

## Training program for Revala sales managers

The program is aimed at preparing sales managers for the company. It is worked out based on Revala specifics in production and production development, logistics, general marketing, sales, current export practice and export strategy. Classroom trainings, giving deep insight in all those specifics, is combined with practice in the company. This demanding task prolongs the program up to 15 to 18 months, considering also possible need of the participant to have a brake and visit home for 1-2 months during the training period. After the training period, the sales manager can start the work in Estonia.

For trainings, different methods are used - lectures, homework preparing seminars on specific topics, case studies, research tasks, solutions-based tasks (Revala specific problem solving), tutored sales practice and individual sales with feedback.

### 1. month

Meetings with human resources (HR) specialist at Tripod Ltd ([www.tripod.ee](http://www.tripod.ee)).

- 1.1. Overview of the program. Recruiting, dedication and motivation for learning and working in Revala. Confidentiality and training contract.
- 1.2. Estonian culture training
- 1.3. Overview of Revala company and production.
- 1.4. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### 2. month

- 2.1. Marketing and sales today. Practice - assisting marketing and salespeople in their work
- 2.2. Production development
- 2.3. Matching production to specific markets
- 2.4. Estonian culture training
- 2.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### 3. month

- 3.1. International marketing and sales.
- 3.2. Mutual learning about specific markets (learners share their knowledge about their homeland)
- 3.3. Sales psychology, sales negotiations
- 3.4. Estonian culture training
- 3.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### 4. month

- 4.1. Sales offers, proformas, insurance
- 4.2. Sales presentation
- 4.3. Cooperation between sales, marketing and production. Inner logistics and communication in Revala
- 4.4. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### 5. month

- 5.1. Export - import certifications for different countries and target groups, incoterms 2010
- 5.2. Sales management tools (e.g. Pipedrive, Sales Force)
- 5.3. Sales negotiations - tutored
- 5.4. Sales offers - tutored

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- 5.5. Closures - tutored
- 5.6. Cooperation with different partners - design, logistics
- 5.7. Sight visits to factories and work shadowing in the office  
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### **6. month**

Meetings with HR specialist at Tripod Ltd to monitor development.

- 6.1. Sales negotiations - tutored
- 6.2. Sales offers - tutored
- 6.3. Closures - tutored
- 6.4. Cooperation with different partners -logistics
- 6.5. Accounting
- 6.6. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### **7. month**

- 7.1. Sales negotiations - tutored
- 7.2. Sales offers - tutored
- 7.3. Closures - tutored
- 7.4. Cooperation with different partners - state and public organisations
- 7.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### **8. month**

- 8.1. Packaging, re-use and reporting
- 8.2. Sales negotiations - individual work
- 8.3. Sales offers - individual work
- 8.4. Closures - individual work
- 8.5. Teamwork. Sales team
- 8.6. Sight visits to factories and work shadowing in the office  
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### **9. month**

- 9.1. Sales negotiations - individual work
- 9.2. Sales offers - individual work
- 9.3. Closures - individual work
- 9.4. Teamwork. Sales team
- 9.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### **10. month**

- 10.1. Sales negotiations - individual work
- 10.2. Sales offers - individual work
- 10.3. Closures - individual work
- 10.4. Teamwork. Sales team
- 10.5. Sight visits to factories and work shadowing in the office  
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### **11. month**

- 11.1. Sales negotiations - individual work
- 11.2. Sales offers - individual work
- 11.3. Closures - individual work
- 11.4. Teamwork. Sales, marketing, production
- 11.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### **12. month**

- 12.1. Sales negotiations - individual work
- 12.2. Sales offers - individual work
- 12.3. Closures - individual work
- 12.4. Teamwork. Sales, marketing, production
- 12.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### **13. month**

- 13.1. Sales negotiations - individual work
- 13.2. Sales offers - individual work
- 13.3. Closures - individual work
- 13.4. Teamwork and management. Team sales management.
- 13.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.

### **14. month**

- 14.1. Sales negotiations - individual work
- 14.2. Sales offers - individual work
- 14.3. Closures - individual work
- 14.4. Teamwork and management. Team sales management.
- 14.5. Sight visits to factories and work shadowing in the office  
Toastmasters Club of Tallinn, twice a month.  
Final meetings with HR specialist at Tripod Ltd.

### **15. month**

- 15.1. Company management
- 15.2. Estonian taxation system
- 15.3. VAT regulation and principles of international trade in accounting
- 15.4. Salary taxation regulation in Estonia
- 15.5. Sale purchase contracts regulation
- 15.6. Production and logistics legal aspects
- 15.7. Basic IT skills: Microsoft OS, Office programs: Word, Excel possibilities
- 15.8. Sale offers preparation, good practise in customer communication
- 15.9. Training and preparations for participation in international exhibitions.