

Addressing chronic or acute performance problems courageously and systematically

## BENEFIT Sales Effectiveness Check-up®

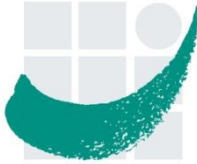
In a time characterized by hectic activity and quota pressure, sales organizations in particular tend to increase their pace instead of pausing and looking for intelligent approaches. In most cases this behavior causes loss of the opportunity to tackle problems while they are still transparent and while there are still solution alternatives and room for maneuver.

Why is this behavior found so often? Our experience shows that although the people in charge recognize the need for action, they usually don't know how to tackle the problem. This problem is exacerbated by lack of capacity for the necessary investigations and solution-finding.

With the BENEFIT Sales Effectiveness Check-up we provide companies with a modular service offering that is tailored to the typical problem in complex sales. The BENEFIT customer enjoys the following advantages:

- A consistent set of complementary modules for performance review at the levels of sales model, processes and systems, as well as know-how for consulting and sales → fast and holistic assessment from a single source.
- Proven solutions for the elimination of bottlenecks → substantial time saving in finding and implementing a solution.





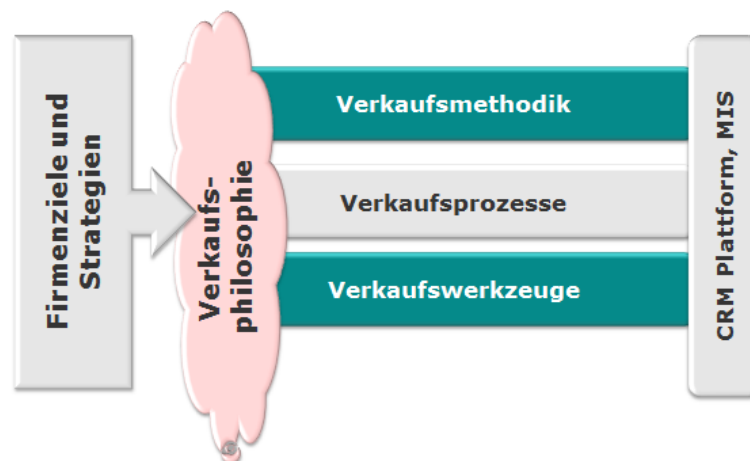
### DON'T WORK HARDER, BUT SMARTER – BUT HOW?

As long as the sales figures are satisfactory, the management rarely stops to consider where in the sales organization there is still potential for improved sales performance. One is confident that, if needed, the right adaptations will be considered and implemented. One has long since resigned oneself to chronic bottlenecks. A general or selective fitness-check is often performed too late, when the problem has become highly acute. The consequences of such business behavior are increased stress in achieving the goals that have been set and a creeping decline in sales productivity with the known and unpleasant side effects. In such situations, far-sighted and courageous management is needed to subject the company, which has usually grown organically, to a targeted check-up and to compete with the best in the market.

BENEFIT has created modularly combinable performance and potential assessments with the goal of demonstrating strengths and

weaknesses with an external view to the customer, and, even more importantly, the hidden potential for improvement. The investigations focus on the following questions:

- How well is the portfolio prepared for a sales approach that convinces with ‚added value‘ for the respective target groups?
- Which sales channels, sales methods and processes are necessary for this purpose and to which extent are these covered?
- To what extent does the sales model meet present and future requirements?
- To which extent do the salespeople manage to demonstrate relevant ‚Business Cases‘ to the target-/customers and to win them over for a joint project in an early phase?
- How efficiently can classic product selling be realized or the requested solution selling be achieved?
- How proficient are the consultants and salespeople in handling the necessary methods and tools?



The modules are briefly described below.



## 1 – 360 DEGREE ‚LOST DEAL ANALYSIS‘

The first signs of unsatisfactory sales results are usually unexpected losses of sales projects. The causal research is highly political; the customer is rarely involved in this, and if he is, he rarely tells the provider the whole truth.

The BENEFIT 360-degree lost deal analysis comprises the following focal topics:

- 3-dimensional project qualification ‚post mortem‘ with the (usually virtual) sales team
- SWOT-analysis concerning the coverage of the so-called ‚Buying Centers‘ of the target-/customer
- Development of a survey basis for a first web-based survey of all customer contacts, followed by selective in-depth interviews with the most important contacts of the target-/customer.
- Evaluation of the findings and compilation of a final report with recommendations for improvements for the attention of the client
- Presentation of the final report to the sales team and the respective managers

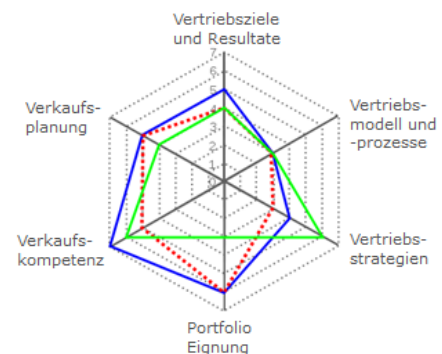
This approach creates the necessary transparency about why important projects have ‚really‘ been lost and what lessons can be learnt with regard to improvements.

## 2 – ASSESSMENT OF SALES MODEL AND CORE COMPETENCIES

Providers have to adapt their sales models and sales philosophies in time with changing markets. The pressure for fundamental improvements is in particular given if the sales productivity declines (see previous section) and the need for action by the top management increases.

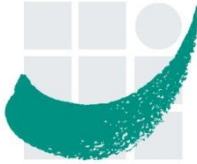
Decision makers receive the following management support services from BENEFIT:

- Alignment of the portfolio-/divisional strategies with the requirements of a future-oriented and sales-effective ‚go to market‘ model
- Presentation of ACTUAL compared with TARGET coupled with the prioritization of identified weaknesses and opportunities
- Review of qualitative sales planning with respect to sales effectiveness at management level and the ability to implement at salespeople level
- Evaluation of the findings and compilation of a final report with recommendations for improvements for the attention of the client
- Presentation of the final report to the sales team and the respective managers



This BENEFIT consulting service typically comprises 2 to 3 service days and enables the client to broach the issue of upcoming changes on the basis of a neutral external view and to selectively initiate the required changes.





### 3 – PORTFOLIO ASSESSMENT WITH REGARD TO ‚VALUE-ADDED SELLING‘

As long as the products of a company are sold to experts, technical service descriptions and a traditional product sales approach are usually sufficient; unless the competitor situation depresses the sales prices and margin. In such situations, and if the business benefit of one's own products, technologies or ‚solutions‘ has to be sold to a ROI-oriented layperson at management level, the sales approach must be consistently focused on the so-called (‚consultative value selling‘ = CVS), which must be ensured by means of an appropriate presentation of the offers and sales documents.

To verify the CVS-related disposition to sell, BENEFIT has designed an assessment service with the following focus areas:

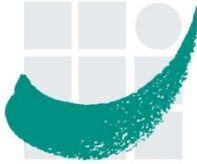
- Analysis of the portfolio groups and the corresponding buyer-/influencer-/target groups (contact partners of the target customers)
- Assessment of the sales effect of service descriptions, references and ‚Value Propositions‘ for the respective target group of buyers
- Assessment of the training material for the consultants and salespeople with regard to the persuasiveness at the level of ‚assessing expert‘ and/or at the level of ‚decision-making layperson‘
- Evaluation of the findings and compilation of a final report with recommendations for improvements for the attention of the client
- Presentation of the final report to the sales team and the respective managers

This BENEFIT consulting service within the typical scope of 2 to 3 service days provides the customer with the required transparency with regard to sales argumentation, differentiated according to buyer type as well as with regard to the need for action in order to optimize a consulting and sales approach focused on added value.



Weighed and found to be too light.





#### 4 – ASSESSMENT OF THE INDIVIDUAL CONSULTANT'S AND SALESPERSON'S COMPETENCES

Added value-oriented sales models which are differentiated according to buyer type are only as good as the ability of the consultants, salespeople and customer service employees to cover the different model requirements and to implement them in a sales-effective manner. Experience shows that the ability, which is often lacking in companies, to establish the additionally required patterns of thinking and behavior in time presents a major bottleneck with regard to the fast implementation of effective sales methods.

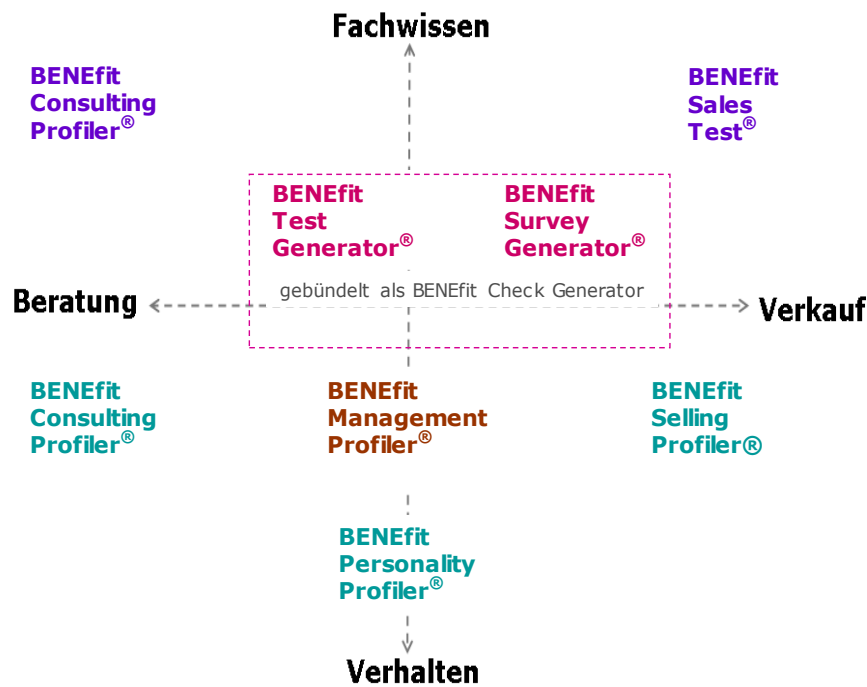
To prevent investments in the ‚wrong employees‘, it is important to receive clarification with regard to the existing consulting and sales competencies as well as

possible gaps before initiating competence-enhancing measures.

To determine the ‚aptitude and inclination, required depending on the sales model or methodology, BENEFit has two different offers for its customers:

1. Team assessment with regard to the personal values and preferred consulting- or sales attitude within the scope of change projects
2. Individual assessment as ‚neutral third opinion‘ in the recruitment or promotion process

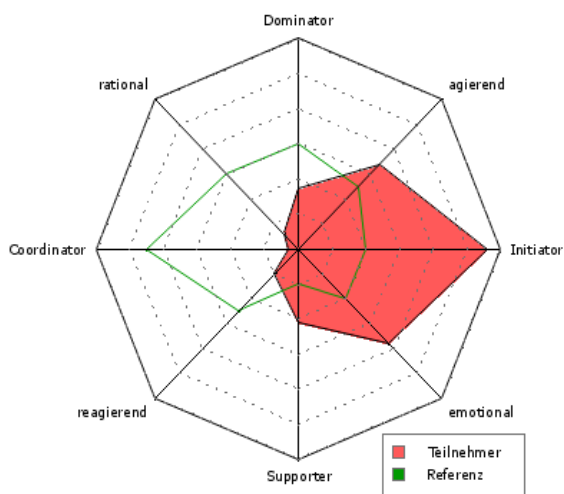
In addition to specialized consulting services, BENEFit applies its proven online assessment tool for this purpose:





BENEFIT prepares the required assessment scenarios beforehand in cooperation with the customer and supports the client in the definition of the necessary target-competencies and target-profiles respectively. In the course of this, the factual-technical requirements are supplemented by desired behavioral characteristics for the partially differing jobs of consultants and salespeople, and the BENEFIT Assessment Tools® to be applied are selected (see separate service description).

After the assessment reports, which have been created via internet application, have been received, the results will be compared in the team assessment with the TARGET-requirements. The final report to the client contains recommendations for employee- and competence development or for the possibly necessary ‚best placement‘.



In case of individual assessments, the candidates are invited to a so-called ‚Sales Competence Assessment Workshop‘, where they solve case studies suitable for the client and participate in typical consultant-/salesperson role-plays in the presence of the BENEFIT consultants. The assessment reports and case study results will subsequently be discussed with the candidates and summarized in a final report with recommendations for the attention of the client.

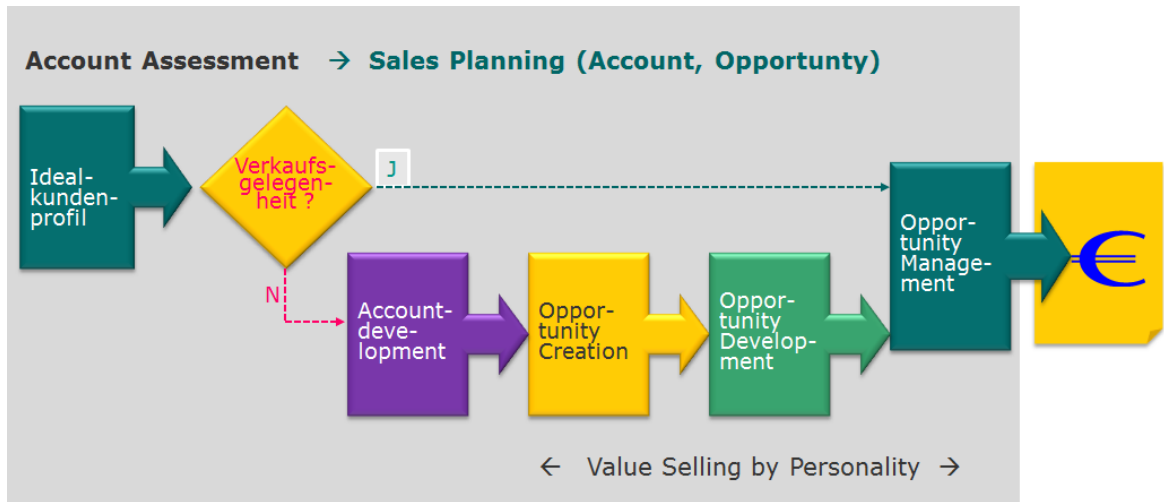
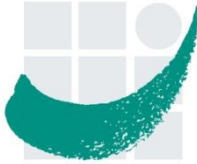
## 5 – SALES PROCESS ANALYSIS

In the analysis of the consulting- and sales- as well as customer service-processes, it is necessary to determine to what extent they are suitable for the implementation of the sales model for the purpose of optimum sales productivity. Practice shows that sales-promotional activities before an offer is prepared and while caring for customers (e.g. by the service technician) are not governed in a sufficiently target-oriented manner, which runs contrary to a systematic exploitation of the sales potential.

Within the scope of the BENEFIT sales process analyses, BENEFIT examines the completeness and sales effect of processes such as:

- Sales promotion and ‚Lead Generation‘
- Qualification of identified sales opportunities („Opportunity“)
- Creation of account- and opportunity plans and related progress checks in favor of a result-oriented account development and a higher closure rate.





The BENEFIT Sales Process Analysis® is based on the TQM-principles and proven sales processes for sales-oriented holistic customer care. This service, including the compilation of a final report with recommendations for action, comprises 3 to 5 service days for a medium-sized sales organization.

#### **BENEFIT: EARLY ACTION PROTECTS AGAINST PRODUCTIVITY LOSS**

To proactively take time for a situation analysis with strategic far-sightedness helps sales organizations to work smarter and to increase sales productivity, instead of just increasing the pressure. With the BENEFIT Sales Effectiveness Check-up the gaps between the actual and the target state are determined and untapped potential is revealed. Thus, the foundations are laid for the introduction and implementation of targeted improvements, which facilitate the achievement of objectives.