

SANDLERSM | McDonnell Consulting Group

CENTRAL
TURF & IRRIGATION SUPPLY

March 18, 2025
Leadership Meeting

Presented by Chris McDonell



Top 10 Sales Behaviors

1. Business development/lead generation
2. Building relationships (KARE)
3. Qualifying the opportunity
4. Making presentations/closing sales
5. Servicing customers *
6. Account management
7. Territory development
8. Demonstrating a behavior plan
9. Continuous education
10. Executing a sales methodology



Call Debrief Tool

Client Contact: _____

Client Organization: _____

KARE Profile: _____

Selling team attendees:

- _____
- _____

New information learned:

- _____
- _____

Next steps planned:

- _____
- _____

Red flags/potential problems uncovered:

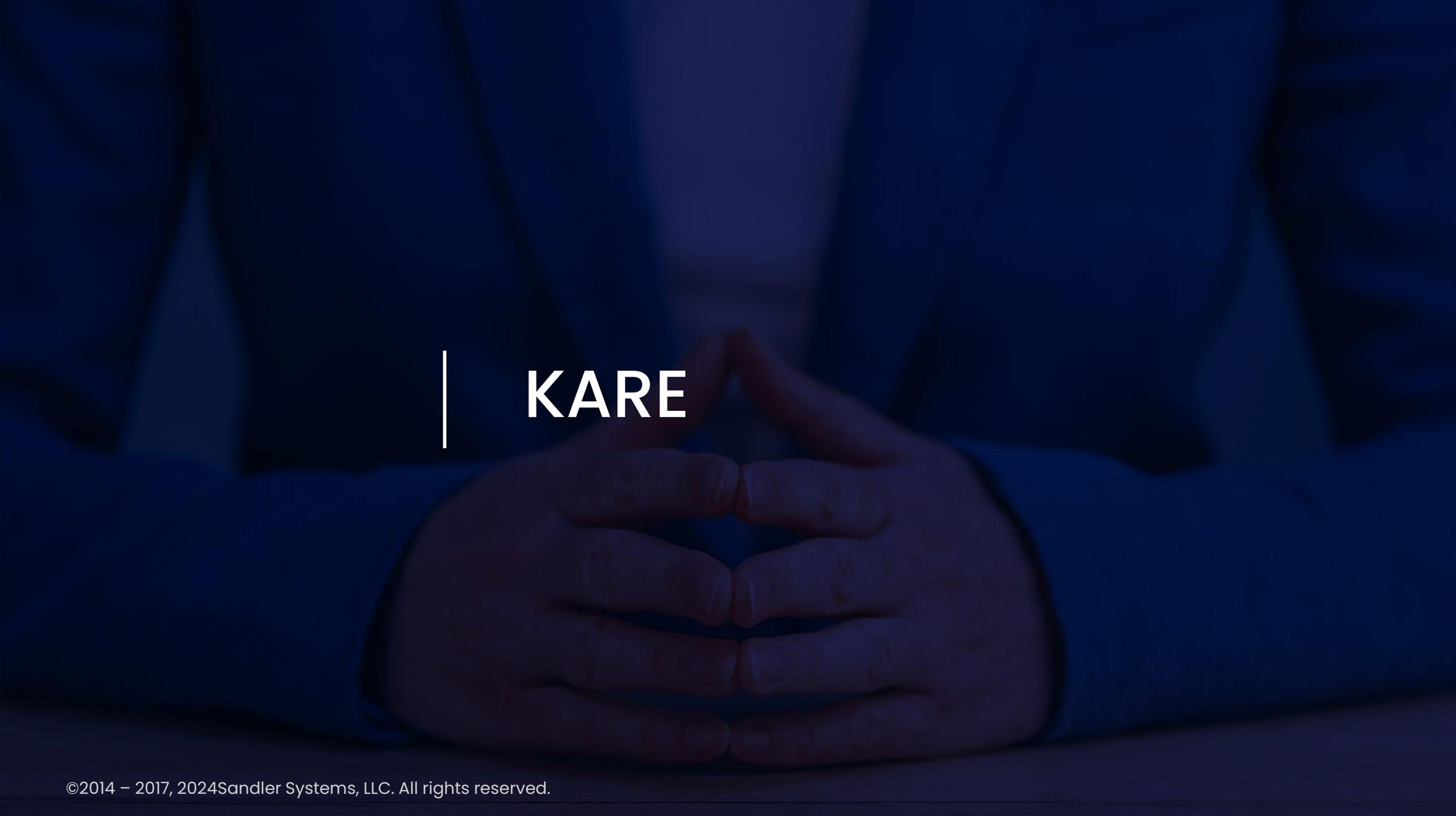
- _____
- _____

Questions/topics for next contact:

- _____
- _____

Action Steps:	Who?	When?	Intended Result?

Central Turf & Irrigation – Sales Call Debrief		
NAME:	DATE:	LOCATION:
LESSONS LEARNED:		
WHAT IS MUTUALLY AGREED TO HAPPEN NEXT?		
COMPARTMENT/TOOLS	DESCRIPTION	
BONDING & RAPPORT	Active Listening OK-not OK, Struggle on purpose DISC: D, I, S, C	
	Meeting Purpose	
U.F.C.	Time	
	My Agenda	
	Their Agenda	
	No - Yes - T.I.O. (no mutual mystification)	
PAIN	1st Level Pain • What is the Pain?	
	• How long? What have they tried to fix it?	
	2nd Level Pain • Who else does this effect?	
	• What is the financial impact on them?	
	3rd Level Pain • How do they feel about this?	
BUDGET	• What would happen if they did nothing?	
	Review Pain	
	What would they Invest to Remove Pain?	
	Where would the money come from? Are they able to spend the money? (authority)	
DECISION	Review Pain, & Budget	
	Who Else?	
	Process	
	Commitment Order Program	
FULFILLMENT	Review Pain, Budget and DMP	
	All "Decision Makers" present?	
	Thermometer Close, What Happens Next?	
POST-SELL	Only address the Pains.	
	What did I do to stop buyer's remorse?	
	How did I handle the competition/incumbent?	
	Did I ask for introductions?	

A close-up photograph of a person's hands clasped in a prayer position, with fingers interlaced and palms facing each other. The image is dimly lit with a dark blue overlay. The word "KARE" is written in a bold, white, sans-serif font in the center of the image, to the right of a vertical white line.

KARE

1

KARE
Introduction

2

Activity:
Identifying KARE
Attributes

3

Activity:
Engaging Your
KARE Accounts



What's In It For Me:

By the end of this lesson, you will have defined KARE attributes for your organization and a list of engagement strategies for each segment of KARE.



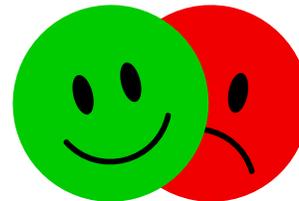
KEEP



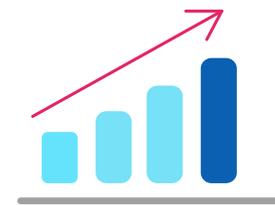
ATTAIN



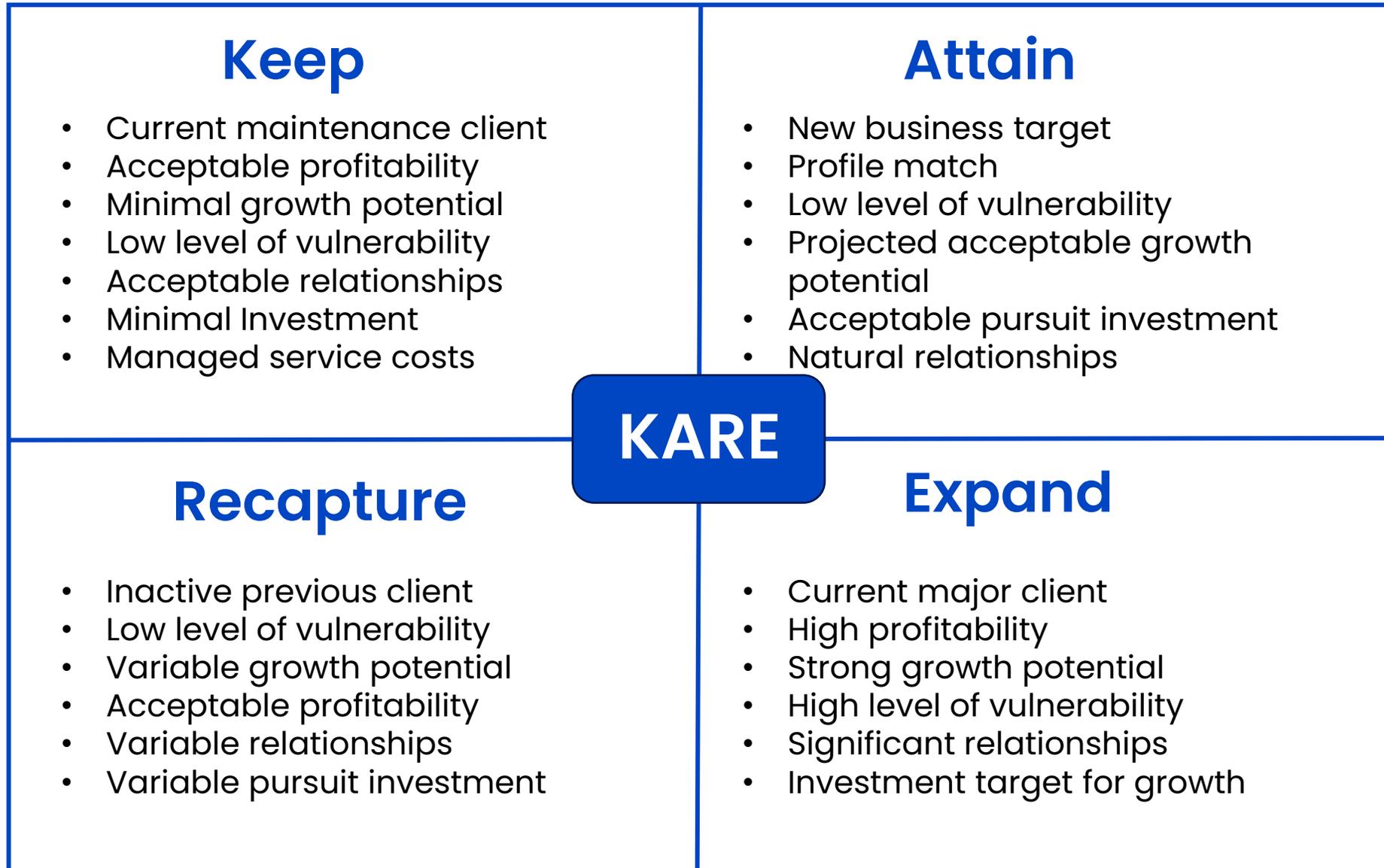
RECAPTURE



EXPAND



KARE: Common Attributes



KARE

Recapture

Expand

Keep

Attain

- Current maintenance client
- Acceptable profitability
- Minimal growth potential
- Low level of vulnerability
- Acceptable relationships
- Minimal Investment
- Managed service costs

- New business target
- Profile match
- Low level of vulnerability
- Projected acceptable growth potential
- Acceptable pursuit investment
- Natural relationships

- Inactive previous client
- Low level of vulnerability
- Variable growth potential
- Acceptable profitability
- Variable relationships
- Variable pursuit investment

- Current major client
- High profitability
- Strong growth potential
- High level of vulnerability
- Significant relationships
- Investment target for growth

Understanding Your Market: KARE

KARE

KARE is an approach for segmenting your account base by Keep, Attain, Recapture, and Expand. Notice there are two KARE tools below. In the first, you will define the attributes for your own business. Ask yourself, "What attributes must exist to label an account Keep, Attain, etc.?" In the second KARE tool, list your accounts in the appropriate segment.

KARE Attributes

KEEP	ATTAIN
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here

RECAPTURE	EXPAND
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Type text here	Type text here
Type text here	Type text here
Type text here	Type text here
Type text here	Type text here

Identifying KARE Attributes

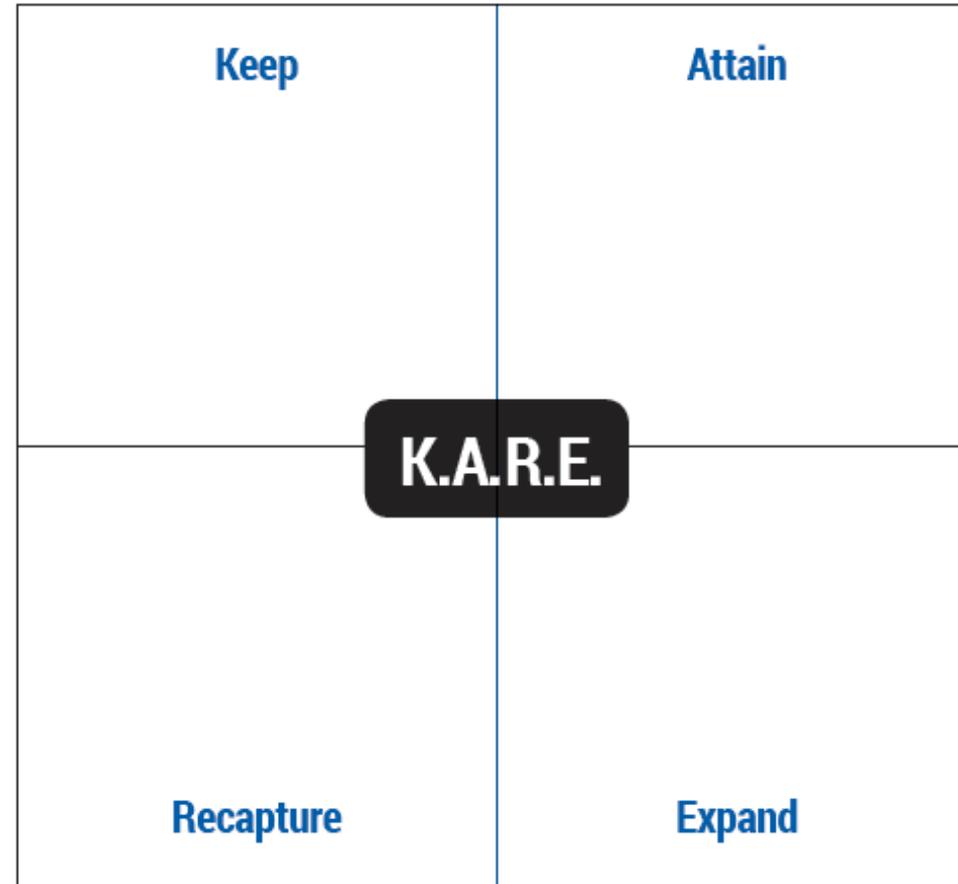
Small Groups:

1. Review the common attributes listed.
2. Identify the attributes for each KARE category specific to your organization's selling model.
3. Be prepared to share with the large group.

Time: 12 minutes

Exercise: Identification of Customized Attributes – K.A.R.E. Profiling

To apply K.A.R.E. to your world and your business model, take a few moments to identify attributes that are specific to your organization's selling model for each K.A.R.E. category. Ideally, you should complete this exercise as part of a group of three or four people.



ACTIVITY

Engaging Your KARE Accounts

Small Groups:

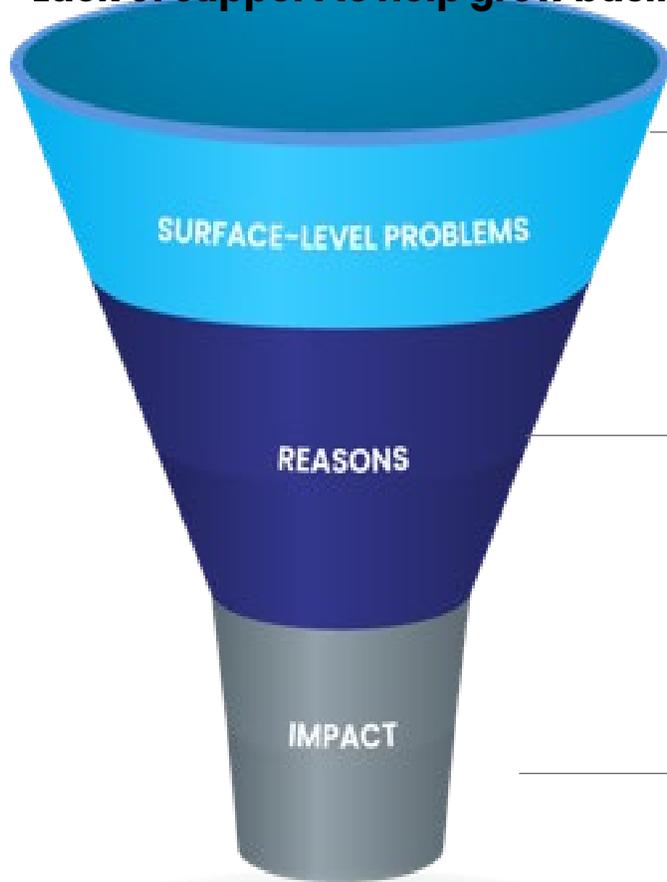
1. Create a list of activities for engaging with your KARE accounts.
2. Be prepared to share with the large group.

Time: 10 minutes



- **Poor customer service**
- **Delivery delays and missed delivery times**
- **Inventory levels are inconsistent**
- **Bad experience with AR/Operations**
- **Lack of support to help grow business**

- **Lack of staff knowledge**
- **Ordering difficulties**
- **Poor follow up**
- **Or – things are good! But always looking to do better...**



Can you tell me more about that?

Can you give me an example?

How long have you had this problem?

What have you tried to do to solve your problem?
Did it work?

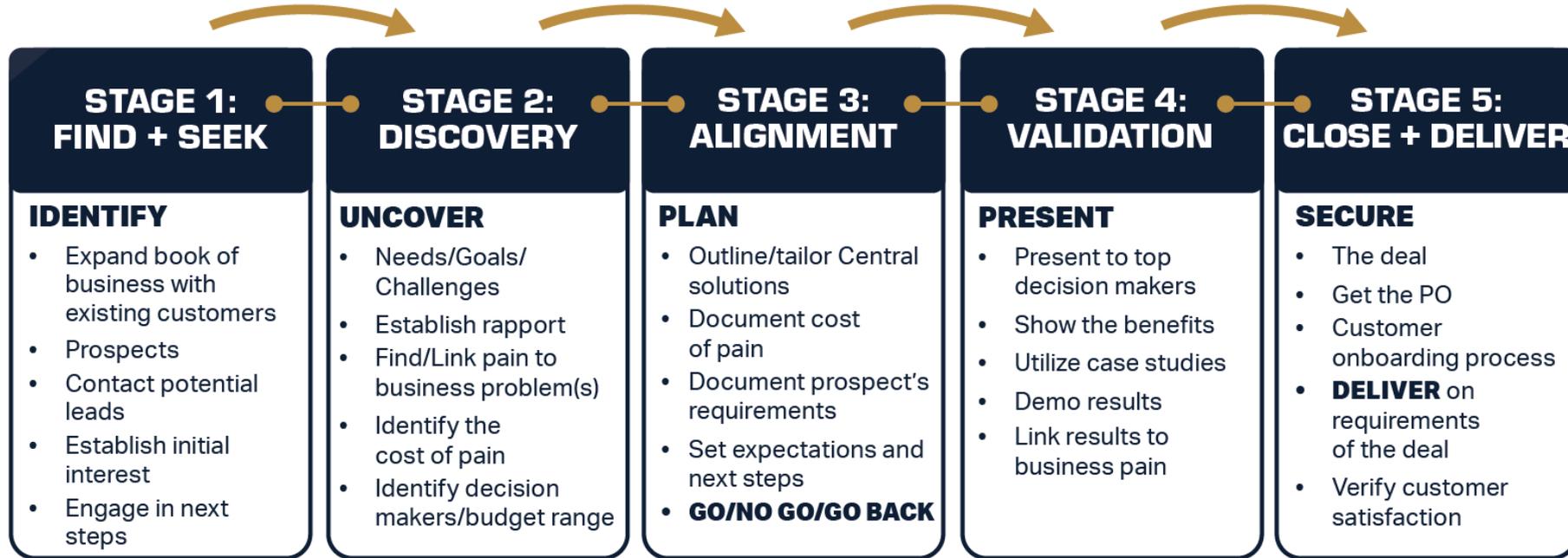
What do you think the financial impact is?

Do you think that you have under invested to solve the problem?

Who else is aware of this problem, is affected by it, and wants a solution to it?

How is this affecting you personally?

CENTRAL SOLUTIONS JOURNEY



**INCREASE REVENUE.
CONTROL COSTS.
REDUCE RISK.**



BUYING FOCUS	NEEDS: WHY DO ANYTHING? CHOICES: WHY DO IT NOW? RISK: WHY DO IT WITH CENTRAL?				
BUYER JOURNEY	Recognizing Pain & Compelling Event		Evaluating Solutions		Vendor Selection
SOLUTIONS JOURNEY	STAGE 1: FIND + SEEK	STAGE 2: DISCOVERY	STAGE 3: ALIGNMENT	STAGE 4: VALIDATION	STAGE 5: CLOSE + DELIVER
SALES STAGE FOCUS	IDENTIFY	UNCOVER	PLAN	PRESENT	SECURE
SALES ACTIVITIES	<ul style="list-style-type: none"> • Book of Business/LITESOD/ Top 10 Growers/Decliners • Online & Social Search • Trade/Industry Associations • Referrals: Architect/Gen Contractors, Customer, Manufacturer Reps • Document Notes, Share with Customer • Out & About / Stake Outs: Gas station, work truck/ sites, Central drivers 	<ul style="list-style-type: none"> • Preparation & Insight: Agenda - Goals - Objectives • Building Rapport & Trust • Open Ended Questions: Find Out - Discover Listen - Take notes • Identify Stakeholders: Influencer(s), Final decision Maker(s) / Org Chart • Document How Much, How Often, How Many • Follow Up with Next Steps 	<ul style="list-style-type: none"> • IDENTIFY: the Central Solutions that Solve the Pain Point • QUALIFY: Customer and top decision maker(s) • CONFIRM: All Attendees (Central, vendor, customer) • RECAP: What You Heard, Estimate it Costs You, Estimate it Costs to Fix, Estimate it Will Save You (Solution Range, Not Exact) • INTRODUCE: Central Credit Application 	<ul style="list-style-type: none"> • Presenting the Solution • Demo the Solution • Quantify/Monetize the Solution • Engage with Key Stakeholders • Quantify Rebates, Cash Discounts & Rewards Points Info • Present Marketing Solutions • Demonstrate that the Solution Addresses Business Pain • Progress/Finalize Credit App 	<ul style="list-style-type: none"> • Review Value Central Brought • Confirm Special instructions for Timing & Delivery • Confirm Terms, Delivery, Discounts, Method of Payment • Deadlines for: Commercial Designs, Submittals, As-Builts, Takeoffs • Account Leader Attend Delivery (Especially for New Customer) • Coordinate w/Central Branch Team/Customer Team to Prep
CUSTOMER AGREED NEXT STEPS	<ul style="list-style-type: none"> • Link to Video/Website • Introduction Email • Suggest Discovery Call/Meeting 	<ul style="list-style-type: none"> • Schedule Next Meeting • Identify Follow Up Action Items • Find Out Who is the Decision Maker(s) Are 	<ul style="list-style-type: none"> • COMMUNICATE: Agreed upon next agenda/Proposed Central Solutions • Customer Says Yes/No to Our Outlined Next Steps/Proposal • GO / NO GO / GO BACK 	<ul style="list-style-type: none"> • Sign Deal at Time/Day • Schedule Next Meeting (Immediately) • Set Up Delivery 	<ul style="list-style-type: none"> • Review the Order/Final Review of Products • Signature, Verbal Agreement, P.O. - Lock It In • Schedule Customer Facility Walk Through
SALES TOOLS+ RESOURCES	<ul style="list-style-type: none"> • Social Media/Internet • Diversification - LITESOD • Internal Database/Reports • Local/Internal Market Intelligence/Industry Knowledge • Existing Customers/ Referrals • Vendor Support • New Customer Email Template 	<ul style="list-style-type: none"> • Central Solutions • Category Specialists/SMEs as a Resource • Evaluate Their Website/ Internet Presence • Evaluate Their Social Media • Reference • Google Search • Category Specific Discovery Questions 	<ul style="list-style-type: none"> • Central Seasonal Stocking Programs • Monthly Specials • Points/Rewards • Vendor Partners • Design Teams + SMEs • Flexible Terms + Financing • Delivery / Direct Ship • Diversification • Central Marketing Support • Logistical Advantages • Fully Stocked Local Inventory 	<ul style="list-style-type: none"> • Category Experts/SMEs • Sales Programs/EOP/Specials • Vendor Support + Access • Flexible Terms + Payment; Cash Discounts • Industry Leading Rewards Program • Commercial Design for Irrigation/Lighting/Drainage • Diversity/LITESOD • Fully Stocked Local Inventory • Customized Training • Marketing Solutions 	<ul style="list-style-type: none"> • On-Site Delivery • Summary of Solution Validation • Flexible Delivery Terms • Same Day Delivery • Drop Ship/Inventory on Hand • Executive Support to Help Uninstall Deals - Branch Manager, SME, Corp

Components of an **Up-Front Contract**



Appreciation/ Purpose

Thanks for setting up the time to talk. As you know... to chat about _____ to see how or if we might be able to help you.



Confirm Time

Does the 30 minutes we had planned still work for you?



Agendas: Yours & Buyers

My goal is to learn a lot more about your business and I expect that I'll be asking a lot of questions, for example..... Does that make sense? Are you OK with that?

If we were to build an agenda for this meeting, and it were to turn out to be an ideal discussion, what would you want to make sure we cover? (Play back) Got it. What else?



Expected Outcome

Typically, I find that we can decide together if there's a possible fit or not. If not, no problem. You'll let me know if you feel that way? On the other hand, if it looks like there might be a potential fit, we'll take the last few minutes to set up next steps. Fair?

Open Discussion



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Thank you for coming!

**Share your Actions and
Commitments and your Feedback!**

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