include ensuring all the necessary documentation is completed as well as making sure that, before hand-over, the products and/or services are in the condition agreed with the customer at the time of the sale. The standard also includes ensuring that the products and/or services are confirmed as satisfactory by your customers and taking the opportunity to exploit further opportunities of cross-selling, up-selling or selling add-ons at the time of hand-over. This standard is for sales professionals who monitor the delivery of products and/or services.

**Performance
criteria**

- You must be able to:
- P1 check information on the order form to ensure it matches internal documentation and that products are available for despatch
 - P2 ensure that the products and/or services are prepared fully for hand-over to the customer in accordance with the terms and conditions of sale and organisational policy
 - P3 make changes to the order when necessary ensuring that it will satisfy customer expectations
 - P4 prepare documentation and records of hand-over, ensuring they are both accurate and complete
 - P5 record all necessary information accurately and completely
 - P6 ensure that the products and/or services are delivered to the customer in accordance with the sales agreement and terms and conditions of sale
 - P7 check that the customer is satisfied with the products and/or services
 - P8 deal with all customer problems and queries promptly and refer to somebody with appropriate authority if appropriate
 - P9 ensure all documentation for delivery and receipt by the customer is fully completed and accurate
 - P10 identify and follow up opportunities for up-selling, cross-selling and selling add-ons

Knowledge and understanding

You need to know and understand:

- K1 legal and regulatory requirements affecting the despatch and hand-over or delivery of products and/or services
- K2 Industry standards and practices relating to the despatch and hand-over of products or delivery of services
- K3 organisational procedures relating to the despatch and hand over of products or delivery of services
- K4 organisational terms and conditions of sale
- K5 the role of the sales person in the delivery of products and/or services to customers
- K6 the concept of transfer of ownership
- K7 the concept of hand-over of products and/or services to customers
- K8 the purpose of maintaining records of hand-over or delivery preparations
- K9 how to deal with customer problems and queries
- K10 how further sales opportunities can be identified and maximised
- K11 the concepts of up-selling, cross-selling and selling add-ons

CFASAL023

Monitor the delivery of products and/or services to support cross-selling and upselling



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS84
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Delivery of products; customer feedback; cross-selling; up-selling; selling add-ons; organisational policy; prepare sales documentation; ensure customer satisfaction; deal with customer problems; industry standards; conditions of sale; transfer of ownership



Overview

The purpose of this standard is to provide a basis for building and maintaining effective sales relationships. The standard is designed to enable you to build a strong relationship with your customer and understand your customer's needs and expectations more clearly by working in partnership with them. This standard is also about maintaining sales relationships through building relationships based upon trust, commitment and co-operation designed to achieve long-term customer loyalty. This standard is for sales professionals.

**Performance
criteria**

- You must be able to:
- P1 identify customers with whom to build effective sales relationships and prioritise an approach to them
 - P2 establish existing and potential customer needs and expectations and balance them with the organisation's sales strategy
 - P3 agree with the customer the basis on which the relationship should operate and be maintained and develop a customer relationship plan
 - P4 ensure that the product service offer is clearly defined in terms of customer needs and expectations
 - P5 build a rapport with the customer
 - P6 negotiate with the customers a range of mutually beneficial sales solutions
 - P7 identify opportunities to develop the relationship with the customer
 - P8 identify and follow up appropriate opportunities for up-selling, cross-selling and selling add-ons
 - P9 seek and collect customer feedback about the organisation's provision of products and/or services
 - P10 use feedback to ensure that the quality and consistency of service is being maintained
 - P11 deal with customer complaints or problems and provide suitable sales solutions
 - P12 ensure regular feedback is given to colleagues on the status of the relationship
 - P13 monitor and evaluate the relationship on a regular basis

Knowledge and understanding

You need to know and understand:

- K1 legal, ethical, political, technical, environmental and corporate social responsibility requirements for customer relationships
- K2 quality and compliance issues
- K3 methods of customer relationship management
- K4 organisational criteria for establishing customer relationships
- K5 the focus of the sales strategy, sales activity plans, sales targets and sales objectives
- K6 how to identify and prioritise effectively customers with whom the organisation should be building long-term and profitable relationships
- K7 the nature and scope of the relationship and its long term value and potential to the organisation
- K8 the content of a customer relationship plan and the information on which this is based
- K9 the interpersonal skills required to establish relationships and build rapport with customers
- K10 how to assess the risk and potential benefits of the relationship
- K11 how to communicate with key customers effectively in order to develop trust, commitment and co-operation
- K12 how to negotiate effectively with customers to establish a mutually beneficial financial outcome from the relationship
- K13 the concepts of up-selling, cross-selling and selling add-ons and when it is appropriate to do this
- K14 methods for monitoring and evaluating customer relationships
- K15 how to establish the level of resource required to manage a customer relationship effectively
- K16 ways to identify and grasp sales opportunities when maintaining a customer relationship.

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS92
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Effective sales relationships; customer relationships; identify customer's needs; product service offer; build rapport; negotiate with customers; up-selling; cross-selling; selling add-ons; customer feedback; deal with customer complaints; sales solutions; customer relationship management; sales strategy; sales activity plans; sales targets and objectives; interpersonal skills; assessing risk; communicate with key customers



Overview

This standard focuses on how customer organisations select suppliers as part of their supply chain. If you are involved in winning customer business you must know how organisations select their suppliers and be able to maximise opportunities for becoming key members of the supplier chain by achieving preferred supplier status. You need to recognise the process that procurement organisations go through in order to select their suppliers and ensure that they influence your design of products and/or services and your procedures for their delivery. This standard is for sales professionals.

**Performance
criteria**

- You must be able to:
- P1 evaluate the criteria the customers use to choose suppliers and the impact they have on the customer's procurement practices
 - P2 establish the approach taken by potential customers forecasting future demand for their own supply needs
 - P3 determine how customers establish their information needs and how they access supplier information
 - P4 establish how the organisation can influence the criteria that the customers use to select suppliers
 - P5 identify existing suppliers of a potential customer and carry out a competitor analysis to identify the organisation's strengths
 - P6 discover how long existing contracts between competitors and the potential customer last and when they are available for renewal
 - P7 ascertain customer practices in drawing up of specifications , buying and tendering processes and identify the customer's expectations in relation to the balance of quality and price
 - P8 identify the range of assessments undertaken by customer organisations to measure supply capability and capacity
 - P9 use information on supplier selection criteria to win long-term business from customers and to become the preferred supplier

Knowledge and understanding

You need to know and understand:

- K1 legal and regulatory issues impacting upon procurement practices
- K2 competitive practices relating to procurement
- K3 organisational procedures relating to tendering
- K4 the organisation's sales objectives, targets and activity plans in relation to accounts
- K5 the supplier choice criteria of the customers and how they affect procurement practices
- K6 the concept of 'preferred supplier' status
- K7 the variety of procurement practices used by a range of organisations
- K8 the various measures of quality relating to procurement
- K9 the types of capability assessments customers undertake on potential suppliers
- K10 ways in which organisations can aim to reduce supplier risk through detailed evaluation of suppliers and their products and/or services
- K11 supplier evaluation criteria, methods and procedures
- K12 how organisations develop product and/or service specifications for the purpose of procuring supplies
- K13 different approaches to making procurement decisions
- K14 the importance of reliable delivery in the context of procurement
- K15 technical and resource support provided by suppliers

Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS93
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Selection of supplies; supply chain management; maximise selling opportunities; procurement; understanding the customer's procurement practices; competitor analysis; identify customer practices; supplier selection criteria; competitive practices; preferred supplier status; capability assessments

**Overview**

This standard is about managing and developing business relationships at a strategic level with major customers, or key customers. This is sometimes referred to as relationship selling, and involves developing a two-way partnership with those customers selected for their current and/or potential importance to your organisation. It is recognised that such relationships often involve a team of experienced individuals with responsibility for retaining and developing a profitable business relationship with the customer. This standard is for senior sales professionals with responsibility for developing strategic relationships with selected key customers.

Performance criteria

- You must be able to:
- P1 identify the customers which fulfil the organisation's criteria to be classed as a major customer
 - P2 develop an in-depth understanding of the major customer's business and their corporate business and marketing strategy
 - P3 develop an understanding of the current and future strategic and operational business challenges faced by the major customer
 - P4 identify and agree prioritised common business objectives between the organisation and the customer which are consistent with both organisations' financial objectives and business strategies
 - P5 assess with the customer strategic options towards achieving the common business objectives which involve mutual working
 - P6 work in partnership with the major customer to develop a plan and actions towards addressing the identified challenges and common objectives
 - P7 identify the key areas of business expertise required in the team to work with the major customer
 - P8 identify appropriate individuals for the team, ensuring that they have the relevant, influence, attitudes and competencies to add value and to build effective business relations with the major customer
 - P9 ensure the effective coordination and input from relevant business functions in the organisation towards developing the strategic relationship with the major customer
 - P10 ensure that the team acts as a focus for all transactions with the major customer
 - P11 create value in influencing the customer's business direction
 - P12 monitor and evaluate the outcomes of activities in developing the strategic relationship with the major customer, including the return upon the investment being made
 - P13 address any concerns regarding the outcomes promptly and correctly in line with the organisation's aims and business objectives
 - P14 ensure effective succession planning towards maintaining an ongoing relationship with the major customer, with contingencies should particular

CFASAL026

Develop strategic relationships with major customers



individuals no longer be able to work with the customer
P15 balance the needs and expectations of key stakeholders and win their support

Knowledge and understanding

You need to know and understand:

- K1 legal, regulatory and ethical requirements in the organisation's sector and that of the major customer
- K2 market developments in the organisation's sector and that of the major customer
- K3 standards of behaviour and performance in the industry or sector, and that of the major customer
- K4 the vision, values, objectives and plans of the organisation
- K5 the criteria which would justify a customer receiving particular investment towards its retention and development
- K6 the principles of strategic management and business planning
- K7 the topics to be addressed within a strategic business plan with a major customer
- K8 how to reflect corporate social responsibility within the strategy for working with a major customer
- K9 how to develop strategic objectives
- K10 how to identify potential risks in relation to the achievement of objectives
- K11 how to delegate responsibility and allocate resources to support joint working with a major customer
- K12 how to identify and meet the information needs of colleagues both within the organisation and within the major customer
- K13 what information it is appropriate to provide to colleagues, including those working for the major customer, and the factors that need to be taken into consideration
- K14 the importance of taking account, and being seen to take account, the views of key internal and external colleagues, particularly in relation to their priorities and business objectives
- K15 how to recognise and take account of political issues when dealing with internal and external colleagues
- K16 how to manage the expectations of internal and external colleagues
- K17 how to monitor and review the effectiveness of the business relationship with the major customer(s)



-
- K18 how to identify conflicts of interest with internal and external colleagues and the techniques that can be used to manage or remove them
 - K19 how to develop measures and methods for monitoring and evaluating the relationship with the major customer, including the return upon the investment being made.

CFASAL026

Develop strategic relationships with major customers



Developed by	Skills CFA
Version number	2
Date approved	December 2013
Indicative review date	December 2016
Validity	Current
Status	Original
Originating organisation	Skills CFA
Original URN	CFASLS97
Relevant occupations	Marketing and sales managers; Business sales executives; Sales accounts and business development managers; Telephone salespersons; Sales related occupations
Suite	Sales (2013)
Key words	Business relationships; relationship selling; identify major customers; identify common business objectives; develop strategic relationships; effective succession planning; market developments; business planning; strategic objectives; identify conflicts of interest