



Sales Specialization Training

VACATION SALES DIVISION: TRAINING MANUAL

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We're #1 For A Reason...

Welcome Aboard!

Congratulations on joining Kigo, a division of RealPage, Inc. We are the industry's largest and most successful global sales organization. I am delighted you have decided to become a part of our team. You might not know it yet, but the role you just stepped into happens to be in a segment of the travel industry ripe with opportunity. That said, opportunity is nothing more than a set of circumstances that makes it possible to do something. Turning possibility into reality and achieving the results we are striving for will require a professional commitment from you to doing better than you've ever done before. So how do we get there?

It starts with our 10 Principles for Elite Sales Professionals.

1. **Play to Win-Win.** By respecting and always seeking to satisfy the best interest of prospects and clients. Be dedicated to becoming a top performer by exhibiting the hustle, passion, and intensity it takes to achieve what only the elite achieve.
2. **Set Goals** for yourself and remember a goal properly set is already halfway reached.
3. **Take Action** and realize goals, without actions, won't get you very far.
4. **Think buying 1st, Selling 2nd.** Map your selling processes to the processes and psychology of those who are buying.
5. **Be a Fluent Expert.** Master market knowledge, customer needs, their products and services, their value, their competition, and everything else in between.
6. **Create New Conversations Every Day.** Always feed the front of your pipeline and improve its quality. Continuously engage with prospects and referral sources with the intent to source new business.
7. **Lead Masterful Conversations.** Connecting emotionally is the first rule of engagement which breaks down the barriers for meaningful discovery all the way through to close.
8. **Advocate Change.** Recommend, counsel, and assist. Be a change agent who is not afraid to push when it's in the best interest of the customer.
9. **Be Confident.** Remember you work for the best company and have the best products in the industry. Stand your ground. You'll win more often than not.
10. **Continuously Self Assess.** Never be afraid to face the cold, hard truth about yourself. Take what you discover – both good and the bad – to learn, grow, and change for the better. This cycle never stops.

If you embrace these principles and approach this position every day like you own this business, you will succeed.

Results not reasons.

Very best regards,

Matthew Hoffman

Director - Sales & Business Development
Kigo/InstaManager - A [RealPage](#) Company.

Part One: Overview and Background

RealPage Outperforms

We are a leading provider of property management software solutions for the multifamily, commercial, single-family and vacation rental housing industries. Our solutions enable property owners and managers to increase revenues and reduce operating costs. Our products assist more than 9,200 customers with managing the operations of approximately 9 million rental housing units and over 200 million square feet of commercial office, retail, industrial and mixed use properties.



Company History

- We were founded in 1998 with the acquisition of Rent Roll, Inc., a provider of industry-leading, on-premise property management systems for the conventional and affordable multifamily rental housing markets.
- Three years later, we released our first on-demand property management product and since then, expanded our on-demand software solutions to include a number of value-added services from property management to renter's insurance and more.
- In addition to our products' success, our growth is supported by acquisitions that enhance our product development and sales and marketing efforts and expand the types of rental housing properties we serve.

Our Products

Our suite of solutions benefits owners and managers of various rental property types, including conventional, affordable, military, student, single-family, senior and vacation housing. We also provide commercial and mixed use property management solutions. We've evolved our products from the desktop to the cloud, with many available both online and for mobile devices. Our products manage everything from marketing to pricing and other property operations, such as:

- **Property Management:** Automate the leasing, renting, management and accounting of conventional, single-family, vacation, affordable, tax credit, student living, senior living and military housing properties, and all flavors of commercial properties.
- **Sales & Marketing:** Through multichannel managed marketing, owners can originate, syndicate, manage and capture leads more effectively and at less overall cost.
- **Applicant Screening:** Reduce a community's exposure to risk and liability with our risk mitigation systems.
- **Revenue Management:** Optimize rents to achieve the overall highest yield, or combination of rent and occupancy, at each property.
- **Spend Management:** Simplify purchasing, invoicing and vendor management with RealPage's total spend management solution.
- **Utility Management:** Increase collections and reduce delinquencies.
- **Renter's Insurance:** Eliminate losses on renter-caused damage and create new revenue streams, in the form of marketing fees.
- **Resident Services:** Increase resident satisfaction and retention through online billing and payments, maintenance requests, package notification, and more.
- **Contact Center:** Capture more leads and lease more apartments effectively through advertising-generated leasing phone calls, emails and chat – 24/7.



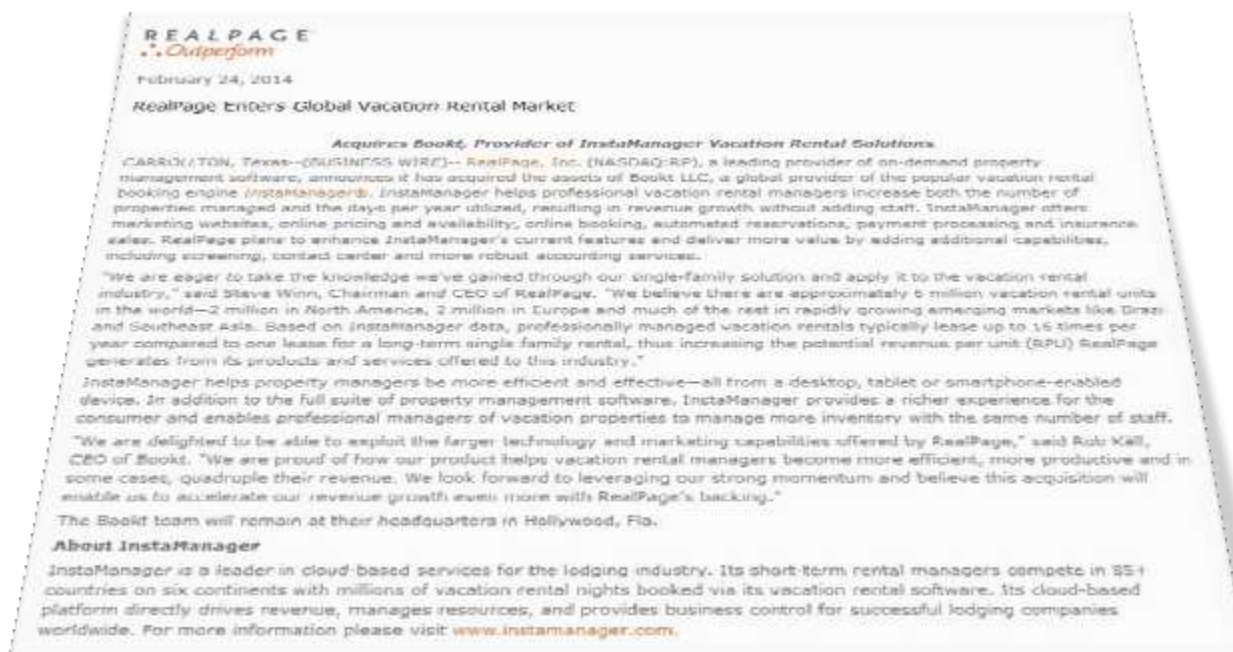
Comprehensive Client Support

Supporting our family of SaaS products is our shared cloud services, including electronic payments, document management, decision support and learning. We also offer Platform-as-a-Service through our RealPage Exchange, a comprehensive toolkit of integration services for third-party application providers and Infrastructure-as-a-Service, which reduces IT costs and improves integration performance and reliability to multifamily owners and operators.



Kigo and InstaManager: Coming Together

- **Bookt** was founded in 2007 by Rob Käll with his business partner Ben Strum joining soon after.
- Together, they developed an integrated front-end website with a powerful back office.
- **InstaManager** was a white label partner of Bookt – one of several, and the most successful one.
- Bookt acquired InstaManager in 2011 and its founder Matthew Hoffman joined the team.
- Major game-changer: A unique joint partnership launched with FlipKey/TripAdvisor in 2011.
- First time marketing and software were bundled in the industry!
- Partnership created a new era of “the \$1 Switch” – a.k.a. no signup cost!
- Prior to partnership, clients paid \$2-\$3K to get started.
- RealPage acquired Bookt/InstaManager in January 2014.
- Bookt was dissolved and **InstaManager** became the first step of the emerging RealPage vacation rental program.
- **Kigo** was founded in 2008 by Shawn Convery when he couldn't find a simple way to manage his vacation rental properties in Europe.
- From its roots as a simple provider of synced vacation rental calendars, Kigo grew and succeeded, especially in Europe.
- RealPage acquired Kigo in July 2014.
- Future unified product for InstaManager/Kigo to be called **Kigo**.



The Vacation Rental / Short-Term Rental Industry

It's an exciting time in the vacation rental / short-term rental industry. Over the past 10 years we have witnessed the vacation rental sector double in size. Even more exciting is the fact that this industry is forecasting to double again in the next 3-5 years. Today it is estimated the industry is made up of over 70,000 professional vacation / short-term rental companies around the globe. To give you some background on this industry, they weren't always the hot commodity on the travel industry block. As a matter of fact only until recently, the barriers between vacation rentals and a traveler's ability to quickly and accurately make a purchase decision were significant.

It might be hard to picture now, but the ability to "book online" was not long ago considered "something for hotels" with a sentiment around "a loss of control over who is staying in your property." Travelers would sometimes have to wait not hours, but days, before receiving a response regarding important details such as pricing and availability.

Still today, a significant portion of the vacation rental market continues to utilize manual antiquated processes for managing their data (property details, rates, availability, etc.). When compared to hotels, vacation rentals are still viewed as a fragmented market where a large portion of supply is being managed in a "non-standardized" way. So what is the main driving force for change in the vacation rental sector? What's moving the needle? **Technology!** Who is going to help make this change happen? **You!**

Economics of Vacation Rental Management

Memorize these business statistics for vacation rental management. Everything we learn about this industry and the decisions prospects will make stem from how the businesses are run.

Cost Centers

- Operations
- Reservations
- Marketing (average is .5% of gross rental revenue)
- Maintenance/Housekeeping
- Accounting
- Owner Relations

Revenue Centers

- Bookings
- Maintenance/Housekeeping
- Fees/Upsells
- Commissions
- Affiliate Marketing

Vacation Rental Company Statistics – Averages

- # of properties = 60
- Occupancy = 35%
- Commission Margin = 20%
- Nightly Rate = \$250
- Length of Stay = 7 nights

Sales Team Specialization Strategy

High Velocity Sales Method

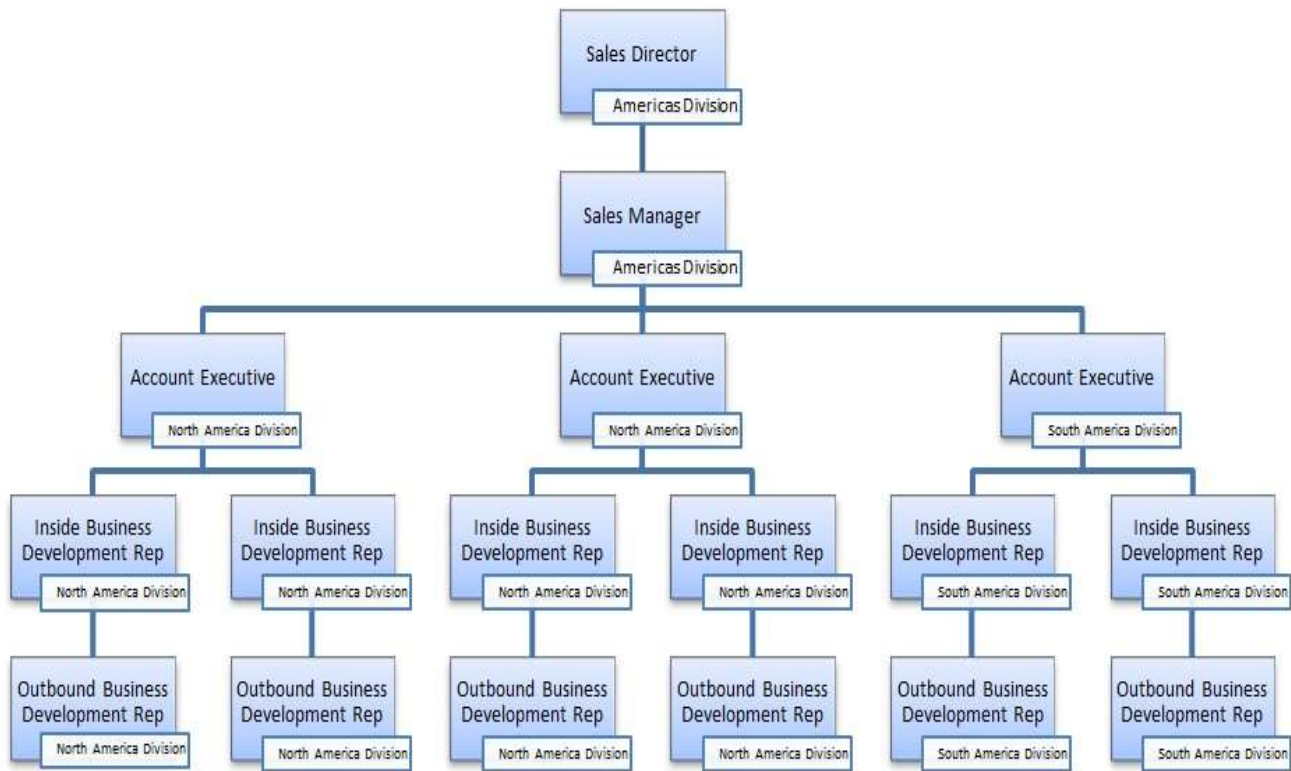
One of the most significant productivity killers for quota-carrying salespeople is the grouping together of different responsibilities (prospecting, qualification, appointment-setting, demoing, closing) into one general “sales” role. The new strategy for the Vacation Sales Division will be to *specialize* these responsibilities into 3 Core Sales Roles.

1. Outbound Business Development Rep
2. Inside Business Development Rep
3. Account Executive

This strategy is designed to drive more teamwork and collaboration. Specializing sales roles allows new hires to contribute and achieve success quickly with an internal career path. Most importantly, this strategy develops true experts (not dabblers) – each with a clear focus and a structure for repeatable success.

Below is an overview of how we plan to build out the new sales team from a job/org-chart perspective. This plan will require a continuous recruitment effort; one that staff’s the team with excellent talent, but also provides us with a bench of talent to draw from (in terms of a hiring pool) in a scenario where positions become available.

Org Chart and Career Path



Title: Outbound Business Development Rep – Level One

Description: This outbound marketing position requires a highly motivated, high energy marketing and sales professional. This goal-oriented individual assists in prospecting across North America by identifying and providing detailed information about short-term rental management companies.

This position requires dynamic, customer focused, marketing and service professionals that possess excellent verbal and written communication, interpersonal skills demonstrated by a passion for uncovering opportunity, effective sales skills, creative thinking, and the ability to enthusiastically communicate with prospects on every outbound call consistently.

Primary Responsibilities: (Duties include but are not limited to)

- Prospecting and qualifying leads for Inside Business Development team.
- Enthusiastically make outbound calls when necessary and representing the company in a highly professional manner.
- Successfully and accurately answering prospect questions and providing appropriate additional information to Inside Business Development team to start appointment-setting process.
- Capturing accurate and legible documentation on all call activity in Salesforce is required.
- Consistently maintaining departmental standards for quality.
- Achieving defined productivity goals.
- Responsible to meet all company policies and procedures.
- Responsible to follow weekly schedules and schedule changes based on call volume.

Required Knowledge/Skills/Abilities:

- Dynamic marketing and telephone skills.
- Strong customer service and listening skills.
- Demonstrated strengths in verbal and written communication skills including appropriate grammar and punctuation.
- Ability to communicate empathy and confidence in out-bound contact center environments.
- Persistent in ensuring issues are resolved accurate, effectively and timely.
- Ability to clearly and effectively maintain and update online documentation.
- Ability to follow precise direction consistently without continuous supervision.
- Detail-oriented and flexible.
- Proficiency with Microsoft Windows and Internet Explorer.
- Flexibility to work overtime as required.
- Ability to type at least 35 words per minute and accurately capture detailed information.
- Able to maintain focus and enthusiasm.
- Bilingual skills a plus.
- Able to sit for extended periods of time.

***“Customer Success is not about increasing customer satisfaction,
but creating revenue growth.”***

Title: Inside Business Development Rep – Level One

Description: This position requires both industry and high level product knowledge to be proficient in building interest with leads to the point of scheduling a product demonstration. This inbound sales position requires a highly motivated, high energy sales and marketing minded professional. This goal-oriented individual is responsible for gaining meetings and/or product demonstrations with short-term rental management companies across the North America.

This position requires dynamic, customer focused, sales and marketing professionals that possess excellent verbal and written communication, interpersonal skills, effective sales skills, creative thinking, and the ability to enthusiastically engage with prospects to build interest in the product and obtain a meeting.

Primary Responsibilities: (Duties include but are not limited to)

- Qualifying each lead from the Outbound Business Development team and successfully gaining an appointment for your Account Executive.
- Enthusiastically make both outbound calls and handle inbound calls when necessary while representing the company in a highly professional manner.
- Successfully and accurately answer prospect questions.
- Conduct detailed discovery in order to provide additional insight for Account Executive to increase likelihood of success at time of scheduled meeting/demo.
- Capturing accurate and legible documentation on all call activity in Salesforce is required.
- Achieving defined productivity goals.

Required Knowledge/Skills/Abilities:

- Ability to identify, qualify, and prioritize prospects.
- Ability to discuss products and solutions to short-term rental companies over the phone.
- Ability to assess a situation and quickly formulate the correct solution.
- Ability to effectively and efficiently manage a geographic territory on an on-going basis.
- Dynamic marketing and telephone skills.
- Strong customer service and listening skills.
- Demonstrated strengths in verbal and written communication skills including appropriate grammar and punctuation.
- This person will be a self-motivated, hard-working, detail oriented individual with punctual follow-up with clients on daily activities.
- Ability to clearly and effectively maintain and update online documentation.
- Ability to follow precise direction consistently without continuous supervision.
- Detail-oriented and flexible.
- Proficiency with Microsoft Windows, Internet Explorer, and Salesforce is a plus.
- Flexibility to work overtime as required.
- Able to maintain focus and enthusiasm; Able to sit for extended periods of time
- Bilingual skills a plus.

“Lead Generation drives growth; sales people fulfill it.”

Title: Account Executive – Level One

Description: A quota-carrying position requiring extensive industry and product knowledge. Account Executives are able to present demonstrations of the product in an online webinar environment to opportunities who demand a wide variety of operational and technical requirements. This sales position requires a highly motivated, high energy sales and marketing minded professional. This goal-oriented individual is directly responsible for adding new customers in a geographic territory.

This position requires dynamic, B2B focused, sales and marketing professionals that possess excellent verbal and written communication, interpersonal skills, effective sales skills, creative thinking, and the ability to enthusiastically communicate with opportunities and facilitate the customer relationship from the point of demo/meeting to close.

Primary Responsibilities: (Duties include but are not limited to)

- Provide product demonstrations, follow up, and close on appointments scheduled by the Inside Business Development team.
- Generating new sales and add-on sales revenue within a given territory and/or named account listing.
- Become a short-term rental management SME (subject matter expert) with deep understanding of how the product practically applies.
- Capturing accurate and legible documentation on all call activity in Salesforce is required.
- Achieving defined productivity and revenue goals.

Required Knowledge/Skills/Abilities:

- Four-year college degree in business or equivalent work experience preferred.
- Ability to identify, qualify and prioritize opportunities.
- Ability to present products and solutions to large groups.
- Ability to assess a situation and quickly formulate the correct solution.
- Ability to effectively and efficiently manage a geographic territory on an on-going basis.
- Sales experience with a software solution highly preferred.
- Computer software skills with Microsoft Excel, Word, Internet Explorer and PowerPoint.
- Excellent oral and written communication skills.
- Contact management software experience with Salesforce.com is a plus
- Industry meetings with industry associations and Trade Shows may be required. These meetings are mandatory and may occur on evenings and weekends.
- This person will be a self-motivated, hard-working, detail-oriented individual with punctual follow-up with clients on daily activities.
- This individual needs to be a self-starter that is motivated by resolving client issues and selling solutions in order to collect commission income.

*“If you have predictable, scalable, lead generation,
you can create predictable, scalable revenue.”*

Outbound Business Development (OBD) – Process Orientation

As an OBD, you will focus on utilizing any means necessary to research and hunt potential leads. Using several variations of keywords will be critical in uncovering the maximum number of potential leads in a specific market. Once a prospect has been identified as a potential lead, capturing the necessary information in order to pre-qualify the lead for your Inbound Business Development (IBD) team-member is the most important objective.

At the end of every week you will submit your OBD Spreadsheet to your Sales Manager. It will be uploaded into Salesforce and released to your IBD team-member for qualification the following week.

3 Main Process Objectives



Key Performance Indicators

	Daily	Weekly	Monthly
Leads Generated	40	200	800

(Represents Minimum Requirement)

The most important thing, the thing that determines how fast we grow, is having predictable ways to generate qualified leads. It doesn't matter how incredible our sales process is, if we don't have leads.

Your Role in Making this Happen is Extremely Important. Our Sales Machine Starts with You!

Training for Success! Modules: 1 – 3, 15 – 17, and 19 – 22.

[THE COMPENSATION, INCENTIVE STRATEGY, AND SALES OP VALIDATION PROCESS INFO INSERTS HERE]

Inbound Business Development (IBD) – Process Orientation

The function of this role is to validate and prospect into lists of targeted leads generated by your OBD team-member in order to convert them into new sales opportunities. This is a position dedicated to proactive business development. Highly efficient IBD team members do NOT close deals, but create and qualify new sales opportunities and then pass them to Account Executives (AE) to close.

Once a meeting is confirmed with a lead, the IBD rep will convert the lead into an opportunity in Salesforce. This will kick-off an email notifying your AE a new opportunity has been assigned to them. Once validated by your AE, they will handle all communication and the relationship going forward.

3 Main Process Objectives



Key Performance Indicators

	Daily	Weekly	Monthly
Scheduled Meetings	2	10	40
Calls	30	150	600
Talk Time	1 hr 5 min	5 hr 25 min	21 hrs

(Represents Minimum Requirement)

Manufacturing interest where there previously was none is the skill to master in this role. Whether leads come from our Marketing efforts or OBD team-member, getting them to demo gives us the best chance to win!

Training for Success! Modules: 1 - 13, 15 - 17, and 19 – 22.

[THE COMP WILL INCLUDE AN INCENTIVE TIER BASED ON A CONVERSION % OF LEADS TO OPPORTUNITIES. THE COMPENSATION, INCENTIVE STRATEGY, AND SALES OP VALIDATION PROCESS INFO INSERTS HERE]

Account Executive (AE) – Process Orientation

Account Executives are quota-carrying reps who only focus on closing deals. Before beginning the ‘closing’ process with a new opportunity, you must first validate the scheduled meeting/demo confirmed by your IBD team-member. As an AE you will be responsible for becoming a SME (subject matter expert) and facilitating the entire client relationship until close.

3 Main Process Objectives



Key Performance Indicators

	Daily	Weekly	Monthly
Completed Demos	2	10	40
Activations		4	16
Talk Time	2 hr 5 min	10 hr 50 min	42 hrs

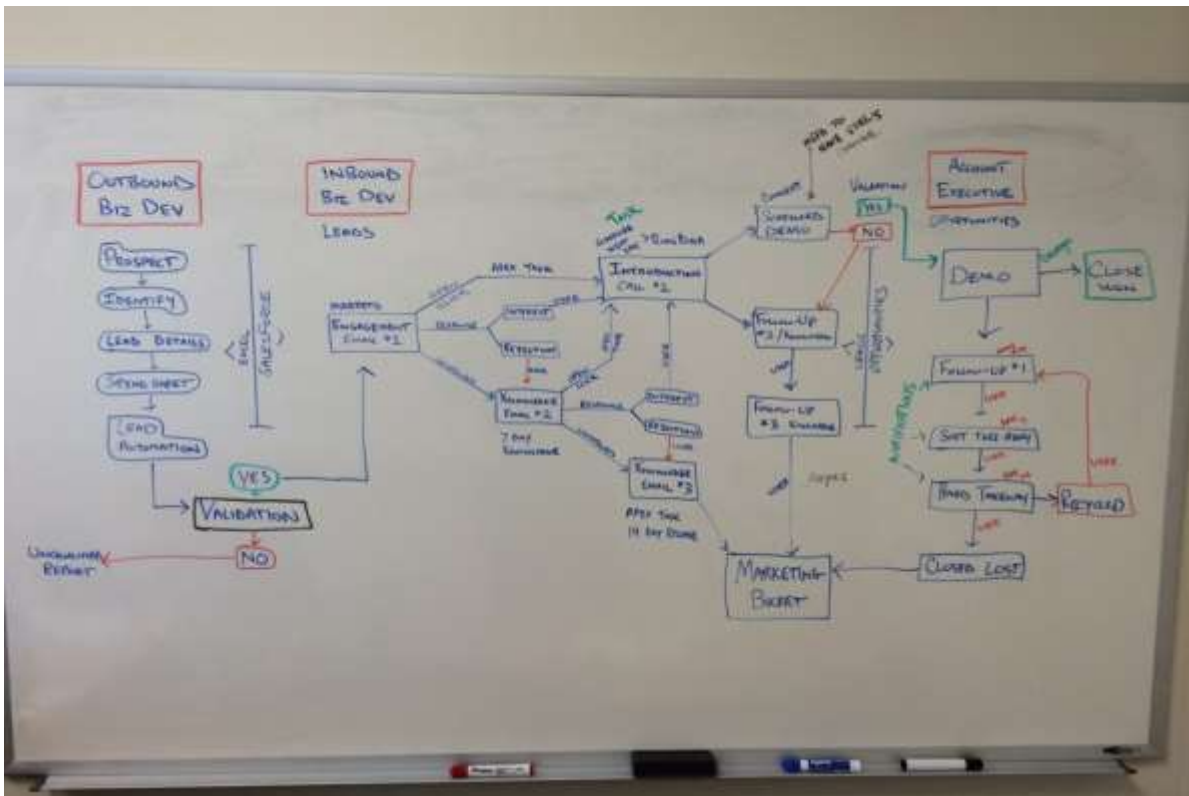
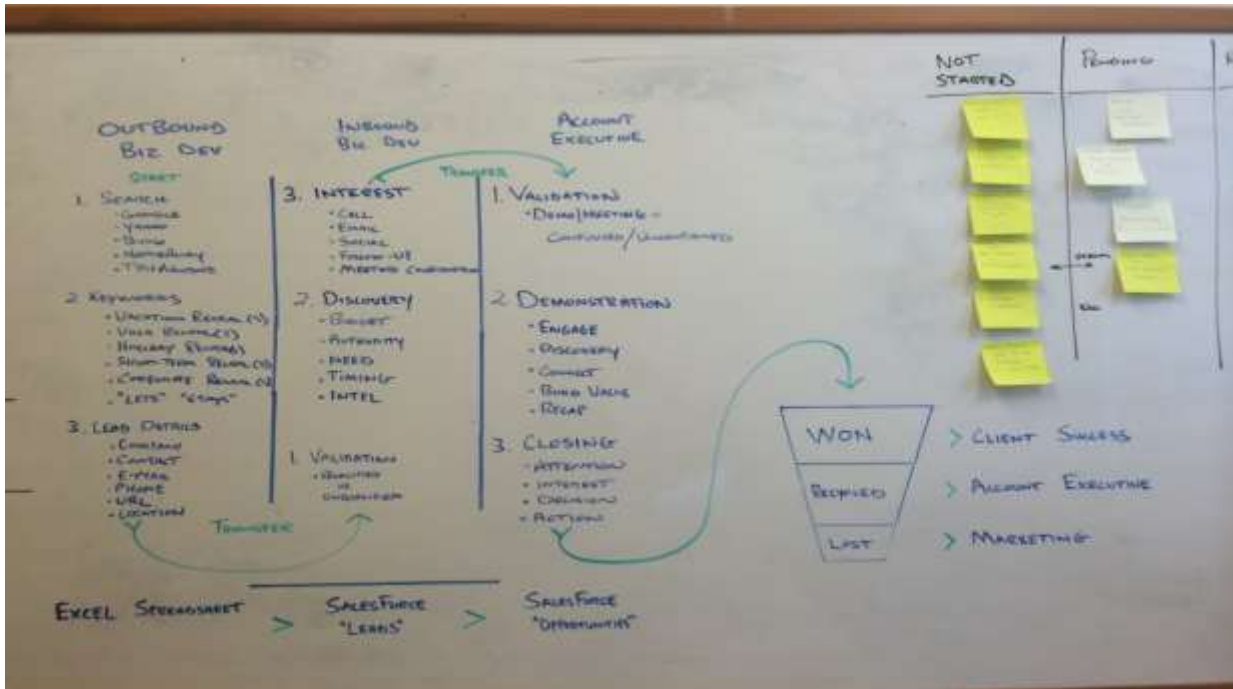
(Represents Minimum Requirement)

Activating customers is the final and most important objective along the chain of your team. You have earned this position because you have excelled at every position along the way. Being the best doesn't happen overnight. It takes practice and commitment. Remember when you win, everybody wins.

Training for Success! Modules: 1 - 13, 15 - 17, and 19 – 22.

[THE GENERAL COMPENSATION, INCENTIVE STRATEGY, AND SALES OP VALIDATION PROCESS INFO INSERTS HERE TO INCLUDE BUT NOT LIMITED TO, OVERARCHING BONUS STRUCTURE AND VIZIO DIAGRAM]

[MARKETING WILL CREATE VIZIO DIAGRAMS FOR THIS SECTION DETAILING LEAD AUTOMATION VIA SALESFORCE, MARKETO, AND RING-DNA]



Part Two: Sales Training Modules & Workshops

Module 1: The Anatomy of B2B Social Selling

Purpose

The world of sales is changing. The future of sales requires more than simply calling and emailing prospects. Social selling with prospects is becoming the new proverbial three legged stool for sales success. You'll need all three legs to stand because we don't have a choice on whether we DO social media anymore; the question is *how well we do it*.

In this module we discuss the proven engagement and communications strategies which balance your armamentarium.

By having multiple communication funnels (social channels) when prospecting into new accounts, you're maximizing your potential for connecting with decision makers in a meaningful, non-abrasive way. By creating your own *social brand* as a **sales professional**, you're providing prospects with an opportunity to communicate outside the monotony of traditional email communication; a strategy which grants you the ability to be more than a signature and an email address.



Call: Engage. Speak Clearly. Enunciate. Articulate. Connect emotionally. Connect the dots. Perception is reality "most of the time". **Build Value!**

Email: Less is more. "If I had more time I would have written a shorter letter." Be precise. Be organized. Be prompt. Follow-up. Always close the loop. **Build value!**

Social: Share knowledge. Be unforgettable. Maximize exposure. Build your brand. Stay connected. **Build value!**

"Don't sell me something...Solve me something." Matthew Hoffman

The Social Buying Process

Anyone who buys anything goes through a series of stages before making a purchase. Understanding this is the first step toward becoming a successful salesperson. This series of stages is called the Buying Process.

“The most successful Kigo Salespeople understand the Buying Process and the importance of helping prospects move through it.” Jack Webber

Let’s look at how the Social Buying Process for SaaS works:

A birthday reminder on LinkedIn prompts to you engage a prospect. He/She appreciates your act of goodwill and freely elects to learn more about you/company/product. From this, an awareness of a particular need (or needs) can be established as he/she begins to start moving through the 5 Stages of Becoming an Advocate—a dedicated repeat buyer who speaks highly of the product to others.

Here are the stages in the Buying Process:

- Awareness of a particular need or needs
- Interest in satisfying the need(s)
- Preference of one product over other similar products
- Trial use of the product
- Commitment to buy the product
- Advocacy of the product

Note that a prospect may move very quickly through each stage in the Buying Process (especially when guided by a skilled salesperson), but no stage can be skipped.

Three Conditions of Need

Whatever the size or value of the product purchased, the reason for buying it comes down to one thing—need. And there are three conditions that cause people to buy or to perceive the need to buy. These conditions of need apply regardless of the product being offered. The three conditions of need are:

Dissatisfaction with current situation: If a prospect is dissatisfied with his/her current situation, he/she’s not happy. This is the easiest condition of need to sell to—if you can offer a solution to the problem, you can close the sale.

An opportunity to improve current situation: When this condition of need exists, the prospect is relatively satisfied, but wouldn’t mind being even more satisfied.

Perceived deterioration in current situation: In this case, the prospect is in a good situation right now, but has reason to believe that his/her situation may deteriorate. Sometimes the prospect is in a good situation right now and doesn’t perceive any risk of deterioration to that situation. This is the most challenging condition of need to sell to because the prospect does not perceive that a need exists.

Next Step: Workshop 1-1: The Social Buying Process Workshop 1-2: Three Conditions of Need

Module 2: Short-Term Rental Prospecting & Lead Validation Strategy

Purpose

After completing this module you will have a better understanding of:

- Scrutinizing Website Quality
- Analyzing Booking Capabilities
- Recognizing Business Types
- Identifying Competitor Software

Qualifying Opportunities for Outbound Targeting

- Website Quality?
- Mobile Responsive?
- Professional Updated Design?
- Search Display Options?
- Real-time Availability/Rates?
- CMS?
- Listing Quality?

Booking Engine / Online Availability?

- Integrated w/ Website?
- iFrame?
- Reservation Request vs Book Online?
- Pop-Up / Secondary Booking Screen?

What Type of Business?

- RBO (Rental By Owner)?
- PMC/VRM (Property/Vacation MGMT Co)?
- AGENCY (Tour Operator / 3rd Party Booking)?
- Marketplace (Syndication Website)?

Do They Have VRM Software?

- Check the footer of website.
- Check whois.domain records.
- Check Property/Booking URL.
- Check bottom left corner for relayed server information when performing search/booking.



Module 3: The Pathway to Success

Purpose

After completing this module you will have a better understanding of:

- The Sales Funnel.
- What it Means to Manage the Sales Funnel.
- How to Keep Your Sales Funnel full.
- How to Avoid contributing to Churn.

The Sales Funnel

What do the stages of the Buying Process mean for you as a savvy member of the Kigo Sales Team? Any sales universe contains the following groups of business:

- **Suspects** are businesses you suspect may be potential customers for your product or service, but may not be aware of the Company, your product, or you.
- **Prospects** are businesses that should be using your product because they have a need for it. They are aware of your company, your product, and you because you've made a sales call to them. This group includes inactive buyers—accounts that used our product in the past, but stopped using it at some point.
- **Customers** may be in the trial stage of the Buying Process (for example, they use the product inconsistently) or they may have moved to the commitment stage of the Buying Process.
- **Advocates** are customers who refer you to new prospects or write letters of praise – great user reviews. In addition, these customers feel they must continue to use your product or they may experience a significant decline in business. They are real and true believers!



Note that the funnel is wider at the top and narrower at the bottom—there will always be more prospects than customers, and more customers than advocates. This is true in any sales environment. **Successful salespeople understand** that customers fall out of the funnel due to their rental business closing, management changes, etc. They know **that consistently moving new prospects into the funnel is the best way to make new sales and to replace lost customers.**

Time also plays an important part in managing your Sales Funnel. The more skilled you are at guiding prospects through the stages of the Buying Process, the more quickly you'll close each sale. And then, the faster you close sales, the sooner you will increase your rewards and self-satisfaction

The Pathway to Success Starts with You!

Think about it this way:

- **Suspects** are outside the top of the funnel. They're *waiting for an action on your part*, which can be as simple as making the suspect aware of Kigo and our all-in-one product.
- **Prospects** move into the funnel *as you create or confirm awareness of need(s) and as you develop interest in satisfying the need(s)* and interest in our product.
- **Customers** are those businesses *you have motivated, inspired, enthused, encouraged, aroused and excited* to try and commit to the product.
- **Advocates** are an extension of *your sales effort*. They believe *in you* and the product and have *agreed to your invitation* to tell others in the marketplace how they feel.

Remember this. YOU are the Sales Funnel; it's all about you!



Next Step:

Workshop 3-1: Every Sale Ends with a New Lead

Workshop 3-2: Building Awareness

Workshop 3-3: Identifying Industry-Related Activities

Module 4: The Art of Communication

Purpose

Excellent communication skills are essential to your success at Kigo. After completing this module, you will have a better understanding of:

- How to communicate effectively
- How to be a better listener
- How to build rapport

Introduction

The difficulty with communication lies in the fact that most people assume they know how to communicate because they know how to talk. The most successful Kigo Sales staff – and all other staff throughout our organization for that matter – knows that communication is much more than talking. It also involves active listening, and demonstrating empathy and affinity.

Listening

For professional salespeople, listening is 80% of the job. Effective listening enables us to discover the property manager’s needs and his/her goals for the business. Why aren’t we better listeners? While this varies with the individual, below are some typical barriers to effective listening. *Which ones affect you?*

- Disorderly environment
- Personal problems
- Fatigue
- Distractions
- Impulsiveness
- Intolerance
- Emotional words

Although listening is a key skill, most of us have not learned how to be active listeners. The chart below demonstrates the order in which four forms of communication are used and the order in which they are taught.



	Listening	Speaking	Reading	Writing
Learned	1st	2nd	3rd	4th
Used	Most @ 45%	Next Most @ 30%	Next Least @ 19%	Least @ 6%
Taught	Least	Next Least	Next Most	Most

Interesting isn't it. The most necessary communication skill is the least taught. Read the workshop on the next page and decide which tips for better listening you can work on to improve your own listening skills. Practice with your family and friends. Above average listening skills pay off in more places than just on the job.

Keys to Listening Effectiveness

1. Prepare in advance: Review everything you will need during the call including their current website and properties, and notes from a prior call. Have all these items on hand when you talk with the prospect.
2. Limit distractions: Ask the prospect if this is a convenient time to talk.
3. Increase your attention span: React in your own mind to everything the speaker says.
4. Think like the prospect: Put yourself in the other person's position to better understand that person's point of view. Empathy!
5. Limit your own talking: Limit your speaking time during the sales call to 20 percent.
6. Listen for feelings and ideas: Remember that how words are spoken convey most of their meaning.
7. Don't jump to conclusions: Don't assume you know what the other person is going to say next.
8. Don't dismiss the speaker's ideas: If you don't agree with the individual, try to understand why... instead of tuning them out.
9. Concentrate: Pause for two seconds at the end of the speaker's statement.
10. Don't interrupt: Always let the speaker finish before you begin speaking.
11. Take notes: If the VRM touches on an area you'd like to discuss further, jot down a few key words and come back to that topic when the speaker finishes. Don't interrupt the speaker.
12. Ask questions: Use questions to clarify areas that are unclear to you.
13. Listen reflectively: Use "yes," "I see," "makes sense," or other expressions to let the VRM know that you're listening. In person, nonverbal cues like a nod or a smile lets the speaker know that you're listening.
14. In person, look for nonverbal clues: Listen "between the lines" for meaning.
15. Repeat and verify: Use paraphrasing to be sure you understand the other person's thoughts or ideas.
16. Practice: Refine your listening skills at all times.

Listening is not just understanding the words in the question being asked.



Listening is understanding why the rental manager asked the question in the first place.

Building Rapport

Communication, both listening and speaking, is facilitated when the parties involved have some affinity (liking, attraction, empathy) for one another. A lack of affinity rapidly decreases the level of communication. As a professional salesperson, you must have and show your positive feeling toward and interest in the other person and/or his/her situation.

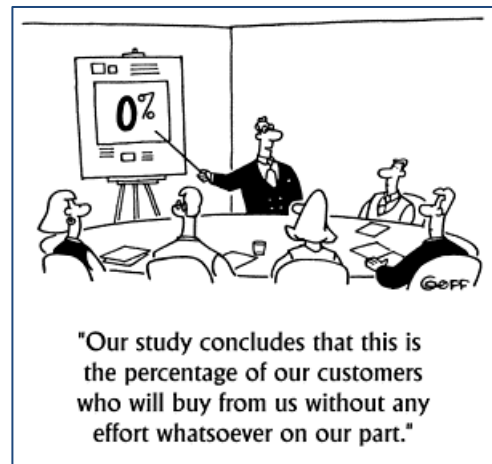
Show empathy

If a prospect explains that he/she is having a difficult time with marketing distribution for example, don't just jump in and say, "We can get you hooked up with FlipKey and HomeAway – no sweat!" Instead, let him/her know you appreciate the situation and know of several other customers in similar situations; then explain how we might help.

Example

"Jane, I understand your concern. This is probably the most frequent issue I hear about from the short term rental managers I speak with every day. (Pause...) But you know what? Over time these clients find our Channel Manager is fast and easy to use. And, what I also hear is that the property manager wants to be in complete control of their inventory. Is this you, too? (Pause for their answer.) With our channel manager you ARE in complete control. Booked pretty solid? Put in blackouts and go light. Need guests? Then use the Channel manager to easily push inventory to the right channels in real time."

Make sense? It is important to show that your interest in the prospect goes beyond the dollar sign and that you are a know-it-all with a canned response. Until you get the "It's time to close this one" signal, show oodles of empathy. The VRM must feel that communicating with you is a win-win proposition and you are really listening and understanding their problems.



Bonus Tips

- Tailor your presentation and/or conversation to the prospect's interests. We all like talking to those who show an interest in us.
- Keep the prospect engaged in dialogue by asking questions. Avoid doing most of the talking. Asking questions shows your interest in the prospect.
- Use visual terms to help the prospect imagine specific benefits the recommended program will provide him/her.
- Watch your tone. Often it's not what you say, but how you say it. A friendly, understanding tone of voice encourages the prospect to speak freely.
- Never become defensive or confrontational which can cause the prospect to conclude that you have no affinity with him/her or his/her situation. Allow the prospect to express his/her thoughts freely without being judgmental.

Next Step:

Workshop 4-1: Keys to Listening Effectiveness

Module 5: Pre-Call Game Plan

Purpose

This module highlights what you should do before you make the sales call. After completing this module, you will have a better understanding of:

- The steps involved in pre-call planning
- How to set effective call objectives

Introduction

Successful members of the Kigo Sales Team know the importance of preparing for each call he/she makes. If you don't put thought into a call, how do you know what you want to accomplish?

Knowing ahead of time what you want to accomplish during a particular call increases the chances that you will accomplish your goal.



Steps to Planning

Pre-call planning involves:

- Identifying the prospect/customer
- Reviewing the contact history in Salesforce
- Knowing where each account advertises
- Setting call objectives
 - Primary
 - Secondary

Identifying the Prospect or Customer

Look at your account list—which customers and

prospects will you call on this week? Do you have appointments set up? How many emails have you had replies to? How effective are your social engagement activities? Your “connection” activities?

To plan an effective call for each target:

- Determine the software he/she is using.
- Determine whether the target is an Agency, Broker, Vacation Rental Manager, etc.
- Think about trends and events that are affecting his/her business.
- Plan your opening, questions, and presentation.
- Recognize that learning more about your customers, prospects, and the industry enables you to do a better job of planning each sales call.
- Use each sales call as an opportunity to learn more about each prospect and customer.

Setting Call Objectives

Setting a primary and secondary call objective for every call you make is vital to your success – these are your goals for your call. Are you selling a specific feature and benefit? Is this a Free Trial call? Is it a specific follow-up on a previous question or pain point? An upsell? Remember this! Every call is a sales call. If you cannot accomplish your primary objective, your secondary objective should be to move the prospect further in the Buying Process. This is the minimum you want to achieve.

Starting the Conversation

- How do you manage your business today?
- How many properties do you currently manage?
- What issues are you looking to solve?
- Do you currently use a vacation rental software platform?

Typical Pain Points

- Operational, marketing, accounting and maintenance functions are fragmented due to use of multiple applications.
- Current systems provide little visibility into revenue, leads, cost centers or booking insight.
- Website CMS is difficult to manage and not mobile-friendly.
- Process for keeping listings and booking calendars up-to-date through multiple demand channels is time consuming, manual and repetitive.
- No ability to consolidate all lead correspondence into one efficient source with option to set automated smart responses

Discovery / Qualifying Questions

- What prompted you to search for a new solution?
- How are you currently managing and maintaining your marketing website?
- How many language capabilities does it have?
- Do you need multiple currency support?
- Do you have an integrated booking engine?
- How often do your inventory listings need to be updated? And on how many listing sites?
- What process do you have in place for turnovers?
- How do you track booking nights, booking revenue and cost centers?
- What communication tools do you use for staying in touch with inventory owners?
- What tools do you use for staying in touch with vendors? Staff?
- Does your current system have function-based permission capabilities?
- If you have agents, how do you track their bookings?
- How do you manage tax payments and fee collection? Or invoices?
- What is your current process for managing cleaning and maintenance tasks?



Module 6: The Telesales Process

Purpose

This module gives an overview of the steps that comprise the Kigo Telesales Process. After completing this module, you will have a better understanding of:

- The essentials of telesales
- How to use the steps in the Telesales Process to close more sales
- That telesales is just another word for sales

Telesales Essentials

Successful salespeople understand that selling is a process that involves these four essentials:

1. Creating interest in the mind of the prospect so that he/she agrees to give you time to talk and discuss your ideas
2. Establishing the prospect's need(s) and gaining the prospect's agreement to those need(s)
3. Satisfying the prospect's need(s) by providing a reasonable solution
4. Asking for the sale

Steps in the Process

The Telesales Process involves eight steps. Each of the steps provides a foundation for the next step until the sale is closed. Together they form a logical progression.

The steps in the Telesales Process:

1. Opening the Call
2. Questioning
3. Paraphrasing
4. The Sales Message
5. Trial Close/Recommendation
6. Closing
7. Handling Objections
8. Wrapping Up the Sale

For those of you who are new to selling, please note that while subtle in some cases, each step is important; each step makes it easier to stay in control of the sales call and close the sale.

For those of you who are experienced in selling, please consider this section with an open mind. In other words, please be open to a refresher on some time-tested Kigo ideas.

- *What ideas are different from what you do now?*
- *What could you change about your current selling habits to close more sales more often?*



Module 7: Opening the Call



Purpose

Because opening the call is the most important part of your presentation, this module focuses on helping you develop effective openings. After completing this module, you will have a better understanding of:

- The parts of an effective opening
- Three types of interest-creating statements
- Questions to ask to get the prospect involved early in the call

As a Kigo Sales Professional, you must identify each prospect's specific needs, convince the prospect to do something (sometimes proactively) to address those needs, and show him/her how our all-in-one software and support satisfies those needs.

Introduction

“You never get a second chance to make a good first impression.”

Psychologists suggest that prospects can unconsciously decide not to do business with you within the first 15-20 seconds of speaking to you.

1. Establish Instant Rapport

- The most important aspect of our RealPage and Kigo enterprise is building integrity-based relationships. Telesales people are not afforded the luxury of time – first impressions are vital. What type of initial connection do you create with your audience? Are you a social stalker? Do you nag clients, customers, or prospects when an email or phone call goes unreturned?

- Remember, perception is reality. Your actions as a sales professional, and those of your team, are a reflection of your product or service in the mind of your audience. It is critical to have them at, “Hello.”

2. Pitch Perfect

- Telesales people who incorrectly pronounce your name (or use an inaccurate name), read from a script, or who exhibit poor listening skills fail miserably.
- When pitching, pretend you are being paid by the word and your client has a limited budget. It’s superfluous to ask, “How are you doing today?” A successful pitch must clearly articulate your value proposition and key differentiators.
- Lack of research, stiff language, focusing on you rather than on your audience – these are a few common errors that will earn a quick and certain rejection from your client.

3. Be Timely and Targeted

- Why do telemarketers call during the dinner hour, on the weekend, or late at night? Because they know we are home.
- Attempting to communicate with your audience without first developing an approach strategy is analogous to a telemarketer calling during lunchtime – the chances of connecting are very, very low.
- Hit your mark. Conduct a little preemptive competitive intelligence. Become a social sleuth and leverage your client’s social networks to build an authentic snapshot of your target.
- Don’t forget – it’s crucial to listen before you engage. Use social signals as your cue to start any beneficial sales conversation.

4. Avoid Stereotypes

- Rude. Uncaring. One-sided conversationalist. Refuses to listen. These are the worst qualities of ...wait for it... sales professionals.
- In your quest to “make a connection,” did your aggressiveness, zeal, and singular focus somehow morph into a – gasp – stereotypical telemarketer? “But I get results for my client,” you say. Sure. But you may also get something worse – a disingenuous reputation.
- Like lost sleep, lost integrity is difficult to recover.

5. Smile and Redial

- The average telemarketing campaign requires lots of calls to achieve an opportunity. That’s a lot of hang-ups, ignored calls, and “not interested today” reactions from the person on the other end. *Smile and redial.*
- Top Kigo sales pros do not take setbacks personally. They expect to win and learn from failing. Following any disappointment, it’s best to reevaluate your planning, your preparation, and your execution. Focus on the variables that you *can* control. Keep in mind that there are other targets, other clients to win, more relationships to build.
- Simply smile and redial – all of those achievements could be a mere phone call away. 😊

What are some of your thoughts about improving Kigo Telesales best practices based on your experience? Please share with the team.

Parts of an Effective Opening

An effective opening to a sales call includes four steps:

1. Extend a greeting to the prospect and introduce yourself and your company
2. Get the prospect's attention
3. Create interest in the mind of the prospect
4. Ask a question to get the prospect involved

Types of Interest Statements

This section discusses three types of interest statements:

- Benefit
- Pain or loss avoidance
- Combination of benefit with pain or loss avoidance

Ask a Question

...to get the prospect involved



It is very important to get the prospect involved early on in the conversation.

If you can get the prospect talking about his/her business, you greatly improve your chances of keeping him/her on the phone.

The question you ask to get the prospect involved must:

- Be simple
- Be business related
- Not invite a negative response

Next Step:

[Workshop 7-1: Your Current Opening](#)

[Workshop 7-2: Creating Interest Statements](#)

[Workshop 7-3: Opening the Sales Call](#)

Module 8: Questioning

Purpose

After completing this module, you will have a better understanding of:

- The importance of questioning
- How to develop effective questions
- What types of questions to use and when

Why Ask Questions?

Effective Kigo Sales Team members ask questions to uncover information before attempting to close the sale. It is easier to close the sale when you tailor your presentation to the prospect's specific situation, needs, wants, and interests. *Duh!*

If you simply launch into a general listing of what your product offers, you are likely to miss the points that are important to this prospect. That's the information that is proven to be able to help you close the sale *or keep the sale.*

In general, we know our prospect's need; they want to do one or more of the following:

- Get more bookings
- Make more money
- Save time with operations
- Make more money
- Reduce costs and complexity of running their business
- Make more money

What we don't know are the "hot buttons" that will *move* a particular prospect to action.

Questions help you learn about the prospect, and his/her business. The information you gain from asking the right questions enables you to provide appropriate features and benefits and to make the best recommendation for each prospect.

How to Develop Questions

Keep in mind that you want to discover which of the **three conditions of need** will motivate a particular prospect to buy:

- Dissatisfaction with their current situation
- Awareness of an opportunity to improve their current situation
- Perception of a risk to or deterioration in their current situation

Exploit your knowledge of the prospect's current situation to develop effective questions!

Using a combination of open-ended and closed-ended questions enables you to generate a dialogue with the prospect.

Closed-Ended Questions

Ask closed-ended questions to verify facts. Closed-ended questions are usually answered with a one or two word answer: yes, no, a number, date, price, etc. Asking closed-ended questions enables you to obtain objective (factual) information.



Closed-ended questions usually begin with:

- **Is**
- **When**
- **Do**
- **Where**
- **Has/Have**
- **Who**
- **Will**
- **Which**
- **Can**
- **How many**

Examples:

“I noticed you are not using HomeAway anymore. **When** did your stop?”

“**Which** channels do you currently advertise with?”

“**How many** different countries do you usually get guests from?”

Closed-ended questions are useful in the following situations:

- To clarify a point: “Is that what you meant?”
- To check for understanding: “Does that make sense?”
- To confirm agreement: “Attracting guests during off season is important to you, isn’t it?”
- To qualify the account: “Who, in addition to you, helps make the software decisions?”

Open-Ended Questions

Open-ended questions help you build rapport with the prospect by encouraging the prospect to talk about his/her business. Listening to the prospect’s responses to open-ended questions enables you to identify his/her specific needs or concerns. Open-ended questions usually begin with:

- **What**
- **How**
- **Tell me**

Examples

“**What** do you like most about your current software?”

“**What** would make your current software more effective?”

“**How** do you differentiate your business from your competitors?”

“**Tell me** about your decision to use FlipKey and TripAdvisor?”

Open-ended questions are useful in the following situations:

- To build rapport: “How did you get involved in this business?”
- To establish need: “What one thing would you like to change in your software?”
- To gain more info: “What other objectives do you have for your distribution program?”

Create a Dialogue

An effective, enjoyable conversation – a dialogue – mixes open-ended and closed-ended questions. You may find that it is easy to start a conversation with a closed-ended question; and then you use open-ended questions to gain more insight into this prospect's particular ideas and attitudes.

Examples

- Closed-ended: "How long have you been in the short-term rental business, Jim?"
- Open-ended: "What have your biggest challenges been so far, Sarah?"
- Open-ended: "So Pat – how have you responded to those challenges?"



More Listening Tips

Asking questions is useless if you do not listen to the answers and actively think about how those answers will affect your sales presentation.

- Think about the questions you will ask before you pick up the phone.
- Try to anticipate the prospect's responses to your questions.
- Ask questions in logical order beginning with the broad and narrowing down to specifics.
 - Closed-ended: "How long have you been in this business?"
 - Open-ended: "What have been your biggest challenges so far?"
- Be careful about asking "Why?" as this tends to put people on the defensive. Asking someone, "Why did you do that?" can sound accusatory. Instead, try saying "Tell me more about that."
- Consider using "feel" versus "think." It's often easier for people to verbalize how they feel versus what they think about something. For example, try asking, "How do you feel about using TripAdvisor to promote your listings?" instead of, "What do you think about TripAdvisor?"
- Avoid asking questions that have an obvious answer, such as, "You do want more bookings to come in, don't you?" These kinds of questions sound patronizing and can cause the prospect to clam up or become irritable.

Next Step:

Workshop 8-1: Developing Questions

Module 9: Paraphrasing

Purpose

After completing this module, you will have a better understanding of how to:

- Use paraphrasing to gain the prospect's agreement to his/her needs



Introduction

As you gather information, you become aware of the prospect's need(s). It may also be clear to you that the prospect agrees that he/she has a need or “pain.” If that is the case, it is not necessary to take additional steps to identify the need for the prospect.

- It is more likely that while you are aware of the prospect's needs, the prospect hasn't reached the same conclusion. In that case, your job is to help the prospect become aware of the need(s).
- Remember, if the prospect does not recognize the need(s), there is no sale.
- Thus, paraphrasing is a tool you can use to ensure that the prospect's need(s) are clear to both you and the prospect.
- Paraphrasing means restating the prospect's needs in your own words and asking for agreement.
- The purpose of paraphrasing is to ensure that the prospect understands and agrees to the need.

NOTE: Paraphrasing is not simply “parroting”—repeating exactly what the prospect said.

Example: The prospect says, “Business is slow so we have to cut back on our marketing efforts.” Do not say, “So you're saying business is slow and you have to cut back on your marketing efforts?” (Sounds silly, doesn't it?) Instead, what you want to do is paraphrase what the prospect said in such a way as to identify a need your product can satisfy.

Example: The prospect says, “Business is slow so we have to cut back on our marketing efforts.” The savvy Sales Rep paraphrases, “If I understand you right, what you need now is cost-effective marketing that produces tangible results. Is that right?”

If the prospect replies positively, great! If what you paraphrased was not what the prospect meant, he/she will correct you and you can go from there.

When paraphrasing, be very careful to not paraphrase to the benefit of the competition.

This is most likely to happen when the prospect tells us how satisfied he/she is with the current provider. For example, if the prospect says: "I'm happy with my current software." ...The poor sales rep would say: "So your current software is working great for you, is that right?"



The above telesales genius (not!) just reinforced that the prospect is satisfied with his/her current situation. And, as a result, this VRM will not see a need to make any kind of change. In other words, this salesperson has just made it more difficult to close this sale. So what

do you say when the prospect says: "I'm happy with my current software." The savvy telesales person would find another way to paraphrase the VRM's statement to create a need our product can satisfy.

Prospect: *"I'm satisfied with my current software program."*

Savvy Rep: *"It's important to you to hold a competitive advantage in today's market, isn't it Jim?"*

After gaining the prospect's agreement, this savvy Sales Rep can begin discussing our unique factors and how they can help the prospect maintain a competitive advantage. Here are some simple phrases you can use to begin a paraphrased statement and questions you can ask to get agreement:

- "So, you're really looking for _____. Is that right?"
- "It sounds like _____. Make sense?"
- "If I understand correctly, what you want is _____. Do I understand what you are looking for?"

Transition Statement

As you move from gathering information and paraphrasing, don't just start talking about our product. Use a transition statement to let the prospect know where you are going next.

Example:

- Savvy Sales Rep: "Mary – based on what you've told me, I'm confident my ideas will work for you. Let's review them now..."
- Prospect: "Great."

Next Step:

[Workshop 9-1: Paraphrasing/Gaining Agreement](#)

[Workshop 9-2: Transition Statement](#)

Module 10: The Sales Message

Purpose

If you were effective in questioning and paraphrasing, you now have a good understanding of the prospect's situation and are ready to deliver the sales message. After completing this module, you'll have a better understanding of:

- What is a feature
- What is a benefit
- How to layer features and benefits
- How to use ultimate benefits
- How to use tie-down questions

Company, Product Story

At times it is necessary to tell the Company and Product story to ensure that the each and every one of our prospects understands the value we bring to his/her business. This is especially important when the prospect isn't familiar with Kigo, our products and services. Example at right:

The next step is to present the features and benefits that address this prospect's specific needs and concerns. Avoid the temptation to simply present a "laundry list" of features and benefits that are not important to the prospect.

Ultimate Benefits

Classically, there are two types of ultimate benefits: those that benefit the prospect as a representative of the company and those that benefit the individual doing the buying.

In our industry, sometimes this can be confusing as you are often talking with the owner of the short-term rental business in their role as general manager of the company. Still, your sales message will be more effective when it includes both—ultimate benefits to the company and ultimate benefits to the individual.

Value Proposition

Kigo provides vacation rental property managers with a web-based, integrated property management software solution designed to maximize revenue, enhance productivity and reduce costs.

- **Short Implementation Timeline:** User friendly and intuitive vacation rental management software, with less than 30 day onboarding process and self-provisioning platform.
- **Streamline Processes:** With the back office application, Kigo will automate recurring and time-consuming tasks such as reservation correspondence or monthly owner statements.
- **Brand Management:** Distinguish your online presence from your competition with Kigo's Mobile Responsive website technology fully integrated with WordPress.
- **Increase Productivity:** A mobile responsive back-office allows you to manage your business on-the-go, from any device, anywhere you have a mobile or internet connection.
- **Marketing:** Increase quality demand through integrated channels such as HomeAway, TripAdvisor, Booking.com, and many more.
- **Scalable:** Set up unlimited properties and unlimited users as needed without your base fee increasing.

Ultimate Benefits to Company Representative

- Saves, makes money
- Saves, makes better use of time
- Makes job easier, product better
- Improves health, reduces stress

Ultimate Benefits to Individual

- Recognition
- Achievement
- Security
- Personal profit



Identifying Ultimate Benefits

The more skilled you become at asking questions and listening to the responses, the better equipped you will be to make an effective sales presentation. Only when you understand each prospect's specific hot buttons – what will motivate him/her to buy – can you provide appropriate features and benefits.

Whatever the prospect's motive(s), the fact is that **benefits are what sell the prospect on your product**. For this reason, it is the benefits that you must stress in the Sales Message.

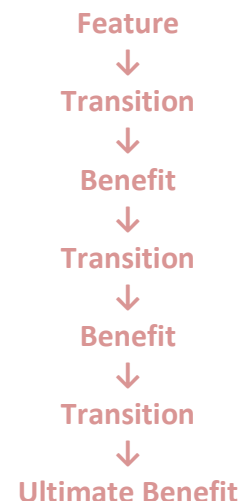
Layering Features to Ultimate Benefits

Many telesales folks make the mistake of presenting too many features and too few benefits. Please note that benefit statements and an ultimate benefit should support each feature that you present. This definitive and proven technique is called "layering features and benefits."

Formula for Layering Features and Benefits: Since most of your prospects will not say "So what?" each time you make a statement about the product, you must become skilled at describing how the product benefits satisfy each prospect's specific needs. Every benefit you provide must match the feature you've presented.



Use the following formula to layer each feature to an ultimate benefit when you are making your sales presentation:



Tie-Down Question

It is important to keep your prospect involved in this part of your sales call and to avoid doing all of the talking. Asking **tie-down questions** throughout the features and benefits presentation keeps the prospect engaged in a dialogue.

A tie-down question asks the prospect to agree to each feature and benefit statement. In addition to keeping the prospect's attention, it also enables you to gain the prospect's agreement that you have satisfied a specific need. Tie-down questions sound like this...

- "Make sense?"
- "And that's a nice feature, isn't it?"
- "I'm sure you can see how that would work for you, right?"
- "That's powerful, isn't it?"
- "Do we have an agreement?"
- "You feel that way too, don't you?"
- "Does this help?"
- "Can we get this started for you?"
- "Wouldn't you?"
- "And who wouldn't want that?"
- "Isn't that right?"
- "You'd have to agree with that, wouldn't you?"
- "That's what you want to hear, isn't it?"
- "Understand?"
- "You're with me on this, right?"
- "I can't think of a better way, can you?"
- "Right?"
- "Agreed?"
- "Sound reasonable?"
- "Got it?"
- "Are you with me?"
- "Do you see what I mean?"
- "Good solution, right?"

You may encounter numerous scenarios when faced with developing the sales message. Because each prospect is different, each presentation must be different. The more you tailor the presentation to the needs and wants of each prospect, the better your opportunity to close each sale.

Next Step:

Workshop 10-1: Company, Product Value Statement

Workshop 10-2: "So What?"

Workshop 10-3: Layering Features and Benefits

Module 11: Trial Close, Recommendation

Purpose

After completing this module, you will have a better understanding of:

- How to use the trial close to “test the waters”
- How to recognize buying signals
- How to deliver a powerful recommendation

Trial Close

Once you’ve addressed needs with appropriate features and benefits, it’s time to trial close. This helps you determine how receptive the prospect is to your ideas, but does not ask for a commitment.

A trial close asks for an opinion while a close asks for a decision or commitment. The prospect may respond to the trial close with objections or questions about something you’ve said, or he/she may give a buying signal.

Use features and benefits to lead into your trial close. Summarize one or two key benefits. Then ask for your prospect’s opinion to find out how he or she feels about what you’ve discussed.

Examples:

“What do you think about this idea?”

“How do you feel about what we’ve discussed?”

Silence is Golden

Once you ask the trial close question, pause and give the prospect a chance to think and reply. It’s ok to force uncomfortable silence. At this point...

Silence is golden!

Buying Signals

Buying signals indicate the prospect’s interest in your presentation, verbal or nonverbal.

Nonverbal buying signals include tone of voice and enthusiasm level.

Verbal buying signals include questions or positive responses, like...

- “What’s involved in getting started?”
- “Interesting, tell me more...”
- “Sounds good. How long does it take to learn?”
- “Can it also do this and do that?”
- “Is that your best price?”



Recommendation

Once you hear or see a buying signal, make your recommendation and close as quickly as possible. The recommendation is simply the solution that you think will work best for this prospect. Like the features and benefits presentation, the recommendation must match this prospect's situation.

Planning an Effective Recommendation

In order to plan an effective recommendation, you must understand the prospect's current business situation and the goals he/she has for his/her business. In other words, you must understand the prospect's needs, and your recommendation must satisfy those needs. What makes a good recommendation? We always recommend our Free Trial. Never undersell the prospect and ensure that this recommendation is tied into meeting or exceeding the prospect's expectations.

Making the Recommendation

Remember: When making recommendations always present Kigo's benefits before mentioning the Free Trial. This enables the prospects to clearly see "What's in it for me?" instead of thinking of your recommendation as another cost in time or energy. Note that the recommendation is a feature that must be layered to an ultimate benefit:

1. **Trial Close Recommendation**
2. **Transition**
3. **Benefit**
4. **Transition**
5. **Benefit**
6. **Transition**
7. **Ultimate Benefit**
8. **Tie-Down Question**

Example

Kigo Sales Rep asks trial close question: "How does what we've talked about sound so far?"

Prospect gives buying signal: "Sounds interesting..."

1. **Kigo Sales Rep provides recommendation:** *"Great, then my recommendation is that you try our Free Trial. It is absolutely free and with no obligation to move forward after the trial period."*
2. **Transition:** *The free trial will*
3. **Benefit:** *enable you to get a good feel for Kigo's capabilities without a major investment of any kind.*
4. **Transition:** *What that means to you is,*
5. **Benefit:** *you will get to see the kind of time you will save using an all-in-one software system.*
6. **Transition:** *Ultimately,*
7. **Ultimate Benefit:** *this is going to save you time and make you more money especially via precise channel management we have been discussing.*
8. **Tie-Down Question:** *Saving time and making more money is your top priority, isn't it?"*

Next Step:

Workshop 11-1: Trial Close, Recommendation

Module 12: Closing

Purpose

After completing this module, you will have a better understanding of:

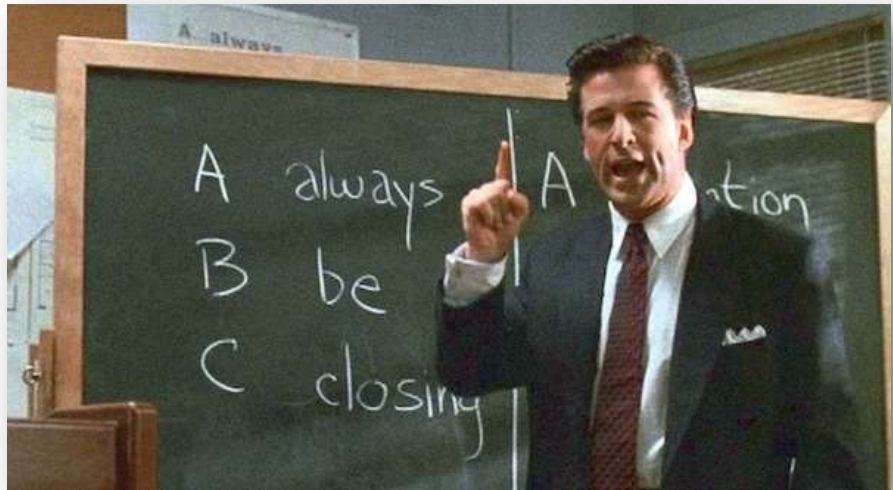
- When to ask for the sale
- Four types of closes

Introduction

After you've delivered the Kigo sales message and your recommendation, and your prospect is giving you buying signals, it's time to close the sale. Closing the sale is simply asking the prospect to buy.

Beware of the classic fear of rejection which is the most challenging part of the Telesales Process for some.

Some Sales Reps think that losing a sale lowers their self-worth. These reps feel that by rejecting the product, the prospect has judged *them* and found *them* lacking. The result? These reps hesitate to ask, **"Do you want to buy?"**



It is impossible to count how many sales are lost because prospects are simply not asked to buy.

As the old saying goes:

You don't get what you don't ask for.

What have you got to lose by not asking for the sale?

- Your amazing career at Kigo, satisfaction and, of course, income.

There are only two rules to follow when closing:

1. Always ask for the order. Remember you always lose 100% of the business you don't ask for.
2. Be quiet once you make the closing statement. Don't lose the sale by not allowing the prospect to respond.

Types of Closes

You know this because you are a buyer, too. Making a decision can be difficult for the prospect. That's why the closes discussed here make the decision to buy easier on the prospect. The VRM is no longer being asked to buy or not to buy, but what or how to buy. The four types of closes are:

1. Assumptive
2. Contained-Choice
3. Negative Is Positive
4. Direct

Assumptive

The assumptive close is the most appropriate close to use when the prospect gives you a number of buying signals. The assumptive close is usually a statement.

Example: "Let's take care of the paperwork today so your free trial can start this weekend. Good?"

Contained-Choice

With the contained-choice close, you offer the prospect two logical options and ask him/her to select one of them. This type of close works best if there are two obvious options available to the Property Manager, the philosophy being that it is easier to say yes to something than it is to say no.

Example: "Would you prefer to sign up today for the free trial, or are you fully onboard and ready to move forward with Kigo today for your short term rental business in Paris?"

Negative Is Positive

A negative is positive close enables you to uncover any hidden objections the prospect may have; it is effective when the prospect gives weak buying signals.

Example: "John – can you see any reason why we shouldn't move forward today?"

Direct

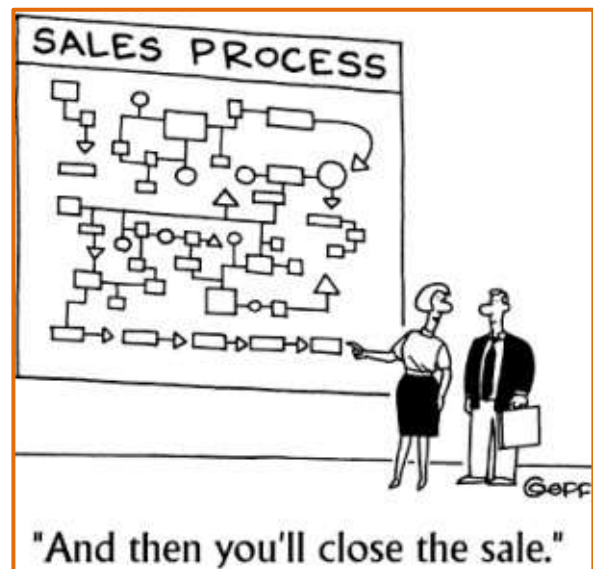
The direct close should be used when none of the other closes is appropriate.

For example, the prospect is not responsive and does not give many buying signals. In this case, you simply come right out and ask for the order.

Example: "Jane – would you like to move forward today with Kigo?"

Next Step:

Workshop 12-1: Closing



Module 13: Handling Objections

Purpose

After completing this module, you will have a better understanding of:

- The underlying reasons why prospects object
- The four categories of objections
- The closed-loop method of handling objections

Introduction

Rarely does a prospect actually say a decisive “No.” when you try to close a sale.

More often the prospect presents an objection, which is simply the stated reason the prospect gives for not wanting to buy. Examples:

“I don’t have the time/money right now.”

“I’m happy with my current situation.”

Even when the prospect says “No,” she often means she has an objection, not that she is definitely not going to buy. You have to ask questions to determine the objection.

Salespeople that experience the greatest success know to expect objections at any point during the sales call. They also know that by handling the objection, the sale is made.



Categories of Objections

Making the decision to buy can be stressful for the prospect. The VRM may be uncertain about whether your recommendation is the right thing to do or the best use of funds. If he/she has any uncertainty, he/she hesitates to buy. Uncertainty may stem from:

- Insufficient information, misunderstanding
- Inability to see sufficient benefit
- A previous bad experience with the product, company
- A work-related distraction that prevents the prospect from making a decision

When a prospect raises an objection, you know that one of these factors is affecting him/her. An objection doesn’t automatically mean that the prospect absolutely doesn’t want our product.

Successful salespeople know that in almost every case, if the true objection is identified and addressed, the sale is made.

Closed-Loop Method of Handling Objections



So how should you handle an objection? You will be able to handle any objection if you use this proven formula:

- Find the real objection
- Express empathy
- Answer the objection
- Trial close
- Close

Find the Real Objection

More often than not, the prospect's first stated objection is not the true objection. There are three ways you can uncover the real objection:

1. Ask a question in response to the objection
2. Paraphrase the objection and ask for the prospect's agreement
3. Repeat the objection as a question

Ask a question in response to the objection: Responding to an objection with a question gets the prospect to explain the objection and to reveal the real objection.

Example Objection: "Not today. Check with me next month."

- You ask: "What is it that's keeping you from moving forward today?"

Occasionally, a prospect simply says "No," without giving a reason. Asking a question such as, "Can you tell me more about that?" is one way to keep the prospect engaged in dialogue and to uncover their real objection.

Paraphrase the objection and ask for the prospect's agreement: Restate the objection in your own words, being careful not to reinforce the objection.

Example Objection: "Not today. Check with me next month."

- You ask: "It sounds as if you're ready to go ahead with my recommendation but something's holding you back today, is that right?"

This question enables you to keep the dialogue open. Ultimately, that makes it more likely that you'll close the sale today. If the prospect says yes, ask a follow-up question such as, "Okay, so can you tell me what's holding you back?"

Remember – saying, "In other words, this is not now the best time for you to make a switch, right?" That reinforces the objection and ends the call. You lose the opportunity to close the sale today.

If the prospect says no to the paraphrased objection, ask a clarifying question.

If the prospect has another objection, use one of the other techniques described here to clarify if it is the real objection.

Repeat the objection as a question: Repeating the prospect's objection as a question then being quiet is another way to keep the dialog open. For example: "Not today. Check with me next month."

- You ask: "Not today...?"

Once you understand your prospect's real concern, you can move forward. Don't be shy about investigating. After all, it's your income at stake and you've already invested considerable time with this prospect.



Bonus Tip: If you're not positive the VRM has given you the real reason he/she has for not buying, don't worry. Address the concern, as you understand it. More than likely the prospect's real objection will emerge when you handle this objection and he/she has to tell you why he/she still doesn't want to buy. And, if the prospect has more than one objection, the others will surface as you follow the steps above. No worries! Continue addressing **one objection at a time**.

Be direct. Do not be afraid to ask, "Tell me...is this the real reason you won't move forward today?"

Next Step:

[Workshop 13-1: Uncover the Real Objection](#)

[Workshop 13-2: Practice Handling Objections](#)

Module 14: Finalizing the Sale, Upselling

Purpose

After completing this module, you will have a better understanding of:

- What to say when finalizing the sale
- How to build advocacy
- How to analyze upsell opportunities and upsell to potential

Finalizing the Sale

Once you've closed the sale, be sure to wrap up the call by following these steps:

- Complete the sale, giving the customer any necessary details.
- Tell the customer how to contact you if he/she has questions.
- Thank the customer for his/her business.
- Reassure the customer that he/she's made a good buying decision
- Let the customer know that Support will be taking over and they are in GREAT hands!

Cover all of these elements with the new customer to reinforce the good buying decision he/she just made and to assist your own time management as you need to focus on Sales – we have an entire team dedicated to supporting and servicing their account.

Upselling Opportunities



CONTACT CENTER

SCREENING

VIRTUAL MAINTENANCE MANAGER

PAYMENTS

RENTERS INSURANCE

REVENUE MANAGEMENT

Next Step:

[Workshop 14-1: Analyze Your Customer Service Skills](#)

Part Three: Training Modules, Knowledge Center and Workshops

Module 15: Kigo/InstaManager Cluster Overview

I. Front End (website)

A. WordPress – most popular website platform in world

1. Content Management System (CMS)
 - i. Extremely easy to use to edit the website
 - ii. Most competitors use a proprietary CMS – clunky and not easy to use
2. Search Engine Optimization (SEO)
 - i. Our sites are developed following the best standards and practices for SEO
 - ii. We have tools that automatically generate the meta data (Google it) for the website and pages. The tools are easy to use for manually editing the meta data.
3. Control - Out Source website development
 - i. We have WordPress plugins and an API that can be used to easily integrate our back office with a site developed by a 3rd party
 - ii. Gives clients the option to develop their own site and still take advantage of our back office
4. Mobile Responsive
 - i. Rather than a separate mobile site, our sites recognize the size of the visitors screen and responds
 - ii. Provides a great user experience for anyone on any device (search and bookings)
5. User Friendly Navigation
6. Online Booking Engine
7. 10+ Themes – optional upgrades available
8. INCLUDED w/ activation – all of our competitors charge for a site
 - i. Staging site provided – this is basically a test site for them to work on before they want to make it live
9. Integration w/ 3rd party services (a.k.a. plugins)
 - i. Social Media
 - ii. Google Adwords
 - iii. Google Analytics
 - iv. Optional upgrades available (live chat, etc)

B. Average traveler asks the PMC 4-6 questions prior to booking

1. The goal of our sites is to present the properties in a way that reduces the number of questions and encourages online bookings without the need for a phone call.

II. Marketing

- A. Distribution Channels (see day 2 notes)
 - 1. HomAway/VRBO/etc
 - 2. TripAdvisor/FlipKey
 - 3. Booking.com
 - 4. Others
- B. iCal Support
 - 1. The ability to sync calendars with listing sites that we are not integrated with (i.e. Airbnb)
- C. Email Marketing
 - 1. Newsletters can be created and sent directly from InstaManager
 - 2. “Tags” can be created to group contacts together. Newsletters can then be sent to contacts with specific tags – this helps our clients target specific contacts for more effective marketing.

III. Back Office

- A. CRM
 - a. Universal Inbox
 - i. Emails can be sent and received through InstaManager
 - ii. Consolidates all communication in one place rather than having emails spread through multiple inboxes
 - b. Lead Insight
 - i. Most advanced CRM in the VR industry
 - ii. Categorizes leads (Hot, warm, cold) to help PM’s prioritize the leads and follow up accordingly
 - iii. Guest and inquiry info from marketing channels are automatically filled in (contact info, property, dates, special requests)
 - c. Smart Response
 - i. If property is available, an automated email will go out with info for the property and a statement.
 - ii. If property is not available, IM will generate a list of similar properties and email them with suggestions.
 - iii. Helps increase conversions (bookings) by increasing initial response time
 - d. Digital Footprint
 - i. Displays all activity for each contact – all bookings (when and where they stayed), emails back and forth, calls, inquiries.
 - e. Inbound/Outbound Calls
 - i. Capture lead info for inbound/outbound calls.
 - ii. Easily and quickly search for available properties, generate a statement, send a follow up email, and schedule a follow up.

- B. Reservation Management
 - a. Tape Chart
 - i. Visual calendar – displays all properties and bookings in an easy to read format
 - ii. Central calendar – all calendars are connected and updated from InstaManager
 - iii. Interactive – view booking details and make new bookings directly from Tape Chart
- C. Maintenance/Work Orders
 - a. Create maintenance and cleaning tasks for specific properties
 - b. Tasks can be assigned to specific staff members – emails will automatically notify them of new tasks and details
 - c. Invoices can be created for specific tasks (will discuss further in accounting session)
- D. Application Programming Interface (API)
 - a. “Open Source” – clients have the ability to develop custom apps or tools and integrate them with InstaManager
 - b. Can be used to share data – contacts, bookings, property info, etc etc.
 - c. We use our API to integrate with our channel partners (HomeAway, FlipKey, etc)

IV. Pricing Plans

- A. Standard
 - a. Includes ~95% of our features
 - b. Includes 1 website, 1 language, 1 currency
 - c. Not based on # of properties or users – can have an unlimited # of both
 - d. \$1 to sign up
 - e. \$99 per month + .8% or .4% of total bookings
 - i. \$149 minimum transaction fee
- B. Pro Plan
 - a. Includes an unlimited # of websites in an unlimited # of languages
 - b. Includes the “Agency Extranet”
 - i. Advanced feature that supports a listing-style business model (mini version of HomeAway)
 - ii. Provides RBO’s or PMC’s with an account where they can log in and manage their property data. This data is shared with the main company and website.
 - c. BAPI & Booking Engine Plug-in (API and/or WordPress Plugin)
 - i. Allows companies to integrate InstaManager with their existing website.
 - d. \$299 per month + .6% or .3% of total booking amount
- C. Enterprise Plan
 - a. Multi-office support
 - b. Multiple payment processors
 - c. \$499 per month + .4% or .2% of total booking amount

Module 16: Pricing & Purchase Order
(COMING SOON)

Module 17: [Advanced] Partnership Orientation

- I. VR Industry – 3rd Party Partnerships
 - A. HomeAway – Publicly traded company
 - i. Started as a listing site
 - 1. RBO's and PMC's can list properties for a fee
 - 2. Listing service makes up ~98% of revenue
 - ii. Has started or acquired many sites globally
 - 1. VRBO.com and VacationRentals.com are the biggest domestically
 - 2. 18+ other sites internationally (HomeAway.co.uk, etc)
 - iii. Software companies integrate with HomeAway to syndicate data and make it easier for PMC's to market their properties.
 - 1. Bi-directional integration syndicates data (property name, description, images, rates, calendars, etc) to HomeAway and from HomeAway to software platforms
 - 2. InstaManager is the ONLY non-HomeAway owned platform that offers instant online booking for HomeAway.
 - a. Guests can book directly on HomeAway. Bookings and guest info will flow directly into InstaManager
 - b. This solves a problem with Data Leakage
 - i. Most listings can't be booked directly from HomeAway – the bookings are done OFF-LINE
 - iv. HomeAway started their software division in 2011 (2100 PMC's total – the largest software division in the industry)
 - 1. Acquired Escapia
 - a. Their most advanced software
 - b. Web based
 - c. ~600 PMC's
 - 2. Acquired Instant Software
 - a. First Resort (DOS based – OLD!)
 - b. Property Plus (DOS based – OLD!)
 - c. Entech (hosted on a server in the PMC's office)
 - d. V12.net (web based)
 - v. Listing Models and Cost
 - 1. Subscription – Flat annual fee per property - \$400 up to \$1000
 - 2. Pay Per Booking – no upfront cost – 8% per booking
 - 3. Pay Per Lead – no upfront cost - \$7 per email, \$10 per call
 - B. TripAdvisor (aka TA)
 - i. Started as a review site for hotels, restaurants, etc
 - ii. Acquired FlipKey in 2007

1. FlipKey is the vacation rental division for TA
 - a. Main focus is the North American market
 - b. Listing site like HomeAway, but emphasizes reviews for vacation rentals more
 - iii. HolidayLettings.com
 1. Vacation rental site for international listings – similar to FlipKey
 - iv. InstaManager launched an exclusive program with TA in 2011
 1. Known as FLEX – offers several pricing models for our clients (FLEXible)
 - a. Subscription - \$149 per property per year
 - i. Normal listing price is \$300 - %50 discount for our clients
 - b. Pay Per Lead - \$7 for email, \$10 for call (only pay once per guest – don't have to pay for each email/call if they are from the same person)
 - c. Pay Per Booking – 8% of booking amount
 2. Complete bi-directional integration
 - a. Also includes reviews. Guests receive an automated email after check out. Email prompts them to leave a review. The review is then posted on our client's website and FlipKey/TripAdvisor
- C. Booking.com
- i. Owned by Price Line – the largest travel-based company
 1. Price Line is a \$60 billion company
 - ii. Makes up 2/3 of Price Line's revenue
 - iii. Has a HUGE reach internationally – especially Europe
 1. Almost everyone you speak to in Europe will ask about integration with Booking.com
 - iv. InstaManager has a bi-directional integration with Booking.com
 1. Integration is not complete (as is with HomeAway & FlipKey)
 2. Only supports rates and availability
 - a. Properties need to be manually created in booking.com, then they can be integrated with the properties in InstaManager
 3. Bookings will flow directly into InstaManager
 - v. One pricing model – 15% of total booking amount
 - vi. They have not figured out the VR industry yet. We are working with them to establish a mutually beneficial relationship with them like we have with our other partners.
- II. 3rd Party Partnerships – Ancillary Services
- A. Rental Guardian – Insurance Provider
 - i. Integration allows insurance policies to be purchased immediately when a booking is made. Eliminates manual reporting.
 1. Damage Waiver

- a. Replaces a refundable security deposit that PMC's would normally charge
 - b. Insures the property for the guest's stay
 - c. i.e. \$39 Damage Waiver covers \$1500 in damages
 - 2. Trip Insurance
 - a. Insures the guest's vacation
 - i. If the trip is cancelled, the insurance policy ensures that any non-refundable costs are reimbursed to the guest
 - b. 6/7% of total cost of booking
 - c. Owner makes a % of each policy
- B. Payment Processing
- i. Vacation Rent Payment (VRP)
 - 1. Provides payment services to the VR industry specifically
 - 2. Must have US bank account
 - 3. Always promote this one first
 - 4. We have a partnership with them – we get a % of all our client's transactions
 - 5. No sign up or recurring costs
 - 6. Rates around 2.09% (lowest)
 - ii. Holiday Rent Payment (HRP)
 - 1. Owned by same company that owns VRP (YapStone)
 - 2. Serves the European market
 - 3. Always promote this one first
 - iii. PayPal Pro
 - 1. We do not support standard PayPal
 - 2. Serves the US market
 - 3. Easy to open an account, but is expensive – around 3% or more
 - iv. Authorize.net
 - 1. Easiest to sign up with
 - 2. Rates around 2.5%
 - 3. Serves US and Canada
 - v. Braspag
 - 1. Serves Latin American markets
 - vi. Sage Pay
 - 1. Only serves UK banks
 - 2. Is a pain to setup – we always try to promote Holiday Rent Payment instead

Module 18: [Advanced] Application Programming Interface (API)

Overview

The API Sandbox gives web developers access to all of the property, lead, guest, and booking data within the Control Panel. The level of access provided through our API allows PM's more control over what data is displayed, where it is displayed, and how it is displayed. The API can also be used to integrate the Kigo platform with an existing website.

Details

What are the benefits of using the API Sandbox?

- An API (Application Programming Interface) Sandbox allows PM's tech staff to access the data managed through their Kigo Solution.
- In addition to straight data access, client can be very creative with the API Sandbox, like:
 - Easily create a custom booking engine that follows company's business rules.
 - Syndicate property data to any distribution outlet.
 - Create widgets and apps for mobile devices and social media sites with property data.
 - Integrate contacts and leads into existing LOB and CRM applications.
 - Mash up something that no one else has thought of yet which adds value to one's offering.

What PM gets and how does it work when ordering API Sandbox?

- API Sandbox comes with a 1 hour Q&A session, and full documentation.
- Using API Sandbox, PM's tech staff can read, write and update:
 - Property data and rates, photos, and amenities.
 - Property availability feed for calendars.
 - Reservation records, including access to the quote engine.
 - Leads and lead requests including lead source tracking and workflow rules such as lead assignment.

Technology Details:

- Accessible through multiple protocols like SOAP, REST and RSS.
- Full documentation with sample code.
- Fully supported with getting started training from technical staff members.
- Easy provisioning of new API keys and access to sample data.

What is the process of ordering this Service?

- Order API Sandbox via Control Panel or call to Kigo Support line.
- Support will configure PM's API Sandbox usually in 5 days or less and provide complete documentation.
- Client is responsible for scheduling 1hr Q&A session.

Terms: These Terms Apply Specifically to API Sandbox:

- Kigo will configure API Sandbox and provide complete documentation.
- This service allows PM to manipulate data and content at a deeper level than standard tools. Please note that Kigo is not responsible for data manipulation errors or issues caused by PM or PM's vendors.
- Client is responsible for scheduling 1hr Q&A session.
- Additional training can be purchased at standard rates.
- Client may cancel this Service at any time. If cancelled, Monthly Fee for this Service will be prorated based on the cancellation date and client will only be charged the prorated amount.
- As with all Kigo Services, there are no refunds.

Module 19: Getting Started Webinar

Success Webinar 1 – Setting up your InstaApp

In your first webinar we will cover:

- Initially configure your InstaApp using our setup wizard.
- Utilizing the Property Setup Tools (includes search engine, amenities, property categories, and seasons)
- Laying the groundwork for your Booking Setup (includes booking engine, fees, and taxes)
- Extra Misc. Setup
- Initial configuration and preparing your InstaSite

Module 20: Marketing Your Properties

Success Webinar 2 - Marketing your properties

In your second webinar we will cover:

- Working with the property score to optimize your properties for online booking success
- Discussion around online booking tactics that work for almost all vacation rental managers
- Maximizing your online reach with InstaChannels
- Managing your distribution (external mappings and selecting which properties to distribute)
- Creating effective content with your InstaSite
- How property and other data syncs to your InstaSite and how to maximize SEO benefit

Module 21: Managing Leads & Bookings

Success Webinar 3 – Managing your leads and bookings

In your third webinar we will cover:

- Effectively responding to Leads and converting them into Bookings using Lead Insight!
- Enter and Manage bookings and payments through the tape chart.
- Collecting Past Due rent balances.
- Visualizing your business using the Booking Dashboard.
- Utilizing Rates and Special tools for optimized pricing.
- Configuring your Booking Rules to meet your business needs.
- Specialized Tools for front desk personnel.

Module 22: Accounting & Owner Management

Success Webinar 4 – Managing your owners and commissions

In your fourth webinar we will cover:

- Ensuring all your owner information including Commissions, Unit Ownership, & Extranet Access is valid
- How to invoice an owner for services rendered
- Owner accounting is as easy as 1,2,3
 1. Generating Commission Statements
 2. Running owner statement reports
 3. Recording or disbursing payments to and from owners
- Municipalities – Taking advantage of our report engine to determine the taxes collected and payable
- How to incorporate vendors into your InstaApp

Kigo/InstaManager Quick Demo Guide

Discovery Phase

Identify their pain points – What's important to them – Uncover hidden opportunity

1. What brought you to InstaManager?
2. What problems are you trying to solve?
3. What are your pain points?
4. What's your annual marketing budget?
5. What's your average daily rate, length of stay, occupancy rate?
6. Do you feel like you're missing opportunities right now?
7. In your opinion, what's your time worth per hour?
8. Assuming you found a solution to your needs, what's your timeline?

Clustering Phase

Demo key items – Build value – Create sense of urgency – Confirm acknowledgement

1. How much time do you think this would save you per week?
 2. Do you agree this is a viable solution for this problem?
 3. Do you think this would help your business immediately?
 4. Are there any remaining concerns I haven't covered in this area?
- Repeat after each cluster as necessary

Closing Phase

Be Certain – Be direct – Recap key items – Reinforce value – Eliminate objections

1. Looks like InstaManager has a solution for all your pain points. Based on your timeline should I send over the agreement so we can get you started today?
2. Based on what you've told me thus far, InstaManager will save you (x) hours per week? Ok, if we valued your time per hour at (y), this means in time alone you will save (z) per month. Agreed?
3. Is pricing your only objection?
4. Assume for a moment we can come to terms you're happy with, are you ready to move forward?
5. What type of a discount did you have in mind? What are you hoping for?
6. You didn't show interest in our product because you wanted to save money, you called us because you wanted to increase revenue & grow your business! Do we still agree InstaManager does both?
7. This isn't a (x) amount per month decision; it's a (y) amount per year decision. Based on your marketing budget alone, InstaManager only represents (X%) of this and it powers your entire biz.
8. Do you have any concerns about doing this?
9. Would there be any reason for you to change your mind?

VR Industry Data

- Total Vacation Rental Units = 6.15M
- Rental-by-Owner Property Segment (RBO) = 47% Market Share
- Professionally Managed Property Segment (PMC) = 53% Market Share
- Avg. Gross Booking per Unit = \$13,898
- Avg. Occupancy = 35%
- Avg. Daily Rate = \$110.00
- Avg. LOS = 7 nights
- Avg. Units per PMC = 60
- Avg. Software Cost per PMC = \$4,169
- Avg. Marketing Cost per PMC = \$41,694

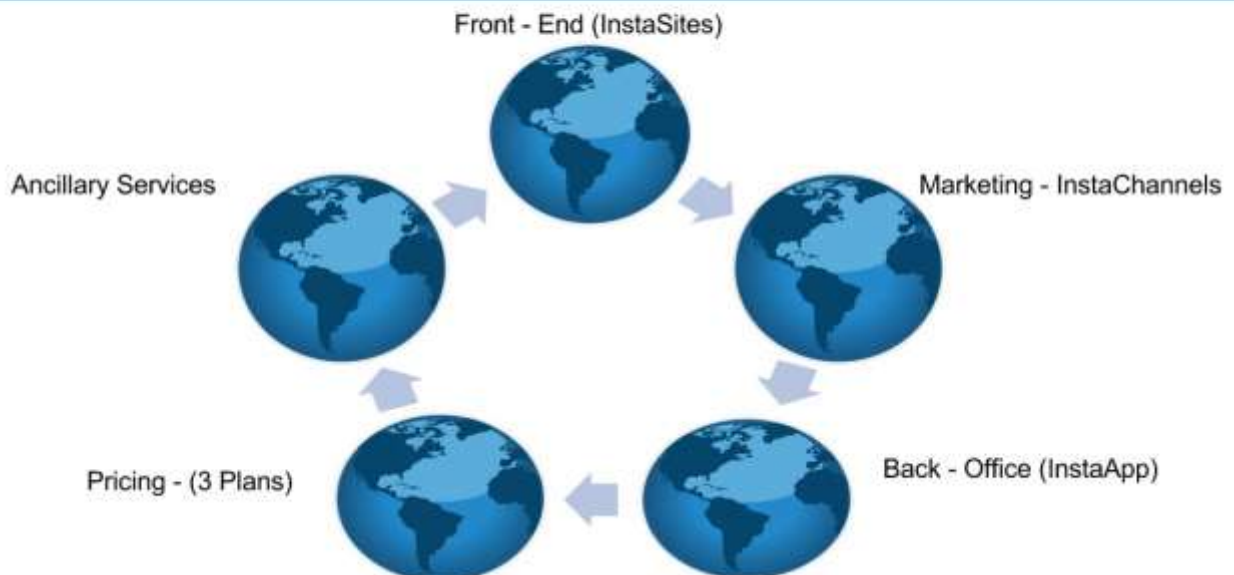
VR Industry Market Count

Region	HA Count	IM Count	HA%	IM%	IM/HA Ratio
USA	249,376	7,211	38.1%	39.2%	3%
Europe	291,950	2,882	44.7%	15.7%	1%
Asia	29,124	180	4.5%	1.0%	1%
S. America	24,593	947	3.8%	5.1%	4%
Oceania	20,505	470	3.1%	2.6%	2%
Caribbean	15,946	2,148	2.4%	11.7%	13%
C. America	11,872	1,670	1.9%	9.0%	23%
Canada	6,953	389	1.1%	2.1%	6%
Africa	3,337	2,513	0.5%	13.7%	75%

Value Proposition - Elevator Pitch

*InstaManager is a revenue-focused **All-In-One Vacation Rental Software & Marketing** Solution for Short-Term Rental Companies looking to increase bookings and cut costs. Our easy to use cloud based software and marketing boosts office productivity. Current challenges like reaching new guests, or automating back-office tasks will quickly become an afterthought. That's why InstaManagers around the world are experiencing an average increase in revenue of 60% plus year over year. Couple that with our strong focus on customer service and you'll find becoming a market leader has never been easier. Why wait, time is money! Become part of the fastest growing network of short-term rental managers in over 80 countries across 6 continents today.*

Value Proposition - Ecosystem



Home | Log Out | Opportunities

[Dashboard](#) | [Opportunities](#) | [Sales Leads](#) | [Notes & Attachments](#) | [Company Files](#) | [Salesperson Profiles](#) | [Reports](#) | [Setup](#)

Opportunity Detail

[Edit](#) | [Delete](#) | [Close](#) | [Send with Description](#)

Opportunity Owner	Matthew Hoffman (Contact)	Completed Status	<input checked="" type="checkbox"/>
Type	New Business	Stage	Closed Won
Account Name	Carli's Rentals of Georgia	Probability Pct	100%
Opportunity Name	Carli's Rentals of Georgia	Win/Loss Probability	95%
Company Info	Carli's Rentals of Georgia http://www.carlisrentals.com carlisrentals@carlisrentals.com Attn: Matt Hoffman 145 Crown Street, Suite 2 New Ridge, Georgia 30002	Opportunity	
URL	http://www.carlisrentals.com	Amount	\$7,162.00
Num. of Prosps	70	Close Date	1/20/2015
Primary Campaign Source	Software Conference Event (Event)		
Lead Source	Trade Show		

HOT LEAD

Wants to leverage API instead of our WorkOrder/Inventory in hallway

Could lease quickly!

Free Trial Start Date: 12/10/2013

Free Trial End Date: Expired

Free Trial Feedback: Positive

Free Trial Comments: Added to not taking out RAMManager as much as he wanted to during Free Trial phase

Sales Windows

Window 1 - Initial Sales	Public Response	Window 1 - Result	Positive
Window 2 - Initial Contacts	Marketing Channels	Window 2 - Result	Positive
Window 3 - Initial Reps	API	Window 3 - Result	Positive
Window 4 - Pricing	Standard	Window 4 - Result	Positive
Window 5 - RFI/RFQ / Support	Support	Window 5 - Result	Positive

System Information

Created By: Matthew Hoffman, 1/20/2015 4:20 PM

Last Modified By: Matthew Hoffman, 1/20/2015 2:07 PM

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Opportunity Detail

[Edit](#) | [Delete](#) | [Close](#) | [Send with Description](#)

Opportunity Owner	Matthew Hoffman (Contact)	Completed Status	<input checked="" type="checkbox"/>
Type	New Business	Stage	Open/In Progress
Account Name	Carli's Rentals of Georgia	Probability Pct	100%
Opportunity Name	Carli's Rentals of Georgia	Win/Loss Probability	95%
Company Info	Carli's Rentals of Georgia http://www.carlisrentals.com carlisrentals@carlisrentals.com Attn: Matt Hoffman 145 Crown Street, Suite 2 New Ridge, Georgia 30002	Opportunity	
URL	http://www.carlisrentals.com	Amount	\$2,972.00
Num. of Prosps	70	Close Date	1/20/2015
Primary Campaign Source	Software Conference Event (Event)		
Lead Source	Trade Show		

HOT LEAD

Wants to leverage API instead of our WorkOrder/Inventory in hallway

Could lease quickly!

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Sales Windows

Window 1 - Initial Sales	Navigation	Window 1 - Result	Positive
Window 2 - Initial Contacts	Marketing Channels	Window 2 - Result	Positive
Window 3 - Initial Reps	API	Window 3 - Result	Positive
Window 4 - Pricing	Standard	Window 4 - Result	Positive
Window 5 - RFI/RFQ / Support	Support	Window 5 - Result	Positive

System Information

Created By: Matthew Hoffman, 1/20/2015 2:22 PM

Last Modified By: Matthew Hoffman, 1/20/2015 11:02 AM

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Open Activities

No items to display

Knowledge Status

[View Knowledge Status](#)

Article	Knowledge	Owner	Subject	Start	Expiration Status	Last Modified	Days to Expiration	Completed
1/20/2015	Carli's Rentals of Georgia	Matthew Hoffman	Installation Agreement with Carli's Rentals of Georgia and Signing	1/20/2015 4:20 PM	Complete	1/20/2015 4:11 PM		1/20/2015 11:28 AM

Activity History

[Add a Log](#) | [New Message](#) | [Send an Email](#) | [Track Me](#)

Action	Subject	Value	Type	Free Role	Completed By	Last Modified (User/Time)
1/20/2015	Installation Agreement with Carli's Rentals of Georgia and Signing	Completed	✓	1/20/2015	Matthew Hoffman	1/20/2015 2:22 PM
1/20/2015	Installation Agreement with Carli's Rentals of Georgia and Signing	Completed	✓	1/20/2015	Matthew Hoffman	1/20/2015 2:41 PM

(*FYI Only) Cluster Probability Calculation

Depending on the perception outcome (positive, neutral, negative) each one of these variables will carry a value.
Positive = 20% / Neutral = 10% / Negative = 0%

Once the 1 main interest item in each of the 5 clusters (stage/picklists) is identified and the perception outcome is selected (positive, neutral, neg), SF renders a probability % that is the sum of all 5 windows from 0 to 100.

Cluster 1 - InstaSites (Front-End)

Theme (39%)
Mobile Responsive (21%)
Multi-Lingual (16%)
BAPI (11%)
Online Booking (6%)
WordPress (4%)
Custom Design (3%)

* Based on Salesforce data for last 100 Opportunities.

Cluster 2 - InstaChannels (Marketing)

Available Channels (81%)

iCal (7%)

API (5%)

Google Analytics (4%)

Email Marketing (2%)

Social Media (1%)

* Based on Salesforce data for last 100 Opportunities.

Cluster 3 - InstaApp (Back-End)

CRM (31%)

Accounting (18%)

Web Based (14%)

Work Orders / Maintenance (11%)

Reservations System (9%)

Ease of Use (6%)

Dashboards/Reports (6%)

API (5%)

* Based on Salesforce data for last 100 Opportunities.

Cluster 4 - Pricing

Standard Plan - \$99 Base Fee + 0.4% TRX Fee w/ FLEX (0.8% w/o FLEX)
Pro Plan - \$299 Base Fee + 0.3% TRX Fee w/ FLEX (0.6% w/o FLEX)
Enterprise Plan - \$499 Base Fee + 0.2% TRX Fee w/ FLEX (0.4% w/o FLEX)
Pro Services - Custom development work billable @ \$125 p/h
Terms of Agreement - 1 Year Agreement w/ \$500 Cancellation Penalty
(defaults month-to-month after 1st year)

* The FlipKey FLEX or simply FLEX Option indicates the customer has agreed to leverage the FlipKey/TripAdvisor Marketing package.

Qualifying Questions - Discovery Phase

Discovery Phase (Pre Demo)

Identify their pain points - What's important to them - Uncover hidden opportunity

1. *What brought you to InstaManager?*
2. *What problems are you trying to solve?*
3. *What's your annual marketing budget?*
4. *What's your avg daily rate, length of stay, occupancy rate?*
5. *Do you feel like you're missing opportunities right now?
In your opinion, what's your time worth per hour?*
6. *Assuming you found a solution to your needs, what's your timeline?*

Qualifying Questions - Closing Phase

Closing Phase (Post Demo)

Be Certain - Be direct - Recap key items - Reinforce value - Eliminate objections

1. *Looks like InstaManager has a solution for all your pain points. Based on your timeline should I send over the agreement so we can get you started today?*
2. *Based on what you've told me thus far, InstaManager will save you (x) hours per week? Ok, if we valued your time per hour at (y), this means in time alone you will save (z) per month. Agreed?*
 3. *Is pricing your only objection?*
 4. *Assume for a moment we can come to terms you're happy with, are you ready to move forward?*
 5. *What type of a discount did you have in mind? What are you hoping for?*
6. *You didn't show interest in our product because you wanted to save money, you called us because you wanted to increase revenue & grow your business! Do we still agree InstaManager does both?*
7. *This isn't a (x) amount per month decision, it's a (y) amount per year decision. Based on your marketing budget alone, InstaManager only represents (X%) of this and it powers your entire business.*
 8. *Do you have any concerns about doing this?*
 9. *Would there be any reason for you to change your mind after this call?*

InstaManager Fast Facts

- Current customers average a 60% increase in booking revenue year over year after joining **InstaManager**.
- **InstaManager** is the only all-in-one Vacation Rental Software platform to offer fully responsive websites based on wordpress.
- There's no limit to what you can do with our API. Create a custom booking engine, syndicate property data to any distribution outlet, create widgets or apps for mobile devices; if you can think it you can do it with **InstaManager**.

InstaManager Features

<http://www.instamanager.com/pricing/>

InstaManager Product Differentiators

- Run Your Business on any Device. Fully Mobile-Responsive InstaSite CMS (WordPress) & Back-Office.
- Special Access to Pricing w/ FlipKey/TripAdvisor exclusive to InstaManager.
- App Marketplace - seamlessly leverage 3rd party services integrated directly with the InstaManager back-office (InstaApp).
- BAPI & Java-Script Booking Engine Plug-in. Integrate InstaManager back-office without having to relinquish your existing website.
- Extra-Net. Enhanced 3rd party login functionality.
- CRM w/ Smart Response & Lead Insight.
- To be continued...

InstaManager Competitive Comparison

https://docs.google.com/a/bookt.com/spreadsheet/ccc?key=0AtcyVBUZkOKJdC1raFJUZIjjeHNfYWNvcG5MdDB6Ymc&usp=drive_web#gid=0

To be continued...

Sales Cluster Benefits / Statistics / Data Points

- Out of 100 opportunities 68.3% Cluster Probability Yields 97% Closing Ratio
- Decrease in Sales Cycle by 21%
- Identifying trends in for future augmentation.
- Accurate Forecasting based on data probability not feeling.
- 1st Month: Avg. 40K ACV Total increased to 52K

Kigo / InstaManager Battlecard: Front

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InstaManager®

Value Proposition

InstaManager provides vacation rental property managers with a web-based, integrated property management software solution designed to maximize revenue, enhance productivity and reduce costs.

- **Short Implementation Timeline:** User friendly and intuitive vacation rental management software, with less than 30 day onboarding process and self-provisioning platform.
- **Streamline Processes:** With the back office application, InstaManager will automate recurring and time-consuming tasks such as reservation correspondence or monthly owner statements
- **Brand Management:** Distinguish your online presence from your competition with InstaManager's Mobile Responsive website technology fully integrated with WordPress.
- **Increase Productivity:** A mobile responsive back-office allows you to manage your business on-the-go, from any device, anywhere you have a mobile or internet connection.
- **Marketing:** Increase quality demand through integrated channels such as HomeAway, TripAdvisor, Booking.com, and many more.
- **Scalable:** Set up unlimited properties and unlimited users as needed without your base fee increasing.

Targeting

Buyer Profile: Agencies, Brokers, Managing Directors, Vacation Rental Managers

Starting The Conversation

- How do you manage your business today?
- How many properties do you currently manage?
- What issues are you looking to solve?
- Do you currently use a vacation rental software platform?

Typical Pain Points

- Operational, marketing, accounting and maintenance functions are fragmented due to use of multiple applications.
- Current systems provide little visibility into revenue, leads, cost centers or booking insight.
- Website CMS is difficult to manage and not mobile-friendly.
- Process for keeping listings and booking calendars up-to-date through multiple demand channels is time-consuming, manual and repetitive.
- No ability to consolidate all lead correspondence into one efficient source with option to set automated smart responses.

Discovery / Qualifying Questions

- What prompted you to search for a new solution?
- How are you currently managing and maintaining your marketing website?
- How many language capabilities does it have?
- Do you need multiple currency support?
- Do you have an integrated booking engine?
- How often do your inventory listings need to be updated? And on how many listing sites?
- What process do you have in place for turnovers?
- How do you track booking nights, booking revenue and cost centers?
- What communication tools do you use for staying in touch with inventory owners, vendors and your staff?
 - Does your current system have function-based permission capabilities?
- If you have agents, how do you track their bookings?
- How do you manage tax payments and fee collection? Or invoices?
 - What is your current process for managing cleaning and maintenance tasks



04/29/2014

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Kigo / InstaManager Battlecard: Back

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InstaManager®

Competitive Differentiators

OFFERS

- Free Two-Week Trial
- \$1 Setup
- Exclusive Access to Preferential Pricing with TripAdvisor and FlipKey

FRONT END TOOLS

- Simple channel management: rates, availability, amenities and images can be updated in real-time on the largest vacation rental sites.
- Web content management system (CMS) based on WordPress, a user-friendly industry standard for website production and content.
- Marketing websites: SEO- website uses content scoring tools to attract qualified traffic. Choose from website template gallery or use a third-party vendor for website creation.
- Fully integrated, mobile responsive websites

CRM TOOLS

- Universal Inbox: View all communications in one place, whether it's a phone call or email.
- Smart Response: If a property has no availability during a particular time, the app will auto-suggest comparable properties based on the same matching criteria.
- Lead Insight: track full lifecycle of leads from first contact through to booking.

BACK OFFICE TOOLS

- User Experience: Simple and intuitive interface leads to faster and higher adoption rate
- Multi-Platform Compatibility: Access and manage from any browser, any device, including a Mac or PC
- Multi-Currency and Language Compatibility: 85+ language and currency options.

Sales Tools

- Website
- Marketing Channel Integration
- Competitive Pricing
- Blog
- Tradeshow Flyer
- Live Demo
- Free Trial

Competitive Landscape

- Streamline
- LiveRez
- HomeAway
- Resort Suite
- Resort Data
- Kigo
- Lodgix



04/29/2014

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Kigo/InstaManager Challenge [Updates Weekly]

InstaManager Challenge

The goal of these questions are to increase your understanding of InstaManager/Kigo, Sales Techniques, and to help educate you towards becoming a SME (Subject Matter Experts) in the Vacation Rental / Short-Term Rental industry.



1. I own 5 out of the 20 properties that I manage. For just the properties I own, I would like 50% of the booking due upfront and the remainder due 30 days before arrival. I also want the 50% upfront to be charged automatically when someone books on the site. Can this be done? If so, how?*

2. During the month of September, I want to create a rule that makes guests check in and check out on a Saturday. Can this be done? If so, how?*

3. My rate is lower when someone stays 2 weeks vs having 2 one-week rates. Can I setup separate 1 week and 2 week rates? How? (no specials)*

4. If a booking is less than 30 days, the guest must pay a 4% Lodging Tax and a 6% State Tax. If the booking is more than 30 days, the guest only has to pay the 6% State Tax. Can I set this up to be automatically calculated? How?*

5. I can't figure out how to setup rates by season in my free trial. How do I do this?*

Kigo/InstaManager Competitor Analysis [New Update Pending]

[Control Click to Open Excel File](#)

Company / Product	Software Overview	Trust Based Accounting	CRS / Lead / Email	PNB	Website	Int. Support	BI Intelligence	Payment Integrated	Insurance	Distribution	Stays
1 LivaRay	Online Operator	Yes - QuickBooks Integration	Yes - Upgrade Feature @ \$495	Yes	Yes	No	No	Yes	Yes	No	Condo guest sync
2 Concierge - Homeless Resort Suite	Online Operator	Trust Accounting	No	Yes Yes	No - provided by 3rd party, Contact promotes Vacation Store Builder	No	No	Yes Yes	Yes Yes	Distribution	Hotels
3 Resort Suite	Company - Software Operator	Yes - Trust Accounting RS 1259 & 16425 Generator Print Credits	Yes - Email Automation Guest Surveys	Yes	No - must use 3rd party provider	No	No	Yes	Yes	ODS API Minimal VR options	Group independent corporate chains
4 Hotels	Hotels Tour	No - Payment/Transaction based booking	No - Some reservations management and email functionality but not a complete CRM	Yes	Yes	Yes	Yes	Yes	Yes	Current Pkg Partners include: HomeAway, Airbnb, TripAdvisor, HolidayHome.com, HolidayUnltd, Private Homes, Holiday Lettings, The Advisor, HouseTrip, Windex, Living Apartments, Get Ready, Rentals, Flandy Rentals, Visa Unltd, Lumon Cruise, 8 Pkgs, BarcelonaPunk, Parkus Places, Migoa, Only Apartments, Alpha Holiday Lettings, and many others to come over the coming months	Direct sales - commission based

Knowledge Center Reports

Click Link to Open Each Report PDF



[5 GREAT Email Marketing Tips & Best Practices for Short Term Rental Managers](#)

[6 Tips on How to Get More Horsepower Out of Your Online Booking Engine](#)

[6 Tips on the Expanding Role of an Integrated CRS for Short Term Rental Managers](#)

[7 Tips for Effective Content Marketing for Short-Term Rental Managers](#)

[7 Tips for Effective Website Design for Short-Term Rental Managers](#)

[7 Tips for Search Engine Optimization for Short-Term Rental Managers](#)

[7 Top Lead Management Tips for Short Term Rental Managers](#)

[7 Yield-Revenue Management Best Practices for Short Term Rental Managers](#)

[8 Practical and Effective CRM Tips and Strategies for Short Term Rental Managers](#)

[8 Savvy Social Media Marketing Tips for Short Term Rental Managers](#)

Elevator Pitch

Value Proposition - Elevator Pitch

*InstaManager is a revenue-focused **All-In-One Vacation Rental Software & Marketing** Solution for Short-Term Rental Companies looking to increase bookings and cut costs. Our easy to use cloud based software and marketing boosts office productivity. Current challenges like reaching new guests, or automating back-office tasks will quickly become an afterthought. That's why InstaManagers around the world are experiencing an average increase in revenue of 60% plus year over year. Couple that with our strong focus on customer service and you'll find becoming a market leader has never been easier. Why wait, time is money! Become part of the fastest growing network of short-term rental managers in over 80 countries across 6 continents today.*

Demo Environment

<https://app.instamanager.com/gm/>

Account Executive Demo Scorecard

https://docs.google.com/a/bookt.com/spreadsheet/cc?key=0AtcyVBUZkOKJdDJLYTIKSV9tQ2xkOXVHZzNPRFNORFE&usp=drive_web#gid=0

Reverse Engineered Discovery Questions



InstaManager Demo

Reverse Engineering Discovery Questions

Cluster 1 - Top Website Need

1. **Do you find your current content management system (CMS) difficult to use?** InstaManager websites are powered by WordPress. 20% of websites utilize this CMS platform based on its ease of use, flexibility, and best standards for search engine optimization (SEO).
2. **What percentage of your customers today visit your website from a tablet or mobile device?** InstaManager website technology is mobile responsive meaning it automatically displays a desktop, tablet, or mobile version of your site enhancing your customer experience. We can test your current website vs an InstaManager website here: <http://quirktools.com/screenfly/>. As an FYI, 35% of vacation rental website traffic in 2013 came from a mobile or tablet device. That number is expected to be over 50% this time next year.
3. **Are you looking to integrate the InstaManager back-office with your existing website? Do you have someone on your staff who can handle this development?** InstaManager has developed a comprehensive website plug-in (*included in our Pro Pricing Plan*) which allows for a straight-forward integration with your existing website. That documentation can be found online here: <https://github.com/bookt>
4. **Have you given consideration to improving your online branding/presence?** InstaManager offers 10+ lodging designs included w/ every pricing plan activation. Each design comes with dozens of styles to choose from in order to tailor it to your brand. See designs here: <http://www.instamanager.com/theme-design-gallery/> - Custom Design is also an avail. upgrade option.

Cluster 2 - Top Marketing Need

1. **Do you currently work with any 3rd party marketing/demand/syndication channels?** InstaManager connectivity partnerships with HomeAway, TripAdvisor, Booking.com, Tourico Holidays, and more. Customers who leverage these channels on average experience an increase in booking revenue by 60% year over year.
2. **What are some of the current challenges you face when working with 3rd party marketing channels?** An inability to connect data (availability, content, and rates) to these channels creates a cumbersome work-flow of having to update the various channels manually. More often than not the data is left out of date and inaccurate. InstaManager automates this process through our *channel manager* which provides vacation rental managers with the ability to have a bi-directional sync of data to marketing channels to the industries largest channels.
3. **Are you aware we offer a 30 Day Free Trial with the TripAdvisor/FlipKey network?** Not only does this entitle you to preferential pricing with InstaManager, we also offer exclusive pricing options for this 3rd party service if you wish to continue beyond your free trial phase.
4. **What happens if a customer wants to work with a 3rd party marketing/demand/syndication channel that we don't have an integration with?** Pro and Enterprise level customers can utilize our API to develop a custom integration if they desire. All our plans also support iCal technology for simple availability/calendar synchronization.

Cluster 3 - Top Software Need

1. **How do you manage all your reservation inquiries? What happens when customers inquire after hours? Are you able to identify the source of your leads? Do you have to log in and out of your software and email inbox to respond to customers?** InstaManager offers the most advanced customer relationship management ([CRM technology](#)) in the industry. *Our universal inbox* allows you to receive and respond to all guest correspondence from one consolidated platform.
2. **What do you use today to have easily have an overview of bookings and availability?** InstaManager provides you with a [fully interactive tape chart](#) allowing you to edit, manage, track, and update bookings. We also provide you with a way to track payments, property status, and agent performance too.
3. **How much time do you spend managing your accounting and owner statements every month?** InstaManager is able to streamline your entire end of month [accounting process](#). Owners are able to login and view their statements online. We provide over 60 reports to simplify your ability to reconcile accounting data between your customers and owners.
4. **What are some of the challenges around handling your Maintenance/HouseKeeping every month?** Cleaning and Maintenance service orders can now be assigned and accepted by any team member from any device anywhere there is a mobile or internet connection. Coordinating and tracking the management and completion of work orders has never been easier. Real time status updates keep you in the know while team members work remotely.

Cluster 4 - Pricing

**Standard
Pro
Enterprise
Pro Services**

(I would prefer to schedule an independent meeting with Sales Engineers to review pricing)

Cluster 5 - Top Service Need

1. **Have you given any thought to how you will enter your data into InstaManager after sign-up?** If a customer is migrating from one of our major competitors or they have the ability to export their data to CSV (delimited file format), we will migrate/import any data in a supportable format into InstaManager for the customer during their on-boarding phase.
2. **Who do you currently use as your merchant/gateway provider?** InstaManager supports an integration with several providers both domestic and international. Vacation Rent Payment (U.S) / Holiday Rent Payment (EU), Authorize.net (U.S & Canada), Sage Pay (UK), Braspag (Central & South America), PayPal Pro. Soon to be RealPage Payments.
3. **What's your experience been like with your current vacation rental software provider in terms of training and support?** Included with every InstaManager activations comes unlimited training and support at no additional cost. InstaManager provides weekly training webinars to our client base. During "on-boarding" you will be designated a client success manager who will be your direct go-to for any assistance you need during this phase.

Cold Call 2.0 Ice Breakers



InstaManager Sales Script

NQOT Ice-Breakers

1. *"Hello (name), this is (your name) from InstaManager. We spoke a while back regarding our vacation rental software product and you asked me to follow-up in 6 months. Well, today is that day my friend. How have you been?"*
2. *"I know you weren't expecting my call today, but I'd like to know if you have some time (state date) to discuss/review our vacation rental technology?"*
3. *"What's this regarding?" A: "It's regarding the email!" A: "It's regarding the best news they've ever heard in their life!"*
4. *"Are you happy with your vacation rental website? If you think there's room for improvement, I'm offering you a free one - BUT, you have to check out our Free Trial first."*
5. *"Do you have 60 seconds to hear the best vacation rental software pitch you've ever heard?"*

Remember you won't always reach the right person the first call. It's important you try to obtain a **name** and **email address**.

1. Send Email > Let them know you will be calling next week and ask which day and time would be suitable. This gives them an opportunity to answer you back. In this communication try to include a link or something of value e.g. "Our brand new brochure / white paper / case study / free seminar dates / special offers"

[NEED TO MODIFY ALL EXISTING ICE BREAKERS AROUND NEW HIGH VELOCITY SALES STRUCTURE]

User Manual [Separate Attachment]

Client Pain Point Profile Doc [Pending]

FAQ [Pending]

WORKSHOPS

Workshop 1-1: The Buying Process

Instructions: Think about a recent purchase you made—whether it was something simple such as a soft drink, some toothpaste, gasoline, or a snack; or a major purchase such as an appliance, a vehicle, or a house. As you think about your recent purchase, answer the following questions about how you went through each stage of the Buying Process.

1. Think of something you bought recently. List it here. _____

2. **Awareness:** What need(s) did you have that caused you to buy the item you listed in #1? _____

3. **Interest:** Why were you interested in satisfying the need(s) you listed in #2? _____

4. **Preference:** Briefly describe the steps you took to find the right product to satisfy the need(s) you listed in #2. _____

5. **Trial:** What did you do to try the product before you bought it? _____

6. **Commitment:** Would you buy the same product again if you had the same need(s)? Why or why not? _____

7. **Advocacy:** Would you recommend the product to someone else? Why or why not? _____

Workshop 1-2: Three Conditions of Need

Instructions: Answer the following questions.

1. Think about the most recent item you purchased—even something as ordinary as toothpaste, gasoline, or a snack. What was it? _____

2. What made you buy it? _____

3. The reason you bought is an example of which condition of need? _____

4. What was your last major purchase of significant dollar value? _____
5. What made you buy it? _____
6. The reason you bought it is an example of which condition of need? _____

Workshop 3-1: Every Sale Ends with a New Lead

Instructions: List 10 specific actions you'll take over the next 30 days to build your referral business and the reason why each one is a good referral resource.

Actions	Reason
1. Talk with Joanne Rogers of ABC Rental.	Joanne is an advocate for Kigo and has experienced tremendous success. Will ask her for...
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Workshop 3-2: Building Awareness

Instructions: List two activities you can do in the next 30 days to build your awareness of changes and trends affecting your prospects.

1. _____

2. _____

Workshop 3-3: Identifying Industry-Related Activities

Instructions: List two LinkedIn industry-related groups or organizations that you can join to learn more about the industry and your prospects.

1. _____

2. _____

Name two industry-related Websites that you will review over the next week to increase your knowledge:

1. _____

2. _____

Workshop 4-1: Keys to Listening Effectiveness

1. Prepare in advance: Review everything you will need during the call including notes from a prior call, etc. Have these items on hand when you talk with the prospect.
2. Limit distractions: Ask the prospect if this is a convenient time to talk.
3. Increase your attention span: *React* in your own mind to everything the speaker says.
4. Think like the prospect: Put yourself in the other person's position to better understand that person's point of view.
5. Limit your own talking: Limit your speaking time during the sales call to 20 percent.
6. Listen for feelings and ideas: Remember that *how* words are spoken convey most of their meaning.
7. Don't jump to conclusions: Don't assume you know what the other person is going to say next.
8. Don't dismiss the speaker's ideas: If you don't agree with the individual, try to understand why instead of tuning them out.
9. Concentrate: Pause for two seconds at the end of the speaker's statement.
10. Don't interrupt: Always let the speaker finish before you begin speaking.
11. Take notes: If the speaker touches on an area you'd like to discuss further, jot down a few key words and come back to that topic when the speaker finishes. Don't interrupt the speaker.
12. Ask questions: Use questions to clarify areas that are unclear to you.
13. Listen reflectively: Use "yes," "I see," or other expressions to let the speaker know that you're listening. Even a nonverbal response, such as a nod or a smile lets the speaker know that you're listening.
14. Look for nonverbal clues: Listen "between the lines" for meaning.
15. Repeat and verify: Use paraphrasing to be sure you understand the other person's thoughts or ideas.
16. Practice: Refine your listening skills at all times.

Workshop 7-1: Your Current Opening

Instructions: In the space below, write the opening you currently use when speaking to a gatekeeper, leaving a message on voicemail, or talking to the decision maker.

Gatekeeper Example _____

Voicemail Example _____

Decision Maker Example _____

Workshop 7-2: Creating Interest Statements

Instructions: Write one of each type of interest statement.

Benefit Interest Statement _____

Pain or Loss Avoidance Interest Statement _____

Combination Interest Statement (Benefit/Pain Avoidance) _____

Workshop 7-3: Opening the Sales Call

Instructions: Use this workshop to write an opening statement and an insurance statement for one of your current prospects.

Opening

Extend a greeting _____

Get attention _____

Create interest _____

Ask a question to involve the prospect _____

Empathetic statement _____

Pain/loss avoidance or combination interest statement _____

A different question to involve the prospect _____

Workshop 8-1: Developing Questions

Instructions: Write five closed-ended questions you can ask to learn more about your prospects and their businesses.

Instructions: Write five open-ended questions you can ask to learn more about your prospects and their businesses.

Workshop 9-1: Paraphrasing/Gaining Agreement

Instructions: Think of a prospect that you've been working with, but haven't yet been able to close. List three needs you've identified in previous calls to the prospect then write a statement you can ask to paraphrase each need and a question you can ask to gain the prospect's agreement.

Need: _____

Paraphrase: _____

Ask for agreement: _____

Need: _____

Paraphrase: _____

Ask for agreement: _____

Need: _____

Paraphrase: _____

Ask for agreement: _____

Workshop 9-2: Transition Statement

Instructions: Write a statement you can use to move smoothly from paraphrasing and asking for agreement to the Sales Message.

Workshop 10-1: Company, Product Value Statement

Instructions: Write two or three sentences that you can use to give a prospect a quick overview of RealPage and Kigo. Structure this so you state who you are, what you do, and how you benefit your customers.

Workshop 10-2: "So What?"

Instructions: Write one feature of your product. Ask yourself, "So what?" then list a benefit for that feature. Ask yourself, "So what?" again, then list another benefit for that same feature. Continue doing this until you reach one of the four ultimate benefits, which are listed at the bottom of the page. Each benefit statement should build on the last one and should be relevant to the feature.

Feature: _____

1. *So what?*

Benefit: _____

2. *So what?*

Benefit: _____

3. *So what?*

Benefit: _____

4. *So what?*

Benefit: _____

5. *So what?*

Ultimate Benefit: _____

Ultimate Benefits (Company)

- Saves, makes money
- Saves, makes better use of time
- Makes job easier, product better
- Improves health, reduces stress

Ultimate Benefits (Individual)

- Recognition
- Achievement
- Security
- Personal profit

Workshop 10-3: Layering Features and Benefits

Instructions: List one of your prospect's needs. Provide one feature and two benefit statements for that feature before providing one of the four ultimate benefits. Each benefit statement should build on the last one and should be relevant to the feature. Remember, you want to satisfy the need you listed at the top of the workshop.

Need _____

Feature _____

Which means . . .

Benefit _____

What that means to you . . .

Benefit _____

And the real benefit to you is . . .

Ultimate Benefit _____

Tie-Down Question _____

Ultimate Benefits (Company)

- Saves, makes money
- Saves, makes better use of time
- Makes job easier, product better
- Improves health, reduces stress

Ultimate Benefits (Individual)

- Recognition
- Achievement
- Security
- Personal Profit

Workshop 11-1: Trial Close, Recommendation

Instructions: Write a trial close question and a recommendation for one of your prospects.

Trial Close _____

Recommendation _____

Investment _____

Benefit _____

Benefit _____

Ultimate Benefit _____

Tie-Down Question _____

Workshop 12-1: Closing

Instructions: Write another example of each type of close.

Assumptive: _____

Contained-Choice: _____

Negative is Positive: _____

Direct: _____

Workshop 13-1: Uncover the Real Objection

Instructions: For each objection listed in the left-hand column below, fill in a question you can ask to help you identify the real objection.

Objection	Question
Your price is too high.	_____
I need to talk to the boss.	_____
I can't make that decision.	_____
I'm not convinced about Kigo.	_____
I want to check out other	_____
I need to think about it.	_____
Call back next...	_____
I don't have any money.	_____
I don't know if you will stand behind me.	_____
I don't think you will reach the type of renter I am looking for...	_____

Workshop 13-2: Practice Handling Objections

Instructions: Below, list two of the most common objections you've heard from your prospects. For each objection, write a statement to express empathy then fill in the features and benefits you can use to address the objection.

Objection	Empathy/ Features and Benefits
1.	
2.	

Workshop 14-1: Analyze Your Customer Service Skills

Instructions: Listed below are eight qualities customers appreciate in a Sales Rep. Rate your customer service skills in each areas using a scale of 1 (least skilled) to 5 (most skilled).

	Rating
Dependable: Sales Rep calls as scheduled.	_____
Organized: Sales Rep has all the materials he/she needs available when talking to the customer.	_____
Knowledgeable: Sales Rep knows and understands the customer's business and provides good advice and creative ideas.	_____
Attention to Detail: Sales Rep is accurate; notices what is happening in the industry and offers relevant suggestions.	_____
Good Listener: Sales Rep really hears what the customer has to say.	_____
Advises Wisely: Sales Rep gives knowledgeable advice about what services are most appropriate for each account.	_____
Follow-Through: Sales Rep always follows-through; customer never worries once Sales Rep has committed to doing something.	_____
Shows Integrity: Sales Rep sells what the customer really needs, not what he/she could sell to make more money.	_____