

## Profile Interpretation Manual

New Product Field Sales Benchmark



*Signature Profile*

## Benchmark Profile Description

The New Product Field Sales role is responsible for maximizing sales within a territory/market by finding new customers and servicing existing ones. The mix of revenue from new business to existing business can be as much as 70/30. With a typical sales cycle of six months to one year, these sellers are tasked with understanding the needs of multiple buyers within an organization (who may have little experience with the seller's products) and building a solid business case for the sale.

## Predictive Competencies

- Achieves Results by Tailoring Message to Resonate with Buyer Motivations
- Makes Persuasive Presentations
- Qualifies Prospects for Fit
- Addresses the Needs of Multiple Buyers
- Tailors Style to Fit Customer Expectations

## Predictive Competencies

### Achieves Results by Tailoring Message to Resonate with Buyer Motivations

Produces above-average results selling relatively new products or discretionary purchases which have several alternatives vying for the same budget dollars by working to understand customer buying motivations and matching the sales proposition to them; has the ability to identify hot buttons to appeal to a specific buyer without appearing insincere or heavy-handed

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"><li>▪ Impatient or uncomfortable with needs analysis</li><li>▪ May focus on own objectives without really understanding what the customer needs</li><li>▪ May try to force an immediate match of the product to the customer's need, then quickly move on if unsuccessful</li><li>▪ May use a standard benefit message regardless of the prospect's motivation to buy</li></ul>	<ul style="list-style-type: none"><li>▪ Is driven to understand prospects' and customers' needs so the product offering can be properly positioned with the appropriate group of features and options</li><li>▪ Enjoys the challenge of exploring a unique set of needs</li><li>▪ Varies the benefit message to fit the buyer even though the product offering is fairly fixed</li><li>▪ Works to identify the approach or product offering that is most appealing to a prospect</li></ul>

#### Lower scores may indicate:

- A tendency to promote a product offering with a consistent benefit message regardless of the prospect's specific buying motivation
- A need to quickly make a sale or move on to greener pastures
- A discomfort with networking and needs analysis

## Makes Persuasive Presentations

Excites the customer with an enthusiastic presentation style; demonstrates value and actively promotes products and services by making an emotional appeal; holds the customer's attention and interest by keeping the presentation content relevant; varies style to build toward a buying decision

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>May be more comfortable with establishing a dialogue that emphasizes listening and an exchange of ideas than with making an impact on the audience</li> <li>Uses presentations to entertain rather than inform or persuade</li> <li>Sticks too closely to a script and does not vary the content or emphasis to address the needs of each audience</li> <li>Too focused on the mechanics of the presentation itself to pay attention to audience understanding and concurrence</li> <li>Cannot easily adjust to a nonsupportive audience response and may rush an ineffective presentation just to finish it rather than alter the presentation to change that response</li> </ul>	<ul style="list-style-type: none"> <li>Makes formal presentations that focus on creating an impact while communicating information</li> <li>Has the potential to capture and hold the audience's attention</li> <li>Takes charge and keeps control of the information being communicated through a presentation that is polished and rehearsed</li> <li>Varies style and content to appeal to the audience</li> <li>Projects enthusiasm about a solution to the audience, moving them closer to a buying decision</li> <li>Monitors audience response and adjusts presentation to stay on target</li> </ul>

### Lower scores may indicate:

- Relying on a script or set presentation too much and not varying the content and/or emphasis to match the needs of the audience
- Gives equal emphasis to each benefit even if those listening are only interested in one or two
- Focusing more on speaking and technique than determining if audience understands and is motivated to agree
- May be technically good at "public speaking" to inform or entertain
- May be effective only in situations where the focus is on the product/service rather than the salesperson as the major benefit

## Qualifies Prospects for Fit

Determines the prospect's potential fit within product modification parameters; efficiently decides the level of effort and focus needed to move the prospect along in the sales funnel or remove them; focuses the majority of effort on assessing the prospect's level of interest in a product/system designed for industry or function needs; keeps to a minimum the time spent making modifications to an established product or system; presses to make progress in the sales process

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>May not analyze how effectively a prospect's needs can be met without considerable modification of the existing product or service</li> <li>May allow a desire for the business to drive a decision to customize an established product or product without consideration of associated costs or profit potential</li> <li>Lacks an in-depth understanding of product applications and/or the prospect's business</li> <li>Uses interest in a prospect's needs or problems, or compatibility with contacts, as the criteria for keeping that prospect in the sales funnel</li> <li>May be slow to 'cut loose' noncommitted prospects</li> <li>Diverts time and resources from 'hot' prospects by trying to generate increased interest from lukewarm prospects</li> </ul>	<ul style="list-style-type: none"> <li>Conducts an effective needs analysis to determine a profitable match between the prospect's requirement and a product or product designed to accommodate industry or function needs</li> <li>Holds a fact-finding meeting to identify prospect needs and requirements</li> <li>Asks questions at the appropriate approval level</li> <li>Possesses a solid knowledge of the product/service applications in the prospect's setting</li> <li>Does not allow time to be consumed by prospects who should be disengaged or deferred based on the quality of business they will provide</li> <li>Is willing to cut 'cut loose' an indecisive prospect and focus on those closer to a buying decision or more likely to find satisfaction within the parameters of product or product modification</li> </ul>

### Lower scores may indicate:

- A tendency to try to satisfy everyone regardless of profit potential
- A tendency to use deals that are particularly challenging or people who are enjoyable as the criterion for level of effort and attention without the added filter of purchase timing or potential profitability
- A lack of depth of application knowledge or superficial questioning of needs, which can lead to, lost opportunities or faulty solutions

## Addresses the Needs of Multiple Buyers

Sets high goals and works with complex customers by devising a plan to meet the needs of the various buying influences; consistently produces above-average sales results by developing an overview of potential barriers and minimizing the conflicts that can occur when selling to various needs of multiple components in the customer's organization

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>▪ Can be content with marginal success or lowers goals to reach a level of success that is easier to accomplish</li> <li>▪ Without a plan for dealing with varied needs of different contacts within an organization, could be unprepared to deal with obstacles created by conflicting agendas</li> <li>▪ Lacks the flexibility to manage the needs or requirements of multiple contacts</li> <li>▪ May commit to a primary customer contact without making provisions for assessing and addressing the weight carried by additional buying influences within the organization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Driven to achieve ambitious goals; 'hungry' and aggressively ready to produce above-average results</li> <li>▪ Holds results achievement to a high personal standard</li> <li>▪ Plans a logical approach to the sales process that responds to various and potentially conflicting needs presented by multiple buying influences within a complex customer</li> <li>▪ Thrives on complexity and the intricacy involved in opportunities to offer total value solutions to multiple customer contacts</li> <li>▪ Expects barriers or delays to result from balancing the varied requirements of different elements within the customer organization and factors these obstacles into the timeline for the sale</li> </ul>

### Lower scores may indicate:

- A preference for more of a relationship versus consultative approach to customers
- A strong personal agenda with a preference for focusing on the primary customer contact
- A tendency to focus on process versus results and rely on others to provide the necessary support without checking

## Tailors Style to Fit Customer Expectations

Tailors image to fit customer expectations; adapts to different situations with sincerity and realism, taking care to avoid obvious role-playing or acting; recognizes the value of first impressions; studies the image or style with which customers are most comfortable and adopts the conversational style and language most trusted by them

LOW SCORES	HIGH SCORES
<ul style="list-style-type: none"> <li>May blatantly promote company or self without anticipating how the customer will respond</li> <li>Fails to do the homework on a prospect or customer that would identify or verify the image that would be consistent with customer expectations</li> <li>By focusing so intently on own style and objectives, fails to make it a priority to establish and reinforce credibility with the customer</li> <li>May ignore or fail to be concerned with the image projected to others</li> <li>May be inflexible about changing personal style to accommodate a customer who would be more comfortable with or impressed by something different</li> </ul>	<ul style="list-style-type: none"> <li>Exhibits interest and commitment through involvement in industry activities</li> <li>Quietly promotes self and company in a manner that is respected by and gains credibility with the customer</li> <li>Before the first impression is made, becomes familiar with customers, their business, and how success has been achieved with similar customers in the past</li> <li>Recognizes the business etiquette (such as dress and speech) appropriate to a situation</li> <li>Has the ability to read people and react to individual needs</li> <li>Assumes the appropriate professional level to match the customer</li> <li>Adjusts own communication style to ensure that the message is heard and to encourage dialogue</li> </ul>

### Lower scores may indicate:

- Concentrating on building an image they consider to be a positive, professional, business-like or other constructive definition without much reflection about others' potential varied expectations
- Trying to be consistent versus varying style to adapt to the expectations of different constituencies
- Lacking understanding about "first impressions" or the need to establish credibility when the product/service has significant intangible components or benefits



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