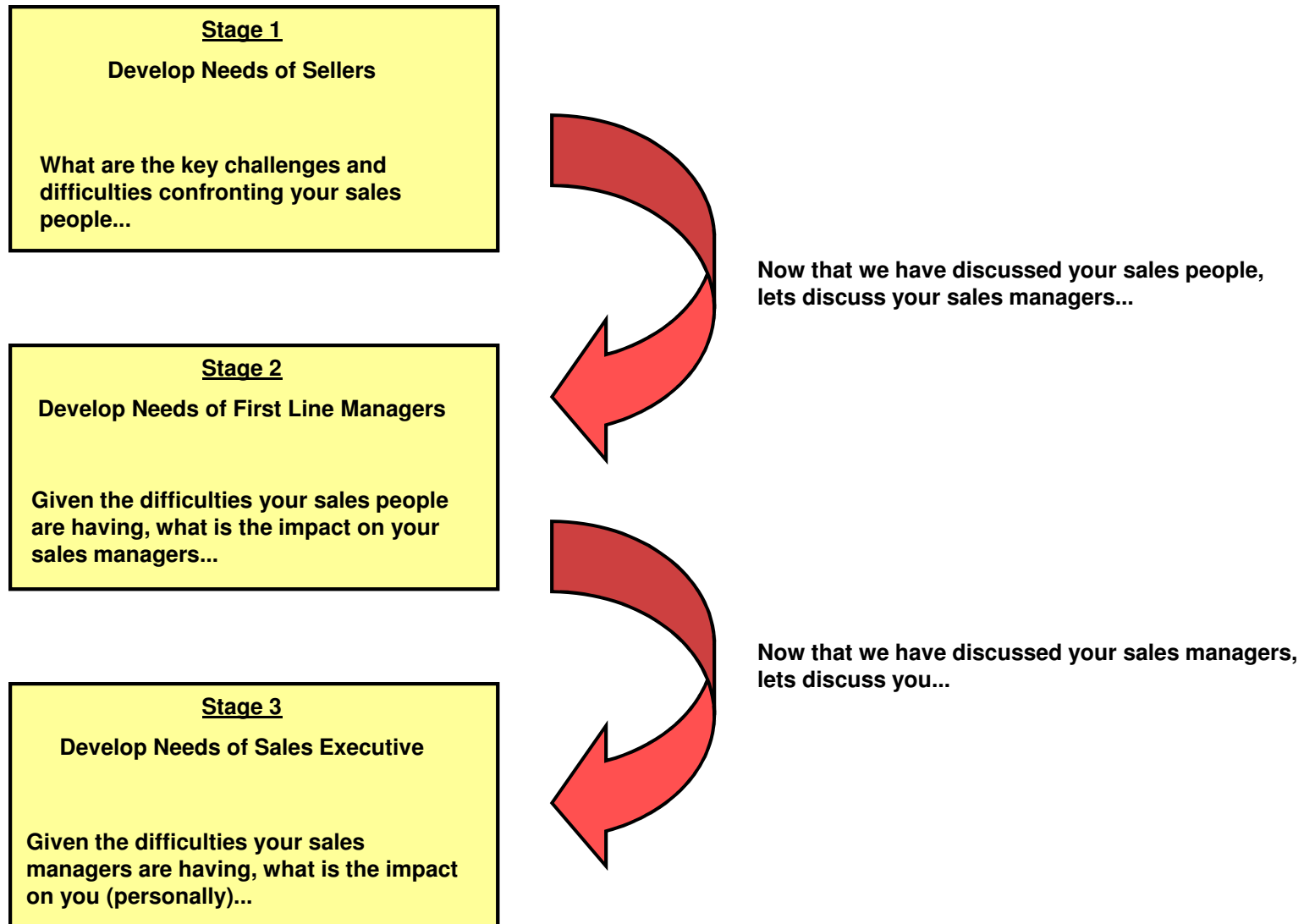


Step 4: Developing the Needs of a Sales Executive

3 Stage Need Development Process Targeted to the Sales Executive

So that is an introduction to Adventace, can you tell me about your sales operation?



Stage 1: Develop the Needs of the Sellers

Market Segment & Job Title: Sales Executive High Probability Problem: Salespeople Not Making Sales Goals

1. Problem Identification:

A.

- Today, how do your salespeople determine when to withdraw from opportunities where they have significant time invested?
- When you have a make or break opportunity on your forecast, how do you determine whether it is really going to close?
- When one of your new salespeople requests a technical resource, how do you determine whether or not the opportunity is qualified enough to authorize the use and expense of the technical resource?

B. "Could we focus on your sales people? What are the key challenges and difficulties they face?"

C. "Executives tell us that the top three issues facing them today, as it pertains to their sales force, are:

1. Not making their numbers due to lack of effective prospecting
2. Not making their numbers due to calling too low
3. Not making their numbers because they get in too late.

Are your salespeople having any of those issues?"

"Why do you think your people are having this difficulty?"

2. Discovery of Causes:

Are seller difficulties caused by:

A. ...a lack of prospecting?

Are their pipelines loaded with quality leads? Do sellers depend too much on responding to RFP's and or opportunities where the competition has gotten there first?

Why? (Fear? Don't know what to say? Lead with product?) What do they do today to develop new business? How many new prospects do they contact weekly? How many new leads does this activity currently create?

Do salespeople allocate enough time to prospect effectively?

Before they pick up the phone, do salespeople plan what they're going to say?

B. ...an inability to develop needs?

Do sellers tend to "lead with product"? If so, do opportunities falter? Linger and then die? Do sellers know how to get a buyer to admit a critical business issue? If they get a CBI can they develop a solution that differentiates you?

If they encounter a buyer who already has a solution, what generally happens? Is there a competitor who got there first? Do they play a feature/function game which they lose? Can they change it to favor your offering?

1. Solution Identification:

What capabilities do you think they need to solve the problem of not meeting quota?

2. Discovery (Capabilities): Would it help if your sales people could...

A. Had a cold call script designed to: quickly establish their credibility, gain a prospects interest in 20 seconds, and reduce the tension they feel as much as possible? Had a complementary process to help them handle voice mail & administrative staff?

Would it also help if the scripts were aligned with the critical business issues - not a product lead - that were high probability issues impacting the buyers they should be calling on?

Would it also help if they could utilize a complementary fax/email campaign to make the calls "warm" instead of "cold"?
(Advantage Lead Generation Process)

B. Have a process that would allow them to have a business discussion with the prospect to fully discover what was causing the prospect to have their specific problem and help develop a solution, biased towards your capabilities, in language the prospect understands and how it would help them solve the problem(s) they are facing?

(Advantage Solution Evolution Process)

Stage 1: Develop the Needs of the Sellers

Market Segment & Job Title: Sales Executive High Probability Problem: Salespeople Not Making Sales Goals

Discovery of Causes... continued

Are seller difficulties caused by:

2C are not qualifying at the sales call level?"

"What determines whether a seller stays involved with a prospect or disengages? When determining whether they are talking to someone who can or cannot make the buying decision, what do your people say? What strategy or tactic do your sellers use to get introduced to the decision maker? When a customer asks for a demo and the seller doesn't know why, what does your seller do? Are your salespeople really comfortable calling on the IT/IS buyer but really uncomfortable calling on Senior Managers? Do they call too low? Do they stay with buyers who really do not have the power to buy? Do they know how to determine if they are talking to a buyer who is "below the power line"? Do they know how to get a buyer who is "below the line" to give them access above? Will they walk if they are calling too low? % opportunities above .V. below? Do they have the ability to determine if there are multiple buyers (a committee) and then get to those buyers to determine their needs? "

2 Dlack sell-cycle control?"

Do your sellers and their buyers agree to a series of events that spells out the buying process so that the buyer can evaluate you and you can evaluate the buyer? Do sell cycles drag on? Do buyers elect "not to buy" at the end of a generally long sell cycle? What % of opportunities are not in the seller's control? When your sellers have delivered a proposal, what do they do as follow up? Has it ever happened that your own or the prospect's legal department has created a delay in bringing an opportunity to closure? What do you do to prevent this? How do your sellers handle buying committees? How do they keep the committee moving through the buying process as a "group"? How do your sellers deal with internal adversaries who sit on buying committees?

2. Discovery (Capabilities): Would it help if your sales people could...

C. Determine, on a first call to a buyer, whether the buyer is "above" a "power line" and able to help you push an opportunity inside their organization, VS. "below" the "power line" and unable to help you go further?

If below, the seller were able to negotiate effectively to gain access to power?

Your management team had a very accurate metric to determine today's baseline, establish goals to achieve, and measure performance against those goals?
(Adventace "Getting Above the Power Line")

D. Use a detailed 'road map' that could help sellers gain early access to the person who has power and then put in place a process to detail the remaining steps of the sales cycle that the 'power promoter' will agree with and follow?
(Adventace Action Plan)

Stage 1: Develop the Needs of the Sellers

Market Segment & Job Title: Sales Executive
High Probability Problem: Salespeople Not Making Sales Goals

2. Discovery of Causes... continued

"Is your sales people's issue of not making sales goals because sellers are..."

2 E....responding to RFP's and losing?"

Is responding to an RFP a substitute for good prospecting? Generally when RFP's are released, is it already too late to win? Has the competition set the requirements? Do sellers attempt to change the rules of the game to qualify the buyer and see if they have a reasonable chance of winning?

How many RFP/RFI/RFQ's do your salespeople respond to in a quarter/year? What is the success rate?

Is responding to RFP's a drain on your company's resources? Do you have a person or department dedicated to responding to RFP's. How many FTE's does it take to respond to the average RFP?

How frequently do you knowingly respond to RFP's influenced by your competition? How do you respond to an RFP when you know it has been written for the competition? What is the average value of an RFP? How do you respond when you "don't want to play in this one?"

3. Confirmation:

So the problem you are having is _____ and the causes are _____.

2. Discovery (Capabilities): "Would it help if your sales people could..."

E. Could take proactive steps with 'blind' RFP's that would give the rep a chance to change the requirements of the RFP?

Then have the rep use a "litmus test" decide whether or not to respond?"

(Advantage RFP Processing)

3. Confirmation:

If you had the following capabilities...

Then could you solve...

What would it be worth to you and your business if you eliminated this problem?

Stage 2: Develop the Needs of Sales Managers

Market Segment & Job Title: Sales Executive
High Probability Problem: Sales managers ineffective (in managing their operations)

1. *Problem identification: "Now that we have discussed your sales people, lets discuss your sales managers. Given the difficulties your sales people are having, what is the impact on your sales managers?"*

"Why are they experiencing this difficulty?"

2. *Discovery of Causes: "Are your sales managers' issues caused by:*

A. a General Lack of Management Knowledge?

" Are your sales managers former "Ace" sellers who must now use a different set of skills to be successful as managers? Do they have those skills?

B. a lack of opportunity assessment?"

Do Sellers forecast opportunities which you lose? Close dates slip? Sell cycles are too long? You find out late in the sell cycle that you could not have won a particular opportunity? The competition set the rules in a game you could not have won?

C. a lack of operations/pipeline management?"

Seller pipelines are imbalanced? Sellers clear their pipelines at quarter-end and year-end, and begin the new period with minimal to no pipeline?

1. *Solution Identification:
What capabilities do you think you need to solve _____?*

2. *Discovery (Capabilities): Would it help if your sales managers could..*

A. once they are promoted, be provided with the four key skill areas managers need, Opportunity Assessment, Operations Management, People Management, Results Measurement? (Adventace Sales Management Methodology)

B Apply a consistent grading system for each opportunity that eliminates subjectivity in forecasting and allows the manager to determine accounts that are worth pursuing vs. ones that are not? (Adventace Opportunity Analyzer)

C. Determine at the beginning of each year how much prospecting should be done each month, as well as how many qualified prospects should be in their pipeline during any given month to ensure that pipelines remain balanced to meet short term and long term quotas? (Adventace Pipeline Balance Analyzer and Pipeline Analyzer)

Stage 2: Develop the Needs of Sales Managers

Market Segment & Job Title: Sales Executive
High Probability Problem: Sales managers ineffective (in managing their operations)



2. *Discovery of Causes: "Are your sales managers' issues caused by:*

D. not proactively managing people?"

The skills of your sellers don't rapidly improve? High turnover? Managers act as glorified sales people (developing buyer needs, running sales calls, closing deals) instead of teaching sellers how to do it?

E. not measuring/tracking results?"

Forecasts are inaccurate? Managers have no accurate, consistent, measurable way to track progress (on skills such as prospecting or calling high enough in the buyer organization? On pipeline balance?)

F. not having consistent review process ?"

(In addition to one or more of the above items) managers do not have a consistent periodic method to accurately assess the performance of their overall operation, and tune it accordingly?

3. Confirmation:

So the problem you are having is _____ and the causes are _____.

2. *Discovery (Capabilities): Would it help if your sales managers could..*

D. Review the activities of all their reps, apply pre-determined standards, isolate skill deficiencies of each rep and build individual plans for each rep to work on areas of weakness? (Advantage People Management)

E. Apply a consistent grading system across all opportunities that would allow objective calculation of the probability of close prior to submitting their forecasts?" (Advantage Opportunity Markers and Forecast Management)

F. On a monthly basis review the activities of each sales person and determine the status of every account, determine progress-to-date in addition to identifying any of a number of selling skills needing improvement?" (Advantage Operations Review Procedure)

3. Confirmation:

If you had the following capabilities...

Then could you solve...

What would it be worth to you and your business if you eliminated this problem?

Stage 3: Develop the Needs of the Sales Executive

Market Segment & Job Title: Sales Executive

High Probability Problem: High cost of sales/Inaccurate forecasting/Cannot predict revenue

1. Problem Identification: "Now that we have discussed your sales managers, lets discuss you... Given the difficulties your sales managers are having, what is the impact on you (personally)..."

OR

Let's talk about your own immediate situation. Given the difficulties your sellers and sales mangers are facing, what are the key challenges and difficulties YOU are facing today?

2. Discovery of Causes:

Are you having this problem because...

A. There's a high failure rate of new sales managers?
What is the average tenure of a newly promoted sales manager?
Are they usually promoted from the ranks of salespeople?

B. of Inaccurate forecasting by your sales managers?
How often do your require forecasts?
What is the desired accuracy?
Poor pipeline management by your sales managers?
How do they currently assess pipelines' balance?

C. of the High cost of responding to RFP's?
How many RFP's per year do you respond to currently?
Do you have a team in place dedicated to RFP's?
What determines whether an RFP is responded to or not?

*1. Solution Identification:
What capabilities do you think you need to solve _____?*

2. Discovery (Capabilities):

Would it help if you could:

A. Give your newly appointed sales managers the ability to do a Skill analysis of their sales people, identify strengths and weaknesses and provide surgical improvement plans? (Advantage People Management)

B. Your managers could use a set of defined markers to evaluate their salespeople's (and their own) pipelines for balance and identify the surgically precise remedial action? (Advantage Pipeline Analyzer)

C. Your managers could identify which RFP's their people respond to, and the appropriate resources to use in those efforts? (Advantage RFP Management)

Stage 3: Develop the Needs of the Sales Executive

Market Segment & Job Title: Sales Executive
High Probability Problem: High cost of sales/Inaccurate forecasting/Cannot predict revenue



2. Discovery of Causes:

Are you having this problem because...

D. Difficult to effect long-term change, measurable change and performance improvement for sales managers and sellers?

E. Inconsistent communications when it comes to the status of opportunities, pipeline, and forecasting opportunities?

F. A general lack of an overall integrated, coherent methodology?

3. Confirmation:

So the problem you are having is _____ and the causes are _____.

2. Discovery (Capabilities):

Would it help if you could:

D. Put an executive review process in place which allowed you to:

- Set the "high water mark" for quality
- effect change top-down
- create the sales culture you want instead the one you inherited
- measurably track performance improvement (Advantage Executive Operations Review Process)

E. Had a consistent means to grade opportunities based on key events the seller completed with the buyer, then assign a milestone with an accurate probability of closure? (Advantage Opportunity Markers)

F. Put in place a methodology integrating account planning, opportunity identification, execution and overall sales management? (Advantage High Performance Sales Environment)

3. Confirmation:

If you had the following capabilities...

Then could you solve...

What would it be worth to you and your business if you eliminated this problem?