

# The HVAC Territory Manager's Field Guide

By Richard Harshaw

The *HVAC Territory Manager's Field Guide* contains 30 chapters covering a wide variety of subjects that are essential for any Top Tier Territory Manager to master.

## Chapter Summary

### CHAPTER 1: WHAT IS YOUR JOB?

What is the job of the Territory Manager; why you should listen to me; these are skills you can learn; learning the shape of the market; the hard (math and science) skills and soft (people) skills required; what you must do to become a Tier One Territory Manager.

### CHAPTER 2: MAXIMIZING YOUR INCOME

You must do what you are paid to do, so how are you paid? Changing your behavior so you maximize your income; compensation models and their strengths and weaknesses; what motivates you?



### CHAPTER 3: WHAT IS YOUR TIME WORTH?

How you spend your time each week is the key to your success (or failure) as a sales professional; how to compute the value of an hour in front of the customer (and why customer hours are the most critical to your success).

### CHAPTER 4: RULES OF THUMB

Dealer benchmarks for productivity (such as sales per employee) and how to help a contractor improve productivity; trimming away the things that erode high productivity (such as callbacks and unbillable time); how many dealers you need to cover a given area.

### CHAPTER 5: TERRITORY ANALYSIS

Boring down to the county level to see what is there and where you should concentrate your efforts; projecting the residential and light commercial equipment that should go into a given area each year.

## CHAPTER 6: TERRITORY FORECASTING AND PLANNING

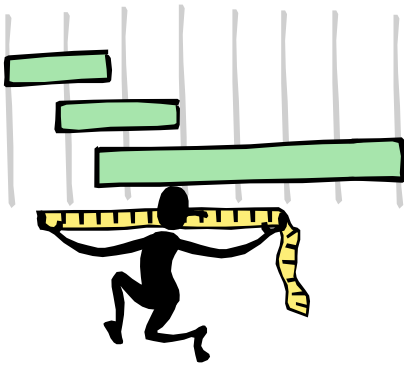
The only two ways to grow territory sales; identifying accounts who are willing to grow with you and setting them up on a growth partnership plan; adding new accounts where they are needed and how to handle the existing dealers in that area when you do; how to create a simple but effective sales plan for your territory (in a day or less); tracking your progress and making adjustments along the way.

## CHAPTER 7: THE TYPES OF CONTRACTOR

How contractors specialize in various markets and how that affects your job; the financial constraints that work on a contractor; diversity in complex markets; legal setups for contractors; knowing where a contractor is in his or her development and positioning yourself to be of value to them.

## CHAPTER 8: THE LIFE CYCLES OF A CONTRACTOR

How a contractor's needs change as he grows and matures and what you can do to be of help every step along the way; predicting entrepreneurial success and aptitude, and helping those few who can grow do so successfully; barriers to growth masquerade as overhead issues but are usually control issues; what a contractor expects from his or her Territory Manager.



## CHAPTER 9: HEY, IT'S A BUSINESS!

Most contractors stumble into the business and quickly learn that being good at a trade does not guarantee business success; the psychological makeup of a contractor; the capital requirements for success; the importance of efficient systems; the cardinal rule of labor; the need for a strong service department; the need for a strong and consistent sales effort; the need for good accounting systems; the need for credit; dealer development Gantt chart.

## CHAPTER 10: FINDING NEW DEALERS

The 6P + 3C<sup>2</sup> process; finding good prospects; making contact with prospective dealers; making the first call (do's and don'ts); the second call (where you prove capabilities); subsequent calls (each with a goal); asking powerful questions that propel sales; working towards a new account relationship.

## CHAPTER 11: HELPING CONTRACTORS DEVELOP AND MATURE

Beware of the term "dealer development"; building a road map for a basic business plan; use of Ishikawa Diagrams; the Three P's of a powerful business improvement plan; putting a plan into place and monitoring progress; knowing when to carry the ball and when to hand it off to others.

## CHAPTER 12: ACCOUNT SEGMENTATION

How the Pareto Principle can ruin your life (or make it wonderful); rudimentary account segmentation systems are ineffective; an 8-tier segmentation system that is effective and easy to use; pruning an account portfolio (firing a dealer).

## CHAPTER 13: KEEPING SCORE

Pros keep score! An effective way to build a strong alliance with a dealer is to help him keep score on a monthly basis.

## CHAPTER 14: GOT DEALERS?

Using a territory analysis to decide if you have the right types and quantity of dealers in a market; guiding a dealer who wants to shift markets.

## CHAPTER 15: BASIC CONTRACTING FINANCIAL MANAGEMENT

What a contractor needs in terms of accurate and timely financial reports and how to use them; structure of the income statement; how the income statement drives dealer pricing and profitability; breaking an income statement into installation and service sub-statements (departmentalizing); using financial data to cover complex job estimates and how the wrong method can drive a dealer out of business (and how the right one can help him sell a whole lot more of your stuff); the confusion over margin and markup; the structure of a balance sheet; the cash flow statement; the 25 critical financial ratios and how to calculate them and spot problem areas with them.



## CHAPTER 16: KNOWING YOUR STUFF

Basic skills you need to master (essential math skills); load calculations; basic psychrometrics; equipment selection; basic duct design; equipment efficiency ratios; but you are not called to be an engineer!

## CHAPTER 17: INFORMATION MANAGEMENT

Rapidly evolving communication technology and how to use it to your advantage; staying personal with impersonal communications; knowing when to pass information along and when not to.

## CHAPTER 18: DOING THE GRIND

Knowing the basics and doing them every day with superior execution is how to become a Tier One Territory Manager; using a call planning sheet; using a tickler file; learning to pace yourself.

## CHAPTER 19: SALES REVIEWS

A time of fear and trembling or a chance to grow and get even better? It's up to you!  
What should be measured and how often? Productive sales meetings.

## CHAPTER 20: MARKETING AND ADVERTISING

Evaluating an advertising campaign; finding the best media for the buck; how to budget for advertising; advertising agencies; why marketing programs crash; marketing philosophy; how to speak "advertising"; creating marketing plan.

## CHAPTER 21: SALES SKILLS—THEY AIN'T WHAT THEY USED TO BE!

The sales model developed by Edward K. Strong (its good points and bad); selling is psychological (that's the only time you'll find "logical" used with sales).

## CHAPTER 22: DEEP COMMUNICATION, THE KEY TO AMAZING SALES



Deep communication takes us to the emotional heart of tremendous sales success; people process the world through their senses, and that differs for each of us; personal filters (physiological and psychological) remove information in communication and can lead to miscommunication; eye accessing cues reveal the dominant sensory channel; using the customer's dominant channel to improve communication and enrich sales; motivational engines and how to use them to pull your message into the customer's mind and heart; building strong rapport and keeping it going.

## CHAPTER 23: DISPUTE RESOLUTION

Everyone has disputes at some point in a relationship; a five-step dispute resolution system that works; assess your conflict resolution mode and learn to use it to improve communication and reduce conflict.

## CHAPTER 24: DOING A GOOD SHOW

Good showmanship is part of great communication and can elevate sales performance; matching your presentation mode to the client's processing system; dealing with the fear of public speaking; the types of presentation aids to use and when to use them; using PowerPoint (the good, the bad, and the ugly).

## CHAPTER 25: PRUDENT ETIQUETTE

Good etiquette is simply common courtesy (neither of which is abundant); suggestions on what to do (and not do to).

## CHAPTER 26: EXPENSE REPORTS AND THEIR ROI

Why expense reports are important and what they mean to your success as a Territory Manager; determining how much net profit an account actually generates for you and then deciding whether to keep it, fix it, or prune it.

## CHAPTER 27: TIME MANAGEMENT

The power of migrating a dealer up the quartiles of your portfolio; time use assessment and how to get better control of your use of time (because you cannot manage time itself); being effective versus being efficient; reframing how you see time.



## CHAPTER 28: GETTING YOUR SALES MANAGER TO WORK FOR YOU

Your Sales Manager can be your biggest ally (or worst nightmare); differences in skills between being a great Territory Manager and a great Sales Manager; calling on your Sales Manager for help (it's not a sign of defeat); sales meetings and performance reviews (part *deux*).

## CHAPTER 29: MENTORING THE NEXT WAVE

If you are new to this trade, seek a mentor; if you are seasoned and good, be a mentor; how to set up a mentoring program.

## CHAPTER 30: IS SALES MANAGEMENT IN YOUR FUTURE?

If you have the dream, build a foundation under it; acquiring skills and earning your wings.