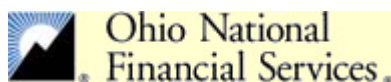


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## UNIT VII: The Sales Associate as a Business Person

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*"Identify your uniqueness... if you can't... create it!"*

— **Management Magic**

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## About This Unit

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In many ways, this unit is the culmination of the material we have seen thus far. Certainly, you must develop the skills and techniques we have discussed throughout the ON-Trac program to generate enough business to be considered successful. However, you must plan and coordinate the execution of all these activities so they lead to a positive and profitable end.

**2**

In this unit, we will discuss how you must first set an annual sales goal, then use it as motivation for planning the activities it takes to reach it. Once you have set activity goals, you must develop a system for scheduling them. You might consider the material in this unit the glue that binds together the elements of a successful career.

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## Learning Objectives

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Once you've completed this unit, you should understand the:

1. Basic requirements for a successful business
2. Importance of annual goal setting
3. Importance of activity ratios and how they complement good planning
4. Relationship between activity and weekly goals
5. Importance of planning and organizing every business day
6. Importance of effectively managing your time and activities
7. Current Ohio National time management tools
8. Importance of keeping records

**3**

**The components listed below interact with this section and can be found by navigating to the [ON-Net Forms Catalog](#). (User log-in required.)**

**NOTE:** It is recommended that students have hard copies of all forms referenced in this material. Please order or print the forms listed below via the ON-Net Forms Catalog for use as a reference throughout the course.

- Weekly Activity Report (Form 1176)
- ON-Trac Weekly Activity Report Definitions (Form 1176-A)
- Chart Your Course for Success & Business Records (Form 1177)
- Quarterly Agent Activity Summary (Form 1179)
- Sales Activity Manager Productivity Planner and/or eScoreBoard alternatives from Sales Activity Management, Inc. ( [www.salesactivitymanagement.com](http://www.salesactivitymanagement.com) )
- The Trusted adviser ([www.limra.com](http://www.limra.com))
- Copytalk ([www.copytalk.com](http://www.copytalk.com))

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## Business Basics

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The type of business you build is as important as the way you build it. Consider the following basic factors that should be part of any successful, professional insurance practice.

- Look at the bottom line.** The motive to make money is a basic and honorable one. There is nothing wrong with being honest about it. After all, the financial possibilities of this profession are one of the major reasons you have entered it. Make sure you operate your business at a profit and keep a close eye on your bottom line.
- Generate sufficient income from production.** All your income will come from sales. As we saw in an earlier unit, sales are a result of productive activity, and activity can be planned and managed. Make sure your activity and production objectives will support your income goals. Later in this unit, we will see how your **Chart Your Course for Success & Business Records, Activity Planner, and Weekly Activity Report & Definitions** will help you establish meaningful goals, as well as manage your time and activity.
- Operate at acceptable expense levels.** Income is important, but so is profit. Profit is what you have left once you've paid the bills. Positive cash flow is when there is more money coming in than going out. Controlling expenses and managing cash flow can make the difference between a profitable and unprofitable operation, especially for a new business with an uncertain income stream. Business expenses are part of doing business. However, managing expenses is essential for maximizing profits.
- Make sure expenses will provide the expected returns.** Spend money to make your business profitable, but first, weigh costs against the anticipated benefits. For example, don't invest in a GPS or cell phone with all the bells and whistles unless you spend a lot of time on the road and need it to keep scheduled meetings, call clients, and keep in contact with the office.
- Make sure any expenses help you work more efficiently and effectively.** For example, if hiring part-time clerical help will free you up for more sales calls, that's an expense that can make your activities more efficient and effective.
- Keep records that provide necessary documentation.** The only way you'll know if your business is profitable is by keeping records. Your record keeping system should be simple and accurate. You don't want to spend an inordinate amount of time keeping your records up-to-date when you could spend that time more productively prospecting or making sales calls. Your **Activity Planner and Business Records** also help you keep track of mileage, entertainment, and other monthly expenses.



In addition, a record keeping system should allow you to:

In addition, a record keeping system should allow you to.

1. Provide for quarterly cash flow projections;
2. Compare projections to actual profit and loss figures; and
3. Periodically determine the net worth of your business (assets minus liabilities).

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## Build A Quality Block of Business

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Quality business, which is sold to meet the needs of qualified prospects, is business that is more likely to stay on the books.

- **Quality business means persistency.** Persistent business has a direct impact on your compensation. Lapsed business can result in the loss of first-year commissions, as well as subsequent renewals and bonuses. In addition, you may have lost the potential for additional sales to these policyholders, as well as any potential referrals.
- **The type of individual to whom you sell can impact your persistency.** Statistics show that lapses occur more often among lower-income earners than among upper-income earners. As people mature, they tend to become more stable and take a longer-term view of life. That's why there is generally a sharp rise in persistency after age 30.

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**Work with the policyholder to conserve the case.** You'll be notified by corporate headquarters when one of your policies is about to lapse for nonpayment of premium, so you'll have enough time to contact the policyholder before the end of the grace period to try and save the business. Find out why the business is about to lapse. If the policyholder is experiencing a temporary financial shortfall, urge him or her to find some way other than dropping the policy to cope with the situation. If there is sufficient cash accumulation, suggest a policy loan to pay the premium. If the financial problem is more long-term, consider changing the mode or frequency of payment to improve the policyholder's cash flow.

- **Service is an important part of maintaining quality business.** As we discussed in ON-Trac II, Unit V, After the Sale you must keep pace with the changes in your clients' lives.

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## Look to the Future

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There is no such thing as standing still. If you do, you lose ground. Stay in touch with the changes and needs of those who fit your prospect profile and target markets. Make sure you keep your eyes on the future by keeping your knowledge and skills sharp through practice, continuing education, study groups, business reading, and seminars. In short, broadening your horizons may help you grow your business.

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## How to Begin

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List all the things you hope to accomplish in the next year. Don't worry about priorities initially. Then, rewrite your list in priority order. For example, a priority list might include:

### For an Experienced Sales Associate

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1. Do two *Business Viewpoints* or *Business Financial Checkups* (BFCs) before noon, three days per week, on referrals who meet my prospect profile.
2. Qualify for the **Ohio National** Wall of Fame by 4/30 and President's Inner Circle by 10/31.
3. Qualify for the MDRT Court of the Table.
4. Attend MDRT Annual Meeting.
5. Write 100 lives to qualify for the **Ohio National** Century Club.
6. Earn a gross income of \$300,000.
7. Become Quality Leader of the Month.
8. Increase disability income insurance policy sales by 30 percent.
9. Continue regular workouts at health club three days/week.
10. Devote four hours per week to community service.
11. Take the family on a summer vacation.
12. Take the family on a winter vacation.

### For a New Sales Associate

1. Make sure ON-Trac activity goals are met; have 12-15 prescheduled meetings arranged; obtain 20 on-profile referred leads/week; and earn 30 activity points/week.
2. Do two *Personal Viewpoints* or *Personal Financial Checkups* (PFCs) before noon, four days/week, on referrals who meet my prospect profile.
3. Qualify for First Quarter Club.
4. Begin self-study for the Series 7 Registered Representative's securities registration.
5. Become VIP of the Month.
6. Attend corporate headquarters Personal Insurance Seminar; enroll in LUTC Personal Insurance course; and complete all ON-Trac units.
7. Write 100 lives to qualify for the **Ohio National** Century Club.
8. Earn a gross income of \$75,000.
9. Have disability income insurance account for 25 percent of sales.
10. Begin regular workouts at health club three days/week.
11. Join community booster group.
12. Take four three-day weekends.
13. Take the family on a one-week vacation.

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## My Past Performance

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Once you know your priorities, you must plan, then manage, the activity it will take to reach these goals. To do so, you must know your numbers. They can be determined by using the approach described in **Chart Your Course for Success & Business Records**. You want to begin planning next year's activity by carefully analyzing your past performance. In **Chart Your Course for Success & Business Records**, you'll find "My Past Performance" worksheets. Completing them will give you a comprehensive look at last year's production and activity performance, plus your awards and recognition, business education, expenses, product and market analysis, and former prospect profile.

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If you're a new Sales Associate who cannot base activity on past performance, consult with your General Agent or trainer and use your Activity Report to help plan the activity it will take to reach your goals. Company and industry standards usually determine first-year activity. As you become more experienced, use activity ratios based on your performance.

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## My Past Performance

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### My Past Performance

Awards and Recognition: \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

Career Development: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Actual Business Expenses

20 \_\_\_\_\_

- |                            |          |
|----------------------------|----------|
| 1. Advertising/Promotional | \$ _____ |
| 2. Car Expenses or Mileage | \$ _____ |
| 3. Dues and Publications   | \$ _____ |
| 4. Postage                 | \$ _____ |
| 5. Insurance               | \$ _____ |
| 6. Legal/Professional      | \$ _____ |
| 7. Rent                    | \$ _____ |
| 8. Supplies                | \$ _____ |
| 9. Taxes                   | \$ _____ |
| 10. Travel Expenses        | \$ _____ |
| 11. Meals/Entertainment    | \$ _____ |
| 12. Utilities/Telephone    | \$ _____ |
| 13. Wages to Staff         | \$ _____ |
| 14. Capital Expenses       | \$ _____ |
| 15. Miscellaneous          | \$ _____ |

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## My Past Performance

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### My Past Performance

#### Market Review:

#### Cases

#### NAFYC

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##### 1. Source of Clients:

Personal Friend	_____	_____
Casual Acquaintance	_____	_____
Present Client	_____	_____
Referred Lead	_____	_____
Observation	_____	_____
E-Mail/Snail Mail/Pre-Approach	_____	_____
Cold Call	_____	_____
Other (_____)	_____	_____

##### 2. Please list all occupational groups in which you have made three or more sales in the past two years (or less if it applies).

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

##### 3. My Prospect Profile was:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## Preparation for the New Year

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The "Preparation for the New Year" worksheets of the **Chart Your Course to Success & Business Records** are an excellent resource to use to take personal stock in your work habits, skills, and characteristics. Once you have isolated the skills you want to improve, develop a schedule of activities that will give you the expertise you're seeking. Many successful seasoned advisers have used the what, how, when approach to do this. You identify exactly what you want to do, how you plan to do it, and when you plan to get it done. For example, let's assume you want to improve your fact-finding technique.

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**What (Objective)**

*To be able to gather more meaningful information about the intangibles that influence a prospect's decision to buy.*

**How**

*Use an approved, preprinted fact-finder and develop open-ended, probing questions that successfully get prospects to discuss their risk profile as well as their personal and business objectives.*

**When**

*I will study the ON-Trac II "Conducting Win/Win Meetings (Unit IV), my preferred selling system materials, and some of my past completed fact-finders. On each of the next three Friday afternoons, I will meet with \_\_\_\_\_ and role-play my techniques.*

Working with your skills inventory and improvement program may pay dividends instantly. Once improvements have set in, you will notice a drop in the activity per sale associated with the skill or skills you have improved — proof positive that you are working smarter.

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### “Preparation for the New Year”

*“The picture is never greater than the artist. You improve the work by improving the worker.”*

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#### Personal Diagnosis

Please rate yourself on a scale of 5 to 1 based upon the following business characteristics:  
(5) Outstanding, (4) Above Average, (3) Average, (2) Below Average, (1) Need Help

##### Work Habits

Daily Planning \_\_\_\_\_  
Work ethic \_\_\_\_\_  
Using a full work day \_\_\_\_\_  
Activity tracking \_\_\_\_\_  
Results analysis \_\_\_\_\_

##### Prospecting

Continuous market \_\_\_\_\_  
Development/networking \_\_\_\_\_  
Getting on-profile referrals \_\_\_\_\_  
Getting information \_\_\_\_\_  
Getting introductions \_\_\_\_\_  
Eliminating “China Eggs” \_\_\_\_\_

##### Selling Skills

Effective approach \_\_\_\_\_  
Telephone scripts/techniques \_\_\_\_\_  
Mastery of sales scripts process \_\_\_\_\_  
Fact-finding skills \_\_\_\_\_  
Persuasive visual presentation \_\_\_\_\_  
Objection handling \_\_\_\_\_  
Effective closing \_\_\_\_\_  
Policy delivery \_\_\_\_\_

##### Submitted Business

Check (\$\$) with application \_\_\_\_\_  
Use of dividend/ death benefit option \_\_\_\_\_  
Average size policy \_\_\_\_\_  
Number of policies sold \_\_\_\_\_  
Persistency \_\_\_\_\_  
Repeat sales \_\_\_\_\_

Now rate yourself using the same scale based upon your physical, mental, personal and spiritual characteristics.

##### Physical

Appearance (dress, shoes, hair) \_\_\_\_\_  
Height-to-weight ratio \_\_\_\_\_  
Proper nutrition \_\_\_\_\_  
Activities/relaxation \_\_\_\_\_

##### Mental

Aware of people \_\_\_\_\_  
Aware of changing markets \_\_\_\_\_  
Aware of finances (yours) \_\_\_\_\_  
Communication/people skills \_\_\_\_\_  
Aware of current trends/events \_\_\_\_\_

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### Personal

Financial Security \_\_\_\_\_  
 Level of confidence \_\_\_\_\_  
 Spouse/family relationship \_\_\_\_\_  
 Integrity \_\_\_\_\_

### Spiritual

Time spent in thought/prayer \_\_\_\_\_  
 Established goals \_\_\_\_\_  
 Sensitive to needs of others \_\_\_\_\_  
 Attend religious \_\_\_\_\_  
     services regularly \_\_\_\_\_

Total of all points: \_\_\_\_\_

Divided by 41 = average \_\_\_\_\_

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### Improvements

Look at your average above. Do any areas for improvement seem apparent? Which one(s)?

---

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---

Examine what you will need to do to make these improvements ... and then DO IT!

### Subjective Self-Analysis

Please take a moment to ask yourself some personal questions:

Age: \_\_\_\_\_ Height: \_\_\_\_\_ Weight: \_\_\_\_\_

1. Date of last physical exam: \_\_\_\_/\_\_\_\_/\_\_\_\_

2. Physically, I am: \_\_\_\_\_  
 \_\_\_\_\_

3. Mentally, I am: \_\_\_\_\_  
 \_\_\_\_\_

4. Personally, I am: \_\_\_\_\_  
 \_\_\_\_\_

5. I am most grateful for: \_\_\_\_\_  
 \_\_\_\_\_

6. I can improve spiritually by: \_\_\_\_\_  
 \_\_\_\_\_

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## Preparation for the New Year

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### Business Self-Appraisal

1. What have I done best this past year?

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2. In what area have I improved the most this past year?

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3. In what specific area(s) do I feel I need to improve in the next year?

---

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---

4. What accomplishment(s) in my career has/have meant the most to me and why?

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***“Destiny is not a matter of chance; it is a matter of choice.”***

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## Sales Effort Formulas

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As you can see from the following chart, each category leads you to the next step in the sales cycle. If you don't have leads, you can't make calls; therefore, you can't schedule meetings, and so on. It's important to note that, any time you positively impact the activity required to reach the next step, or increase your average commission, you improve your effectiveness and productivity. Just increasing your numbers may not be the best course of action. The old adage — work harder and smarter — certainly applies.

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Working smarter may mean taking an objective look at your skill level. For example, on-profile referrals are much more effective than raw names. Improvement in your referral techniques can help you increase your effectiveness. Improving your prospect profile or fact-finding techniques can reduce the activity you need to reach certain sales goals. To make sure you're working as smart as you can, identify the skills that may need improvement. To do so, rate yourself according to the skill level you feel you possess.

### Sales Activity Goals

The "My Activity Goals for Year \_\_\_\_\_" worksheet, from **Chart Your Course for Success & Business Records**, allows you to project the weekly, monthly, quarterly and yearly activity it will take to meet your sales goals, based on firm standards, or your past year's performance.

Begin by entering your First-Year Annualized Commission goal. When you divide this number by last year's Annualized Commission per Case, you get the number of paid cases you will need for the year to meet your goal.

Break this number down to quarterly, monthly, and weekly totals. Determine the number of on-profile Referred Leads, Initial Meetings, Cases Opened, Closes, Business Lunches, and Fact-Finders needed to meet your goal, then break that down into quarterly, monthly, and weekly totals.

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## Sales Effort Formulas

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### Sales Effort Formulas

Candlelite Press, Inc. researched and created the following Sales Effort Formula Chart which shows the sales activity needed to produce 100 lives per year for a newer agent. A seasoned agent with five or more years in the business should use the alternative activity figures to help plan for either 75-100 lives per year goals if personal records are not available. The activity formulas reflect average "per sale" work efforts and need to be adjusted to reflect your own planned objectives for each week.

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### Sales Effort Formula Chart

Activity	New Agent Goal 100 Lives	Activity Per Sale Formula		5 Years + Career Average 100 Lives Activity		5 Years + Career Average 75 Lives Activity	
				Total	Per Sale	Total	Per Sale
New Sales Leads	2,200	-	-	750	-	1,000	-
Referrals	220	-	-	400	-	200	-
<b>Total Leads</b>	<b>2,420</b>	<b>+100</b>	<b>24.2</b>	<b>1,150</b>	<b>11.5</b>	<b>1,200</b>	<b>20</b>
Contacts	1,980	+100	19.8	760	7.6	980	16.3
Scheduled Agents	495	+100	4.95	380	3.8	392	6.5
Initial Meetings	412	+100	4.12	316	3.16	341	5.68
Fact Finders	375	+100	3.75	288	2.88	297	4.95
New Open Cases	360	+100	3.6	240	2.4	270	4.5
Closing Interviews	300	+100	3	200	2	180	3
<b>Total Sales</b>	<b>100</b>	<b>+100</b>	<b>1</b>	<b>100</b>	<b>1</b>	<b>60</b>	<b>1</b>

### An Ideal Week

We strongly recommend that you target the times of the day and the days of the week to do certain vital and important tasks to make your business successful.

Many sales associates have found using colored highlighters will help them focus on the most effective time for them to do specific activities. For example, many find that scheduling study time in early mornings or Sunday afternoons is ideal to work on their CFP, CLU, LUTC or other designations. Block out and highlight your telephone times and planned prospecting activities. Identify those times and days when you are most effective at doing certain things, and then work your plan. These ideas will help provide a roadmap to follow every week.

The ON-Trac II "Agent as Business Person" Unit VII (ON-Net University) and *Weekly Activity Report (Form 1176)* are designed to help you work efficiently and effectively in conjunction with your Activity Planner. Regular self-analysis of your activities is imperative for continued improvement and/or success.

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### My Activity Goals for Year \_\_\_\_\_

	Yearly	Quarterly	Monthly	Weekly
1. NET ANNUALIZED FIRST YEAR COMMISSIONS (NAFYC)	\$ _____	\$ _____	\$ _____	\$ _____
2. PAID CASES (Divide 1 by 2C)	_____	_____	_____	_____
A. Paid cases last year	_____			
B. NAFYC last year	\$ _____			
C. Ann. Commission per case	\$ _____			
3. CLOSING MEETINGS	_____	_____	_____	_____
4. INITIAL MEETINGS	_____	_____	_____	_____
5. SALES INTERVIEWS				
A. New Prospects	_____	_____	_____	_____
B. Existing Clients	_____	_____	_____	_____
6. PROSPECTING MEETINGS	_____	_____	_____	_____
7. NEW LEADS				
A. Referred/On profile	_____	_____	_____	_____
B. Other	_____	_____	_____	_____
8. TELEPHONE RATIOS				
A. Calls made last year ÷ Contacts last year = _____ Phone calls made to get one contact.				
B. Contacts last year ÷ Scheduled meetings last year = _____ Contacts made to set one meeting.				

*Note: Please refer to "My Past Performance" (pages 7-9) and last year's Activity Planner.*

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## Managing Your Time

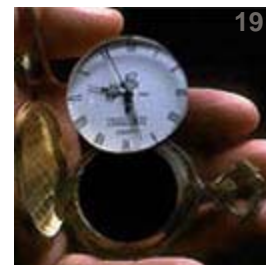
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You certainly want time on your side, and you'll only have it if you learn how to manage it effectively. Time is one of your most valuable resources; you must use it wisely to meet your goals and build a profitable business.

Time management is nothing more than prioritizing tasks and planning activities to make sure you accomplish the most important ones first. Certainly, your most important activity is making sales presentations and closing. Although your other sales-related activities (such as on-profile referrals, initial meetings, and fact-finding) are essential, there can be no doubt that your number one priority is having enough time for effective closing sales presentations, completing applications, and getting the checks.

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## Time Management Techniques

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The bottom line with time management is taking the steps necessary to maximize the amount of time you have for presenting your recommendations and closing. Since you can't ignore or eliminate your other important activities (for example, if you eliminate on-profile prospecting, you soon won't have any prospects for presentations), you must find ways to ensure that you are spending your time as efficiently and effectively as possible.

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### **Get organized.**

Carefully assess and prioritize your activities. Understand any scheduling constraints imposed by your geographic area or market. Make sure your time management plan accommodates both your needs and those of your prospects and clients.

### **Schedule selling time first.**

Since selling is most important, make sure you schedule it first. That also includes activities that keep your stream of on-profile prospects flowing. Everything else should be worked around your prospecting, initial meetings, fact-finding, and closing.

### **Set aside periods for non-sales work.**

These tasks include administrative tasks like record keeping, accounting, continuing education, business reading, firm meetings, sessions with your General Agent or trainer, correspondence, paperwork, and service calls. *It also includes having a regular time to plan the next week's activities.*

### **Use your activity ratios.**

Know well in advance how many prospects, telephone calls, contacts, and meetings you need to schedule. The Weekly Activity Report presents suggested activity levels — use those as minimum standards.

Don't wait until Friday afternoon to determine how many calls you have to make Monday morning. Do your meeting scheduling for the next week, not the current week. This will provide a safeguard against postponements or cancellations (which run as high as 25 to 30 percent), and you'll project an image of success if you ask people for scheduled meetings a week or more in advance.

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## Time Management Techniques

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### **Schedule meetings geographically.**

Don't waste time driving all over every day if you can call on people in one localized area. If your "territory" warrants, divide it into quadrants and work a different quadrant each day. By limiting your travel time, you not only manage your time more effectively, but you also help reduce your business expenses.

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### **Start early.**

You can get a lot of non-sales work done in the office early in the morning before prospects and clients are ready to be seen or called. Also, if you have scheduled evening meetings, use the interim time in the office to get non-sales work, study, and skill development done.

### **Use the telephone.**

Confirm your scheduled meetings far in advance, especially ones that seemed "iffy" when made, and always have someone else to contact or see when you have broken or postponed meetings or down-time.

### **Stick to your priorities.**

Everybody wants everything yesterday. Don't abandon your priorities to meet every urgent demand that comes your way. If your schedule is organized well enough, there will be time to follow up on the things people want you to do without taking time away from your important sales activities.

### **Use down-time productively.**

If you have time on your hands between meetings, call on other prospects or clients in the area, make calls from your cell phone, do businessowner or market surveys, or do some business reading. Use drive time to listen to motivational or self-help audio tapes, or use [Copytalk®](#) or a pocket-sized tape mini/micro recorder to make notes to yourself.

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### Don't waste time.

Coffee at your favorite establishment or with another Sales Associate may be pleasant, but it isn't productive, so make sure you keep it in perspective. Don't use work time for personal errands and don't become desk-bound. People do not normally call and say, *"I've been thinking of dying lately. Please come out and see me."* Develop sound, aggressive work habits and plenty of self-discipline. Don't procrastinate, but do be proactive with a sense of urgency to "do it" now. Go out, network, see people, get on-profile referrals, set initial meetings — and you will achieve the success you desire.

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### Delegate.

There are some things, such as prospecting and selling, that you have to do yourself. However, as you gain experience, there are many more activities that can be delegated to a secretary or administrative assistant. These may include some record keeping, running illustrations, and handling correspondence and other paperwork. Whenever you can, delegate jobs that will free you up for more productive work. Don't overlook the increased contributions your accountant might be able to make. Paying to delegate can be a very cost-effective business expense.

### Don't shortcut family time.

Your family is a very important part of who you are. Make sure there is enough time in your schedule for the people who mean the most to you, and schedule your work around it. Just be sure to *work* when you schedule *work*.

### Keep records.

Use the **Activity Planner and Business Records** to keep track of how you spend your time and to record your efficiency. This should correspond closely with your work and personal planning schedule. If it doesn't, find out why and correct it.

### Evaluate your time management skills.

You and your General Agent or trainer should periodically review your time management system to see how it is working. You will want to revise it as you gain experience and refine your business operation. Always be on alert for ways to work smarter, not harder.

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## Tools for Maintaining Time & Record Keeping

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### Activity Planner

The **Activity Planner** is a time-tested system developed to help you become more successful. **Ohio National** is not affiliated with nor sponsors nor endorses any one practice management system, but many **Ohio National** producers use Sales Activity Management, Inc. (SAM) materials. See your General Agent, trainer, or ON-Net University [ON-Net Industry Links](#) (*Click on the respective logo.*) for details. The objectives of the system are to help you:

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- Allocate your time so you develop realistic expectations for work activities in relation to your other activities
- Set a minimum income goal
- Set minimum activity levels required to attain your income goal
- Keep accurate records

Some features of the **Ohio National** (*and above vendor*) planning tools to help you manage your time more effectively are:

- **Weekly Planning Pages**

These are vendor planner pages where you record scheduled meetings. Time slots throughout the week allow you to schedule personal and business meetings and events. After each completed scheduled meeting or face-to-face contact, take an additional few seconds to record what transpired on the previous call. Use the abbreviations suggested in **Ohio National's** Definitions for Weekly Activity Report (Form 1176). To help you measure your effective daily performance against industry standards, check your Activity Points regularly throughout each day to be sure you accomplish your objectives.

- **Client Pending/Case Open List**

- **New Open Cases**

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## Tools for Maintaining Time & Record Keeping

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### • Business Records

Successful businesses, regardless of industry or type, whether corporate, partnership, or sole proprietorship, keep records. MDRT-level producers (or above) keep track of their activity performance to stay focused, know where they are, where they're going, and how they'll get there. As an entrepreneurial businessowner, you should do likewise.

**Ohio National** provides numerous self- and time-management materials to assist you.

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### • Client Development

These pages help you track your progress with each prospect. They are in your **Activity Planner** and/or in Chapter 4 of Chart Your Course for Success & Business Records (Form 1177). By grouping activities for each prospect together on a page, you can identify your progress and/or problems you have in the sales process. Keep this section up-to-date. Draw a line through those who are no longer in your current working inventory of potential sales in the next 30 to 45 days.

Client Development								
	Contact Date	Source Code	Prospect's Name	Initial Meeting	Fact-Finder	Presentation	Closing	Paperwork Done
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10.								
11.								
12.								
13.								
14.								
15.								
16.								
17.								
18.								
19.								
20.								

Source Code: 1=Referral; 2=Existing Client; 3=Center of Influence; 4=Personal Observation; 5=Market Development; 6=Relative/Friend; 7=Other

## Tools for Maintaining Time & Record Keeping

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### • Production Record

The *Production Record Pages*, located in your **Activity Planner** and/or in Chapter 4 of Chart Your Course for Success & Business Records (Form 1177), track policies you have written, issued, and delivered, plus your NAFYC. Post events as cases become "paid for."

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Sales Production Records						
Application Date	Client Name	Plan/Amt.	Annual Premium	Issue Date	Delivery Date	NAFYC/ Date Paid
1.						
2.						
3.						
4.						
5.						
6.						

### • Weekly Activity Report

The Weekly Activity Report (Form 1176) is an excellent way to monitor, evaluate, and summarize your weekly sales activities. It allows you to record your total sales, support, and study hours each week, as well as detail how you performed in each of your sales process activities. The Point Formula lets you measure your daily activity performance against the industry standard. As you work on improving specific interview techniques and sales skills, you will be able to monitor your effectiveness by keeping track of your Activity Ratios, Persistency, and Year-to-Date Evaluations.

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## Activity Analysis

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Using the *Weekly Activity Report* effectively is important in managing your activity. Analyzing your activity is directly related to your ultimate sales success. There is a direct correlation between low activity and low production. Consider the following statistics:

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### Activity Analysis

#### Average Hours per Day

##### Low Production

Sales Activity	2.50
Administrative/Case Prep/Plan	5.00
On-Profile Prospecting	0.25
Study/Self-Improvement	0.50
Misc.	2.40

**Total Working Hours                    10.65**

##### Better Production

Sales Activity	4.50
Administrative/Case Prep/Plan	3.00
Prospecting	0.75
Study/Self-Improvement	0.75
Misc.	0.30

**Total Working Hours                    9.30**

Low production is defined at less than \$36,000 NAFYC per year.  
Better production is defined at more than \$36,000 NAFYC.

It's interesting to note that our "working smarter" concept is borne out by these numbers. High production actually spent fewer total hours than low production. However, the amount of time spent on activities specifically related to sales was higher.

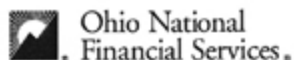
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## Activity Analysis

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The Ohio National Life Insurance Company  
Ohio National Life Assurance Corporation



Post Office Box 237  
Cincinnati, Ohio 45201-0237  
Telephone: 513.794.6100

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### Weekly Activity Report

Agent \_\_\_\_\_ Week Ending \_\_\_\_\_

#### Time Management:

#### Results

Sales Hours \_\_\_\_\_  
Support Hours \_\_\_\_\_  
Study Hours (What?) \_\_\_\_\_  
Total Hours \_\_\_\_\_

#### Activity:

#### Point Formula

#### Points Earned

Referred Leads (20)	_____	.5 point each	_____
Cases Opened (6)	_____	1 point each	_____
Closes (4)	_____	1 point each	_____
Business Launches	_____	1 point each	_____
Fact Finders Completed	_____	1 point each	_____
People Contacted (30)	_____	<b>Total Points</b>	_____
Meetings Kept (9)	_____		
Initial Meetings (6)	_____	Age Change Contacts	_____
<b>Phoning for Scheduled Meetings:</b>		Birthday Contacts	_____
Dialed	_____	Intro/Letters Sent	_____
Contacts	_____		
Meetings Scheduled	_____		

### New Business Submitted:

	Current Week	+	Last Week Y-T-D	=	Total Y-T-D	This Year's Goals	Yet To Go	Need Each Week
Cases								
Life FYC's								
D.I. FYC's								
Annuity FYC's								
ONESCO Commissions								
Other FYC's								
Total Submitted FYC's								

NEW CLIENTS SOLD THIS WEEK \_\_\_\_\_ TOTAL NEW CLIENTS YTD \_\_\_\_\_

The suggested activity levels in parenthesis - You should have sufficient activity to earn an average of 6 points/day, 30 points/week or at least 125 points/month, every month, all year.

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### Paid Business Results

	Current Week	+	Last Week Y-T-D	=	Total Y-T-D	This Year's Goals	Yet To Go	Need Each Week
Cases								
Life FYC's								
D.I. FYC's								
Annuity FYC's								
ONESCO Commissions								
Other FYC's								
Total Paid-For FYC's								

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### Next Week's Specific Plans

Total Meetings Scheduled: \_\_\_\_\_

Initial Meetings Scheduled: \_\_\_\_\_

Closing Interviews Scheduled: \_\_\_\_\_

Best On Profile Prospects: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Activity Ratios

1. \$ Value Of Each Contact =  $\frac{\text{Commissions}}{\text{Contacts}}$  = \_\_\_\_\_
2. \$ Value Of Each Initial Meeting =  $\frac{\text{Commissions}}{\text{Initial Meetings}}$  = \_\_\_\_\_
3. \$ Value Of Each Sale =  $\frac{\text{Commissions}}{\text{\# SALES}}$  = \_\_\_\_\_

### Persistency Prompter

# Lapsed Cases This Week \_\_\_\_\_ Premium \$ \_\_\_\_\_ Total Lapsed Y-T-D \$ \_\_\_\_\_

### Year-To-Date Evaluations

Average Size Sale: \$ \_\_\_\_\_ (FYC's) Closing Percentage: \_\_\_\_\_ %

# Closing Meetings: \_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**HONEST, INTELLIGENT EFFORT IS ALWAYS REWARDED**

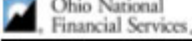
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## Activity Analysis

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### • Quarterly Agent Activity Summary

 Ohio National Financial Services

Quarterly Agent Activity Summary for:

Week Ending:		Quarterly Total	Quarterly Objective	YTD Total	YTD Objective
Sales Hours	<b>A C T I V I T Y</b>				
Support Hours					
Study Hours					
Total Hours					
Telephone Calls					
Telephone Calls					
Meetings Scheduled					
Refused Leads (30)					
Cases Opened (8)					
Cases (6)					
Business Lunches					
Farm-Visitors Completed					
Total Leads (30)					
People Completed (30)					
Meetings Reps (15)					
Initial Meetings (8)					
Phone Calls					
Phone Calls					
Meetings Scheduled					
Age Change Calls					
Birthdays Calls					
Letters/News Sent					
Meetings Scheduled Next Week					
Cases Submitted	<b>S U B M I T</b>				
Life/DEVCs					
Accident EVCs					
OMESCO Cases/31000					
Other EVCs					
Total Submitted EVCs					
Cases Paid	<b>P A I D</b>				
Life/DEVCs					
Accident EVCs					
SD Cases/31000					
Other EVCs					
Total Paid For EVCs					

Form 1179 Rev 08/02

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The Quarterly Agent Activity Summary (Form 1179) shows you how you are doing at meeting weekly, quarterly, and year-to-date goals per quarter for each activity in the sales process. It also shows production, and any developing trends (positive *and* negative). This summary may also be ordered through Supply.

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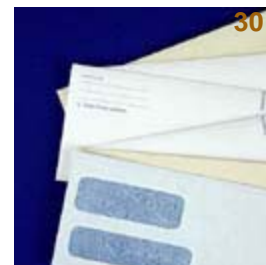
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## Record Keeping

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Keep records as you complete or plan each activity, so you can monitor your progress and determine how you are doing. Facts, not guesswork or wishful thinking, are what you are after. You want facts, not fantasy, at your fingertips as you monitor your business plan.

- **Track your income and cash flow.** Knowing how much money you make is important, but knowing how much profit you make is even more important.
- **Keep your business and personal records separate.** It is your business you want to track, so make sure you keep separate business records. This should also include separate checking and/or bank accounts.



Use the Two-Account system for business and personal flow. Physically dividing insurance income between personal and business expenses can help you monitor distribution of income to ensure that both personal and business obligations will be met.

***The Two-Account system works this way:***

1. **Deposit all insurance income commissions, subsidies, and incentive payments into your business account.** Spousal income, if any, should be deposited directly into the personal account, not your business account.
2. **Draw a regular (monthly, semimonthly, weekly) check from your business account to your personal account.** The amount of the check should be adequate to meet your personal budget requirements.
3. **Pay all business expenses** from the business account.
4. **Pay all personal expenses** from the personal account.
5. **Although Social Security taxes will be withheld from income payments by the company, you will want to make quarterly estimated income tax payments** from the business account.

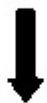
### Business Income

Commissions  
Renewals  
Incentives



### Personal Income

Spousal Income  
Investments  
Trust



### Business Account (Salary)

Business Reserve Account  
Business Expenses  
Quarterly Income  
Tax Estimates



### Personal Account

Personal Savings  
Personal Expenses



The actual system or record keeping you use depends on many factors, not the least of which is whatever works best for you. However, here are some techniques you may find helpful:

- **Once you develop a system for showing monthly profit and loss**, compare it to your cash flow.
- **Always know where you stand financially** — whether it is good or bad news, it is a great motivator.
- **Delegate as much of the bookkeeping as you can.** If you do most of it yourself, do it during unproductive times like Sunday afternoons, when you're not selling.

The Sales Activity Manager™ Productivity Planner and/or eScoreBoard™ from [Sales Activity Management, Inc. \(SAM\)](#), can further support your record keeping requirements by providing a car mileage log, expense envelopes, and other supplements. Post these items on a daily basis for maximum ease. As an alternative, Chapter 4 of Chart Your Course for Success & Business Records (Form 1177) provides numerous pages to aid in tracking your business expenses.

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## The Last Word

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In this unit, we have seen what it takes to be a successful business person. As we have discussed, your business — or any business, for that matter — can prosper only to the extent that it performs its particular tasks effectively and efficiently. The purpose of setting your goals is to develop a business plan that will direct your activities. Effectively managing these activities and your time will support you as you work your plan. Keeping track of your performance on a daily, weekly, and quarterly basis will help you monitor your plan.

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Setting goals, then using your skills to meet those goals as efficiently as possible isn't just the fast track to success. It's the only track to success!

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**THE SALES ASSOCIATE AS A BUSINESS PERSON:  
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## ***Unit VII: The Sales Associate as a Business Person Action Assignment***

1. Using "Chart Your Course for Success & Business Records" (Form 1177), develop your annual sales goals, then use them to develop your weekly and daily activity goals. Set up your ideal week by scheduling your activities. Discuss your planned, purposeful activity ratios and goals and your schedule with your General Agent or trainer. Track your results daily and record them.
2. If you have not already done so, complete the quiz for this unit, with a passing grade, and review it with your General Agent or trainer.

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*Please print this Action Assignment using the "Printer Friendly" button at the top of this page. Once it is complete, sign it and submit it to your General Agent for his or her signature. Give one signed copy to the General Agent and fax/send another copy to Field Development Operations at the corporate headquarters — (513) 794-4515.*

### **Unit VII: The Sales Associate as a Business Person Action Assignment Satisfactorily Completed**

**DATE:** \_\_\_\_\_**SIGN OFF****General Agent:**

\_\_\_\_\_

**Sales Associate:**

\_\_\_\_\_

**Firm (Print):**

\_\_\_\_\_

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