

A photograph of a workspace. In the upper half, a silver laptop is open, showing its keyboard. Below the laptop, a wooden desk holds an open notebook with a grid pattern. A black pen lies on the notebook. A teal-colored rectangular box is overlaid on the right side of the notebook, containing white text.

SALES LEADERSHIP COLLEGE CURRICULUM

Sales Leadership College Curriculum

Competency	Foundation Sales Rep/Account Manager Focus	Advanced Sr. Account Manager Focus	Mastery Team Leader Focus
Who is my customer?			
Partnering	Account Penetration & Profile Development	Building Productive Relationships	Establishing & Leveraging Strategic Corporate Relationships
Retail Acumen	Retail 101	Anatomy of a Store	Retail Differentiation
		Understanding Channels & Formats	
How do I sell?			
Selling & Negotiating	Building & Delivering Compelling Sales Presentations	Influence Beyond the Buyer	Executive Level Selling
	Call Planning, Preparation & Follow-Up	Selling Advanced Business Concepts	Top-to-Top Orchestration
	Anticipating & Handling Objections	Negotiation Strategies & Implementation	Corporate Contract Negotiation
How do I plan my business?			
Strategy, Business Planning & Execution	Fundamentals of Customer Planning	Annual Business Planning	Customer Team Strategy Development & Execution
		Channel & Customer Segmentation	
	Category Leadership - Foundation	Assessing Execution & Compliance	Joint Business Planning
		Category Leadership - Planning Process	
Introduction to Shopper Marketing	Shopper Segmentation	Department Reinvention	
How do I maximize results for the sales controllables?			
New Items & Assortment	New Item Evaluation & Launch	Managing Complex Assortment	Interface Product Development
	Fundamentals of Assortment Planning		
Pricing & Promotion	Fundamentals of Retail Price Planning	Implementing Pricing	Understanding Price Elasticity
	Promotion Event Planning	Rethinking Promotion	Mega Event Development
In-Store Presentation	Effective Shelf Management	Department & Aisle Merchandising	Store Format Design & Layout
How do I evaluate results & identify opportunities?			
Insights	Speaking the Language of CPG	Consumer & Shopper Actionable Insights	Shopper (Mind & Behavior) Merchandising Impact
	Fundamentals of CPG Data Sources, Research & Analytical Techniques	Understanding the Purchase & Consumption Cycle	
Finance, Budgeting & Trade Spending	Retailer & Manufacturer Finance	Financial Analysis of (Shopper & Category) Concepts & Initiatives	Allocating Resources & Optimizing Team Budgets (Target Mgmt.)
	Trade Spend 101	Trade Spend Management & Evaluation	
Supply Chain	Fundamentals of Forecasting & Inventory Management	Advanced Forecasting & Demand Management	Availability Optimization

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Course Overview

Foundation Level	Course Description
Fundamentals of Forecasting & Inventory Management	This course provides a basic overview on the framework and methodologies used to forecast demand and calculate inventories; included in the course will be key industry calculations for forecasting and inventory KPI's. This course also creates a working knowledge on the impact of forecasting and inventory on business functions and processes. Throughout the course, you'll have simulations and exercises to test your knowledge.
Trade Spend 101	Gain the foundational understanding for Trade Spending to include the history of this investment and it's impact on the industry. The course provides participants exposure to the different Trade Fund structures, types of budgets, and the different ways to spend the total Trade investment against the 4 P's, or key Sales controllables of Promotion/Merchandising, Pricing, Product/Assortment, and Placement/Shelving. Participants also learn the proven Trade Planning process, learning to link Business Unit or Brand strategies for Trade with retailers objectives, and are introduced to basic metrics to track Trade Effectiveness.
Introduction to Shopper Marketing	Explore what motivates shoppers and how to effectively market with them in mind. This course introduces Shopper Marketing and the critical principles that help define it. Learn the key principles of Shopper Marketing and how brands can win the three moments of truth with consumers - engage, shop, and consume. The modules expose you to key concepts around Shopper Marketing and how to collaborate with retailers to mutually grow the category and shopper loyalty.
Fundamentals of Customer Planning	Explore the fundamentals of customer business planning. Learn how to apply a best practice, highly effective process to develop a customer plan that will achieve the expectations of you and your customer. Topics addressed include understanding the foundation of the plan, what analysis needs to be done before building the plan, how to develop meaningful objectives with measurable goals, over-arching strategies, and developing the initiatives for the plan. You'll also learn how to activate the plan, and what steps need to occur to monitor and adjust the plan. Hands on practice with a simple, yet effective business plan template provides an interactive opportunity to put the learning to use during the course.
Category Leadership - Foundation	Examine the purpose, rationale and evolution of the industry's best practices in category management. You will build awareness and understanding through interactive learning that illuminates the best practice approach. Each step in the planning and implementation process will be illustrated through real-life industry examples, underscoring the most effective way to achieve category differentiation by employing insight, strategy and initiative design and execution. Finally, you will learn practical techniques so you can apply learning immediately.
Speaking the Language of CPG	Explore the purpose, rationale and evolution of the industry's best practices in category management. The four modules in this course address areas identified by suppliers and retailers as essential to someone new to the industry. Following our brief introduction, you will look at Consumer Packaged Goods, the 4 P's of CPG (Product, Price, Placement and Promotion), Category Management and Supply Chain & Operations. Armed with a better understanding of these essentials, you will be better positioned to thrive in our industry.
Anticipating & Handling Objections	Explore how to anticipate, prepare for and manage your customer's concerns in a way that leads to acceptable resolution. You'll learn what an objection is, how to view it constructively, and how to apply a proven, 4-step process to handle objections. You'll also consider common objections and the best ways to handle them. Ultimately this course helps you achieve better sales results by equipping you to successfully handle objections.
Call Planning, Preparation & Follow-Up	Substantially improve customer call success with these considerations of pre-meeting planning and preparation, as well as the critical step of providing clear, concise and actionable follow-up. Understand what seasoned CPG professionals know about seeking out the right decision maker at the customer, and how to tailor your approach to their particular buying style. This course illuminates the nuances that are often overlooked in planning for customer meetings and most importantly, improving the execution of the agreements made with the buyer.
Building & Delivering Compelling Sales Presentations	Learn how to wow your buyers by building compelling sales presentations and presenting them in a persuasive manner. Discover the fundamentals of what matters in the presentation for CPG retailers, and a logical process to help you develop the presentation most effectively and clearly. You'll do a detailed review of the six step proven sales process to ensure you can clearly organize your thoughts and learn how to deliver the content for optimal results. This course also reveals various closing techniques to help you accomplish the objectives of the presentation.

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Course Overview

Foundation Level cont.	Course Description
Retail 101	This course provides background about the importance of effective assortment management for both distributors and suppliers and how assortment management fits within the Category Leadership Planning process. Participants will learn to apply the best practice Efficient Assortment process to minimize duplication and maximize variety in category offerings, enabling the best possible assortment decisions based on consumer and shopper preference and financial pay out.
Promotion Event Planning	Learn how to avoid the costly pitfalls typically experienced in the industry. This course will give you the fundamental knowledge to create effective promotion events for a given category. You will be introduced to the key criteria for effective category promotional event decision-making and examine a number of promotion examples in order to enhance your event decision-making skills. You'll learn how to develop a category promotion event with consideration for all of the critical variables. Finally, you will learn a simple, yet highly effective approach to category and brand pre- and post-promotion analysis.
Effective Shelf Management	Discover how shelf management can effectively convert a store shopper into a category buyer. In this course you will learn the fundamentals of effective shelf management such as the basics of creating shelving plans. Unlike simple shelf management training, this course addresses all of the shelving elements that generate sales and introduces a shelf management process that can be applied across all categories within the store. The course's primary focus is on the effective objective setting, determining the best opportunities, and the planning and execution of shelf management.
Retailer & Manufacturer Finance	Gain a better understanding of the financial scorecard measures and analyses most commonly utilized by retailers and manufacturers within the consumer products industry. This course includes emerging and advance financial measures that are becoming more accepted and are having a significant impact on retail and manufacturer category business planning and implementation. You'll learn how to apply these financial measures to your day-to-day decision-making.
Effective New Item Introduction	This course is focused on the key activities required to ensure the success of new item launches. Participants review the strategic importance of new items, including the basis of new item success rates in the marketplace. The New Product Introduction process will be reviewed in detail, including an overview of the roles and responsibilities of both suppliers and distributors.
Customer Profile Development	Success starts with preparation. This course provides a detailed review of an effective Customer Profile, and explains how it's important in the overall Customer Planning process. The modules in the course provide the foundation of the core components and a detailed view of the information required for each component. The course also demonstrates how developing an effective Customer Profile will help you be more successful both with your customer, and with your internal Sales and Marketing teams in developing plans to drive positive business results.
Fundamentals of Retail Pricing Planning	Discover the key considerations that affect pricing decisions from the perspectives of suppliers, retailers, consumers and shoppers. In this course you will learn about retail pricing concepts, the key questions to ask to achieve best practice pricing, supplier-focused pricing concepts and retailer-focused pricing concepts including consumer and shopper considerations. Real world examples and exercises help you build experience in retail pricing so that you can apply your skills immediately.
Fundamental CPG Data Sources, Research & Analytical Techniques	This course provides a basic overview of key CPG industry data sources, while providing a few research & analytical techniques used to leverage this data into better insights and decision-making. Discover key measures used across the Industry to help ensure more effective communication between manufacturers & retailers. Throughout the course, you'll be provided real life examples with simulations and quizzes to test understanding & knowledge retention.

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Course Overview

Advanced Level	Course Description
Understanding the Purchase & Consumption Cycle	In this course, you'll learn how to mine insights from consumer and shopper behavior which can be acted upon within your integrated plans—even plans developed jointly with trading partners. You'll learn about the Purchase & Consumption Cycle through the Path to Loyalty model, how consumers and shoppers are in the center of the path to loyalty, how you can use the path to loyalty to drive business, and orchestrating shopper behavior through shopper marketing.
Understanding Channels & Formats	In this course you'll learn the traditional and emerging channels and formats in CPG retailing. The course focuses on channels such as grocery, mass, club, drug, convenience, value, as well as other close-in channels and formats, and the emerging on-line retailers that compete in this space. You'll hear about the evolution of Omni-Channel and its affect on traditional channels. You'll learn approaches to each channel, training on the shopper proposition by channel, the advantages and vulnerabilities by each, and how to plan accordingly.
Trade Spend Management & Evaluation	In this course you'll expand your knowledge of trade management and evaluation by learning the key areas where your organization can optimize for results. Learn the knowledge of trade spending at the corporate level to impact better results with your customers. Identify how the key stakeholders at different levels in a manufacturer's organization view the trade investment, and how their actions can influence your planning with the customer. You will be exposed to the the Trade Planning Process, and gain an understanding of how it fits into the Annual Business and Joint Business Planning (JBP) processes. You will have hands-on exercises with trade ROI, promotional lift, forward buy and key trade spend efficiency metrics.
Shopper Segmentation	This course provides background and current state of shopper segmentation and how best practice manufacturers tie into those unique segmentations for each retailer. Participants will learn what shopper segmentation means and how shopper targets vary from traditional consumer targets. Time will be spent on how to delight the target shopper, as well as effective ways to develop the shopper action plans to grow revenue and key business results.
Selling Advanced Business Concepts	In this course you'll learn to plan and develop compelling sales presentations designed to achieve breakthrough results by harnessing the power of advanced business concepts. You'll see examples of advanced business concepts, and learn how effectively leveraging them with your customer can impact your business now and over time. You'll see what is different about conceptual selling, and learn to apply proven approaches to plan and develop impactful presentations.
Rethinking Promotion	This course is focused on the introduction and exploration of how to develop and execute effective promotion programs. You'll learn breakthrough new ways to reconsider and reshape your promotions, ways to use advanced analytics to understand the interactions of base price and promotion and how to use scenarios and calendar planning to find the optimal mix or blend of promotions. Additionally, you'll learn a widely usable set of steps that take your promo planning to the next level.
Negotiation Strategies & Implementation	This course enables you to achieve improved collaboration and results at the retailer/supplier interface. You'll learn to elevate your perspective to understand the key needs of the shopper, retailer and supplier in order to develop solutions that meet the needs of all three constituents. Additionally, you'll learn how to optimize your negotiation results through superior planning. The course will teach key tools for collaboration and negotiation, with a focus on providing real life approaches for improved activation.
Managing Transferable Demand	In this course, you will learn to effectively manage transferable demand, which affects retail assortment planning. Upon completing this course, a learner should also be able to identify the key factors to consider when doing—or leading others to do—this best-practice assortment planning which takes into account the phenomenon of transferable demand. Learners should be able to plan an assortment that captures incremental and profitable sales with minimal cannibalization, while meeting expectations of the targeted shopper and consumer. And finally, learners should be able to affect the bottom line by removing duplicative SKUs that can confuse shoppers or cause operational issues.

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Course Overview

Advanced Level cont.	Course Description
Influence Beyond the Buyer	In this course you will learn about influence, how it differs with multi-functional customer contacts, and recognize opportunities to exert your influence. You will learn how to best leverage your influence, and you will prepare a preliminary plan to influence key multi-functional contacts important to your success.
Implementing Pricing	We all recognize the vital importance of pricing in achieving our sales and profit objectives, and to an unprecedented degree best-practice organizations are exploiting pricing analytics, systems, strategies, processes to win in the marketplace. Yet often this critical tactic is not well understood and is poorly executed. This course leads the participant through pricing, with a focus on implementation, from the perspective of the consumer & shopper, the supplier and the retailer, enabling them to more effectively influence and implement pricing.
Financial Analysis of (Shopper & Category) Concepts & Initiatives	This course will help you understand how to turn insights and strategies into commercial success and how to begin to strike the right balance between quantitative and qualitative evaluation.
Department Aisle Merchandising	This course is focused on several technologies in place today to assist in making proper merchandising decisions across aisles and departments. You'll learn how store presentation supports a go to market strategy, how space allocation properly represents the category role, how presentation principles accentuate the variety and aid store differentiation, and how proper scorecarding metrics should be addressed. This course also studies proper secondary display locations and flow of traffic. It considers the challenges presented to store operations in executing in-department/aisle merchandising strategy. This course is designed to teach the fundamentals of effective shelf management, and how best practice retailers manage their space-to-sales ratios to present their most critical and differentiating categories to their target shoppers, sized right and located in a logical flow.
Consumer & Shopper Actionable Insights	This course is focused on the best practice approach for developing actionable insights that drive development of Category Leadership plans to increase category and brand growth. You'll learn the importance of deriving impactful insights and how to develop these insights through a tangible process, the Insights to Action Process. You'll learn the three steps of the Insights to Action process: identify the analysis framework, gather the facts and develop insights.
Channel & Customer Segmentation	How do suppliers optimize resources across customers & channels? Top suppliers have a deep understanding of the value provided by different classes of trade & customers, & align resources & capabilities accordingly. This course explains the importance of segmentation & reviews best in class approaches for completing Channel & Customer Segmentations. Participants then learn to apply segmentation results to strategic planning & resource allocation in support of achievement of corporate objectives in the short & long term. Finally, participants will be exposed to how retailers perform a similar exercise in segmenting suppliers & the implications to the supplier, with a focus on helping the supplier consider how to move to the most advantageous levels. This course enables participants to move beyond the basics of segmentation, to developing strategic implications that enable improved delivery of both the top & bottom line.
Category Leadership Planning Process	This course provides a step-by-step description of how top industry practitioners are approaching the next generation of Category Management through the Category Leadership Planning Process™ that has been built to leverage the strengths and address the opportunities associated with earlier Category Management deployments. In addition, participants will learn how to apply this process within their business and with business partners. Because of the critical importance of effective implementation, additional time is spent reviewing how to deliver on Plan Activation & Target Setting.

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Course Overview

Advanced Level cont.	Course Description
Building Productive Relationships	<p>This course is designed to help participants deliver superior results by establishing and maintaining productive relationships. Participants will learn to build productive internal and external relationships at all levels of an organization. They will recognize the importance of reputation & trust, how to identify the people with whom they need to develop productive relationships, and how to cultivate relationships with executives. Also, they will learn to avoid relationship pitfalls and how to mend relationships. Participants will be able to immediately apply their learning in virtually any situation.</p>
Assessing Execution & Compliance	<p>How many times does a new item deliver less than expected results due to poor execution, or a promotion under-deliver vs. plan due to last minute changes in the plan? Too often, execution is assumed when the sale is made at retail headquarters. Suppliers may lack the understanding of all that goes into executing a program with excellence, and so key follow-ups are missed that could change a mediocre activation into a record breaking one. Additionally, on-going communication with buyers focused on a collaborative approach to execution may be missing. This course explains all that goes into successful retail execution for a variety of tactical activities, with a focus on overcoming barriers to success. Participants will learn how to stay on top of measurement and compliance to enable quick action planning to address issues. In addition, participants will be provided with proven approaches to managing execution with excellence.</p>
Anatomy of a Store	<p>This course provides a look at the inner workings of a retail store. It traces the evolution of today's modern store, and it looks at emerging shopper trends and how they are shaping the store of the future. Participants will consider the implications of the digital revolution, omni-channel and e-commerce on the store. Additionally, they will look at the role of the store manager, and other key roles within a retail store, to build an understanding of what is required for their success. Finally, participants will consider, and address, sales opportunities based upon a deep understanding of the anatomy of a store.</p>
Advanced Forecasting & Demand Planning	<p>This course introduces an industry approach to generating more accurate forecasts between trading partners and advanced metrics useful in managing the overall forecasting process. This includes learning and applying Forecast Accuracy, MAPE, and BIAS. You'll also discover how to apply the integrated planning processes to deliver improved results across the entire supply chain analysis.</p>
Advanced Business Planning	<p>In this course, you'll learn about advanced business planning techniques required to conduct more complex business planning than at the foundation level, or for customers who are not at the joint business planning (JBP) level. This course builds on fundamental learnings from other courses, with exposure to advanced concepts and multiple analysis and planning tools to drive a higher level of thinking and collaboration with more sophisticated customers. The goal is to develop plans that deliver revenue and profit growth, and improved in-store results.</p>
Managing Complex Assortment	<p>This course teaches how assortment can be fully leveraged for competitive advantage. Participants learn how to build on the foundations of Efficient Assortment management by reviewing when and how to apply more advanced assortment management approaches. This will include considerations that may imply the application of more complex assortment techniques. Time is then spent reviewing in detail store clustering, a foundational mechanism utilized in the application of complex assortments, as well as other techniques useful in complex assortment management. After completing this course, participants can determine when to apply and how to apply complex assortment management techniques.</p>

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Course Overview

Mastery Level	Course Description
Understanding Price Elasticity	<p>Learn the critical definitions of price elasticity, cross elasticity, price and gap thresholds, and how to apply these through analysis. Build an awareness to the factors that affect price elasticity and learn how small changes in price can directly affect sales. Gain an understanding and working knowledge of cross elasticity, and the concept of price thresholds and price gap management. Real world case studies, examples and exercises help you build your experience to apply your learning immediately.</p>
Mega Event Development	<p>This course leads participants through all aspects of mega event development, implementation and evaluation. They will learn what constitutes a mega event and why they are important. They will be exposed to the strategic choices, including partner selection, that lead to successful mega events. Further, participants will be introduced to a mega event development process, they will be given guidance for successful mega event implementation, and they will review key metrics to evaluate mega event success. Finally, they will explore connections to their current role to enable mega event success right now.</p>
Allocating Resources & Optimizing Team Budgets (Target Management)	<p>Customer Team Leaders are constantly managing resources to achieve the required balance of sales and profits, as well as short and long-term results. Too often, the balance is lost driving implications to the overall health of the business. In this course, we will review the approach for setting targets that align with corporate and customer objectives, to include how to appropriately negotiate targets both internally and externally. We will then discuss an approach to resource allocation focused on achieving targets. Finally, we will review how to balance the seemingly conflicting objectives of short vs. long term, and sales vs. profits.</p>
Joint Business Planning	<p>In this course participants will review the current state of Joint Business Planning vs. characteristics of industry Best Practices and learn how to achieve the concept of Joint Value Creation. Participants will then learn an approach to assessing and deploying various levels of strategic partnerships based on the relative value each partner provides to the organization. The course will review in detail the most recent industry Best Practice approach to Joint Business Planning to include supporting tools and templates. Finally, participants are provided the opportunity to develop an action plan on how to upgrade the JBP capabilities within their organization and with key business partners.</p>

CONTACT

TPG's Sales Leadership College is an unparalleled capability development program based upon rigorous assessment, best practice curriculum and innovative e-based & classroom delivery.

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