

**2021**

**SALES  
MASTERS  
PROGRAM**

**Sales Masters Week 1  
October 3 – 7, 2021**

**Sales Masters Week 2  
November 7 – 12, 2021**



**SALES INSTITUTE**  
MSCA University™

# ABOUT



The MSCA Sales Masters program is a highly customized program for intermediate to advanced HVACR and plumbing sales professionals looking to take their careers to the next level. The intensive nine-day program will provide industry-specific training not found in any other sales program. Individualized feedback and step-by-step involvement of the attendee's sales manager/leader will ensure that attendees reach or exceed all personal expectations and goals.

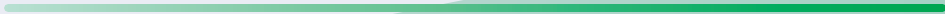
**Who should attend:** This is for sales professionals with several years of experience in the HVACR and plumbing industry who have demonstrated success in selling PM contracts or small projects, and have practical knowledge of estimating. Prior to attending Sales Masters, it is recommended that the applicant's sales manager/leader attend the MSCA Sales Leadership Symposium.



## SALES MASTERS WEEK 1

This program will bridge the gap between basic sales training concepts and principles taught at Sales Basecamp and the advanced strategic/executive-level training taught at Sales Masters Week 2. Sales Masters Week 1 will emphasize the specifics of HVACR and plumbing maintenance and project sales through presentations, team activities, role plays and individualized mentoring.

The first three days of the training will be woven around "real world" sales opportunities. A case study framing the instructional content will be presented on the opening day. Key presenters and coaches will be introduced with specific roles in the ongoing case study. This experience will provide participants with opportunities for cold-calling, prospecting, qualifying, surveying, proposal development, and delivering a presentation as a sales team. Each team will ultimately present their proposals to a board of experienced sales managers for critique.



# SALES MASTERS WEEK 1

## Program Outline

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### DAY 1:

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- Understanding your company's core competencies
- Exploring the MSCA Sales Cycle
- Creating a value proposition that truly differentiates your company
- Your personal communication style: increasing sales effectiveness using the power of DiSC
- Prospecting to include specific targeting skills, understanding the business goal you are trying to impact, dealing with customer pains
- Evening team-building activity

### DAY 2:

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- Cold-call preparation, planning and presenting
- Qualifying and unqualifying customers
- Financial selling
- Team role plays

### DAY 3:

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- Proposal writing and development: Using a mock company, attendees will prepare and present a proposal to include sample surveys, estimating forms, presentation and listening skills, and determining added value alternatives
- Exploring internal and external client relationships

### DAY 4:

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- Model case study discussion to reinforce lessons learned in Days 1 – 3
- Selling enhanced/additional services to make existing customers bigger customers; identifying key decision-makers and influencers "up" in the organization; and presenting to senior executives

Throughout the entire program, attendees will learn how to identify new opportunities, provide added value to their customer offerings and better comprehend their customers' business goals to further enhance relationships. A post-program evaluation will be developed for each attendee to be shared with his or her sales manager/leader.

# SALES MASTERS WEEK I

## Logistics

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**Schedule:** The program will begin at 6:00 p.m. on Sunday and include a dinner. The program will conclude on Thursday at noon. Breakfast, lunch and snacks are included each day. A dinner is planned for Wednesday. Evening activities are also planned.

**Instructors:** The program was developed by a task force of MSCA contractors and a team of professors from the University of Houston Sales Excellence Institute. The program will be taught by:

- Dave Bavisotto, Vice President-Service, Illingworth-Kilgust Mechanical, West Allis, WI
- Wayne Turchetta, Vice President, HMC Service Company, Louisville, KY
- Chris Carter, Vice President-Service, Murphy Company, St. Louis, MO

**Location and Travel:** The program will be held at the Hyatt Lodge, 2815 Jorie Blvd., Oak Brook, IL. This is a beautiful campus located approximately 15 miles from Chicago Midway Airport and 11 miles from Chicago O'Hare Airport. The Lodge features a state-of-the-art fitness facility, complimentary self-parking, and numerous dining options. Guest room accommodations for four nights (October 3–6, 2021) are included with your tuition. Business casual dress is recommended. If special room accommodations are needed, please contact Barbara Dolim at [bdolim@mcaa.org](mailto:bdolim@mcaa.org).

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# SALES MASTERS WEEK 2

This week-long capstone will provide attendees with the skills and expertise required to perform at the pinnacle of their selling potential, and develop long-lasting, profitable and far-ranging customer relationships. The program will be very specific to the HVACR and plumbing industry with a focus on industry case studies. Additionally, attendees will learn through pre-work assignments, experiential role play opportunities, and a personalized post-training plan to include monitoring and follow-up with the support of the attendee's sales manager.

## SALES MASTERS WEEK 2 Courses

### **Advanced Communication Skills**

This module explores advanced concepts in verbal and non-verbal listening, understanding how people communicate differently, asking the right questions the right way, and presenting your solutions. Using role play scenarios of real world cases from the mechanical services industry, the importance of "first, understand, then be understood" is highlighted.

### **Advanced Time Management**

It has been proven that managing time more effectively increases sales performance. This course looks at how sales people manage their time in relation to personal and organizational time wasters. Participants learn which of the five areas of personal time management they need to work on, and how to manage organizational time wasters. Specific time management tools that participants can easily incorporate are discussed.

### **Complex Decision Centers**

Big is usually also complex. When your customers are large commercial and industrial facilities, there are many people involved in the decision to buy your services – or those of your competitors. This module explores the roles in the buying center, the importance of each role, the interaction between the roles and how to effectively communicate with each role. This module will also show participants how to understand, manage and successfully navigate through the complexities of the decision center.

# SALES MASTERS WEEK 2

## Courses (cont.)

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### **Competitive Intelligence**

Salespeople are the eyes and ears of their companies. This module will address the following key questions: What kind of information should salespeople collect in the field? How can an organization transform field information into intelligence? How do you manage and distill market-based intelligence across functions, and make better marketing and sales decisions? How do you translate your efforts into competitive intelligence activities?

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### **Advanced Sales Negotiation**

Because buyers and procurement agents purposely question products' value and view them as commodities, advanced negotiation techniques are needed to complement traditional selling skills. This module will address and answer the following key questions: How do you prepare a sales negotiation? How do you establish a goal and a reservation point? How do you analyze a customer's desired result and bargaining range, and sell a product's value proposition? How do you close a sales negotiation and leave both parties with satisfying outcomes?

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### **Customer Buying Process & Advanced Need Identification**

Every time someone buys something, they go through a repeatable predictable buying process. Knowing and capitalizing on this fact increases sales performance in two significant ways. First, it identifies the way a sales person should interact with a buyer at each stage of the process and, second, it helps sales people identify people who are not going to buy from them. This module focuses on the set of skills that increase a salesperson's ability to uncover critical customer needs and problems.

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### **Beyond Transactional & Consultative Relationships**

Sales people used to be responsible for communicating the value of their product or service. Now, sales people must deliver personal value to their customer, and their company must be a valuable partner to their strategic accounts. This module looks beyond consultative or solution selling to teach participants how to develop Enterprise Relationships – strategic relationships that focus on a deeper understanding of the customer's business resulting in more profitable, long-term relationships and increased "wallet share" of a contractor's most important customers.

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### **Managing with Influence, not Authority**

The decision center is a well-known concept in sales education. The selling center is a lesser known, less studied construct. But, it is critical to understand the roles and people in your company as well as your suppliers who are involved in every sales opportunity. More than just knowing who is involved, an effective salesperson has a network and allies that help him or her manage customer relationships and win business. This module focuses on how the salesperson manages the people in the selling center when they must do so by using influence, not authority.

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## Change Contracts & Post-Training Process

During the training program, attendees are asked to note new behavior changes or processes they believe would enhance their performance. At the conclusion of the program, the list is refined down to the best two or three along with the steps required to achieve these goals. Attendees must then sign a **Personal Change Contract (PCC)** and commit to a post-training process along with their manager and the SEI faculty. The PCC process ensures the required time to consistently practice the new behavior and create a new habit, thus delivering the ROI expected from this training. With three subsequent follow-up conferences with the participant, manager and SEI faculty, the PCC process is monitored. During the first of these conferences (scheduled within two weeks of training), the SEI faculty member will discuss tools and methods the participant's manager will use to support the changes. Additional personal conferences are scheduled at 45-day and 90-day intervals.

# SALES MASTERS WEEK 2

## Logistics

**Schedule:** The program will begin at 6:00 p.m. on Sunday with a dinner and conclude by noon on Friday. Breakfast, lunch and snacks are provided each day as well as a graduation dinner. Each attendee will receive a Graduate Certificate in Sales Excellence from SEI and the University of Houston.

**Instructors:** This program will be taught by leading professors from SEI, including:

**Professor Randy Webb:** 40 years of sales, sales management and executive sales experience in the consumer packaged goods industry. Current - Executive Professor and Director of the Program for Excellence in Selling. Professor at SEI since 1999. Previous - SVP of Sales at Dial Corporation and M&M Mars; President of Uncle Ben's Rice.

**Professor Carl Herman:** 40 years of sales, sales management and executive sales experience in the technology industry. Current - Director of Operations at SEI. Professor at SEI since 1999. Previous - Sales Manager/Director at Unisys, Oracle Corporation, Siebel Systems, and Bearing Point; VP of Sales at Halliburton Corporation.

**Location and Travel:** All training will be held in the Sales Excellence Institute at the Bauer College of Business on the campus of the University of Houston. Attendees will be housed at the Hilton University of Houston, a five-minute walk from the Bauer College of Business. Guest room accommodations for five nights are included in your tuition fee. Attendees will have access to the state-of-the-art Campus Recreation and Wellness Center adjacent to the hotel. The campus is located approximately eight miles from Houston Hobby Airport. If you require any special room accommodations, please contact Sobeida Orantes at [saorantes@mcaa.org](mailto:saorantes@mcaa.org).

# Application Procedures

# 2021 SALES MASTERS PROGRAM

**Sales Masters Week 1: October 3 – 7, 2021, The Hyatt Lodge, Chicago, IL**  
**Sales Masters Week 2: November 7 – 12, University of Houston, Houston, TX**

Please read these procedures carefully prior to completing the application. Return your completed application via email to [bdolim@mcaa.org](mailto:bdolim@mcaa.org) or mail the original to: Barbara Dolim, MSCA, 1385 Piccard Drive, Rockville, MD 20850.

1. The Sales Masters Program is an intensive nine-day learning experience for intermediate and advanced level sales professionals. The program is limited to 25 participants from MSCA/MCAA member companies. Week 1 will be held October 3–7, 2021 at the Hyatt Lodge, just outside Chicago, IL. Week 2 will be held November 7 – 12, 2021 on the University of Houston campus in Houston, TX.
2. The program will include pre-attendance assignments, daily assignments during the course, and post-program work and follow-up. Evenings spent onsite provide unsurpassed networking opportunities in addition to professional development activities, including one-on-one coaching sessions, team-building events, and small group assignments.
3. Prior to attending the Sales Masters program, it is recommended that the applicant's sales manager/leader attend the MSCA Sales Leadership Symposium. The sales manager/leader must approve the applicant's attendance at Sales Masters and commit to working with the applicant on post-program follow-up and action plans.
4. The tuition of \$8,500 covers:
  - a. Sales Masters Week 1: 30 hours of program instruction; evening activities; breakfast, lunch and snacks each day; two dinners; all program materials; four nights of accommodations at the The Hyatt Lodge.
  - b. Sales Masters Week 2: 36 hours of program instruction; breakfast, lunch and snacks each day; welcome dinner; graduation dinner; program materials; individualized post-course follow-up; five nights of accommodations at the Hilton University of Houston; complimentary use of the Campus Recreation and Wellness Center; and complimentary wireless internet in the guest room.

**Note:** Tuition does not include airfare, ground transportation to/from the hotel, dinners except as noted, or personal expenses.



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5. Accepted applicants will be responsible for their own air transportation into the Chicago area for Sales Masters Week 1 [either O'Hare International Airport (15 miles) or Chicago Midway Airport (16 miles)] and into Houston for Sales Masters Week 2 [either Houston Hobby (8 miles) or Houston George Bush International Airport (23 miles)].
6. A single room reservation will be made for each applicant for arrival on October 3 and departure on October 7 at The Hyatt Lodge, for the Sales Masters Week 1 program. A single room reservation will also be made for each applicant for arrival on November 7 and departure on November 12 at the Hilton University of Houston in Houston, TX, for Sales Masters Week 2. Room, taxes and fees are included in the tuition cost. Any additional nights or personal expenses are the responsibility of the attendee. For additional information, contact Barb Dolim at [bdolim@mcaa.org](mailto:bdolim@mcaa.org).
7. Applications will be processed on a first-come, first-serve basis. There is a limit of 25 participants in the class. A payment of \$4,500 will be due upon registration and \$4,000 will be due October 2021. A waiting list of accepted applicants will be maintained. Individuals on the waiting list will be given priority for admission to the next available course.
8. Cancellation Policy: There is no penalty for withdrawing from the program if your cancellation request is received more than 60 days before the scheduled course date. If cancellations are received within 60 days of the course date, the applicant can be rescheduled for a later course, and any fees already paid will be applied toward the rescheduled course. If an accepted applicant does not wish to re-schedule for a later course, a full refund will be issued only if the applicant's seat can be filled. Otherwise, all paid tuition, less deposit, will be refunded.

If you require any special accommodations, please contact Barbara Dolim at 301-990-2210 or [bdolim@mcaa.org](mailto:bdolim@mcaa.org). Send completed applications and payments to:

Barbara Dolim  
Executive Director  
MSCA  
1385 Piccard Drive  
Rockville, MD 20850  
[bdolim@mcaa.org](mailto:bdolim@mcaa.org)  
Fax: 240-238-7261



**Attendee Information**

Name: \_\_\_\_\_ Badge Name: \_\_\_\_\_

Title: \_\_\_\_\_

Company: \_\_\_\_\_

Street Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ ZIP Code: \_\_\_\_\_

Company Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Sales Manager's Name: \_\_\_\_\_ Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Please describe your educational background: \_\_\_\_\_

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Please describe your professional sales experience and current position: \_\_\_\_\_

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How many years have you been in your current position? \_\_\_\_\_ How many years have you been in sales? \_\_\_\_\_

Please tell us about your company (i.e. types of work performed, areas of specialization, volume, etc.)

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What do you most hope to gain/learn from attending the MSCA Sales Masters program?

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I attest that the information I have provided for this application is accurate to the best of my knowledge.

My service manager/leader has attended the MSCA Sales Leadership Symposium.

Signature of Applicant: \_\_\_\_\_

Signature of Sales Manager/Leader: \_\_\_\_\_

## Payment Information

Tuition of \$8,500 due as follows:

- \$4,500 due upon receipt of application
- \$4,000 October 2021

Check (payable to MSCA)    Credit Card \*    I authorize the same card to be charged for both payments.

\*Our process for collecting credit cards has changed to enhance the security of your personal information. **Please choose one of the options below:**

Send a secure web link (this link lets you input your information and send it to MSCA securely; the link will expire within 5 business days)  
Email \_\_\_\_\_

Call me for the information

Name \_\_\_\_\_ Phone \_\_\_\_\_ Best Time to Call \_\_\_\_\_

You will be invoiced for the final payment.

**Class size is limited.** Applications will be processed in the order they are received.

For the cancellation policy, please review the application instructions.

Return completed application to:

Barbara Dolim  
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1385 Piccard Drive  
Rockville, MD 20850  
[bdolim@mcaa.org](mailto:bdolim@mcaa.org)  
FAX: 240-238-7261



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