



THE ULTIMATE GUIDE TO
**SALES TRAINING
PROGRAMS AND
METHODOLOGIES**



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THE ULTIMATE GUIDE TO SALES TRAINING PROGRAMS & METHODOLOGIES

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THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

INTRODUCTION

If you're like most people interested in this guide, you have some responsibility for planning and executing a large-scale sales training initiative in your organization. This task may seem simple on the surface, but in reality it could be one of the most difficult challenges of your career.

Training—or transforming—your sales team is risky business because you are tinkering with your company's revenue-generating engine. You're going to take your sales team out of production for a few precious days of the quarter to try to improve the way that they work. Many salespeople and managers won't want to attend, and will have to be dragged in kicking and screaming the whole way. You're going to spend money on trainers, and probably even more money on travel, food and lodging. There are a lot of details to manage and a lot of potential failure points. Then there's all of the time, effort and money spent after training to make sure that the new way of doing things sticks. Your leadership will expect an immediate return on this investment, and they're looking at you to deliver. **Yikes!**

But relax! This guide is going to help you to get real smart real fast so you can go into this initiative with your eyes wide open. It will help you to make better decisions that will lead to a more successful initiative with fewer headaches. You will find here useful information to help you determine your needs, scope the best solution, find the right partner and deliver a solution that drives sustainable change and impact.

HERE'S A SNAPSHOT OF THE TOPICS WE'LL COVER:

- How to Think About the Different Types of Sales Training
- How to Determine Your Highest Priority Sales Training Needs
- Public Seminars vs. Customized Private Engagements – What are the Costs and Benefits of Each?
- Beyond the Event: An Overview of a Full Sales Training Solution
- How to Determine Your Sales Training Budget
- How to Source and Select the Perfect Sales Training Provider

The word “sales training” means different things to different people, so let’s start by describing the different type of sales training available and when you would consider each type of training.

In general, you can categorize sales training in three ways: sales methodology training, sales skill development, and product training. Most sales training companies offer some combination of sales methodology training and sales skill development.

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HOW TO THINK ABOUT THE DIFFERENT TYPES OF SALES TRAINING

Sales methodology training is “what to” training. A methodology program teaches a series of repeatable steps that, when executed properly, significantly increase your odds of a successful outcome. Implementing a standard sales methodology gives your organization a common language and approach for managing important sales activities, such as sales call preparation and execution, pursuing high-value complex deals, negotiations, and strategic account management. Methodology training is often enabled by a software package (a “tool”), which will often be embedded in a company’s CRM system. Most forms of methodology training will include some aspects of skill development, but this is often to a lesser extent than a pure-play skill development program.

Sales skill training is “how to” training. Skills training emphasizes practice, using exercises like role playing, coaching sessions, and supportive feedback to sharpen your ability to execute the skill when it is needed under high-stress conditions. Skills training works best when it is customized for an organization and reflects the situations that the organization’s salespeople encounter in their actual jobs. It makes everything more real and participants more open and receptive to learning. Skills training also requires a highly capable facilitator with the expertise to bring less tangible concepts to life. The trainers must also have high credibility with the audience and the skill to offer constructive criticism to learners without destroying the learner’s self-confidence.

Sales methodology training provides the “what to” and sales skills training provides the “how to”. One complements the other. For example, managing a strategic account will require a salesperson to make and execute sales calls with buyers in the account. The account manager benefits by having a proven set of steps to follow (a methodology) and the ability to execute those steps successfully (i.e., the skills).

Product Training is the third category of sales training, and has traditionally focused on the product’s features and benefits. Product training has greatest impact when it is brought into an organization which has already benefited from solid methodology and skills training. This enables the salesperson to focus less on the product and more on the customer and the problems that the product solves for the customer.

Typically, methodology and skills training are live and instructor-led (ILT). More and more however, product training is done with a virtual instructor on a webcast (vILT) or is done entirely through elearning.

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HOW TO DETERMINE YOUR HIGHEST PRIORITY SALES TRAINING NEEDS

In a perfect world, every sales manager and salesperson would have an individualized development plan that is based on their individual needs and learning style. However, this is not yet a perfect world and training a large sales force often means making trade-offs. Here are a few suggestions to consider.

1 THE SALES TRAINING SUPPORTS A LARGER STRATEGIC INITIATIVE
You will see this in companies which have new leadership, or companies that are expanding, reorganizing, integrating mergers and acquisitions, or implementing new technology such as CRM or marketing automation. In such an instance, you will be told that, as a result of the larger strategic initiative, the sales team will need to change the way it operates and that the company requires a sales training partner to help with the transition. In these situations, it is common to redesign sales processes and implement new sales methodologies. Everyone bites the bullet and drinks the Kool-Aid, whether they like it or not. This will be a high-profile, high-risk project, so you really want to do your homework to find the right partner with the resources and experience to guide you to success.

2 WIN-LOSS REVIEWS
This takes commitment from your organization, but there is tremendous value in knowing why you win or lose significant opportunities. You can replicate winning behaviors and remediate losing behaviors to help drive continuous improvement in your sales force. This market insight is more objective and creates a higher-level of buy-in because it is difficult to argue when a customer who evaluated you, relative to a number of competitors, tells you that you have a strength or weakness.

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HOW TO DETERMINE YOUR HIGHEST PRIORITY SALES TRAINING NEEDS

3

SURVEY YOUR FRONT-LINE SALES MANAGERS

Your front-line sales managers see it all—the good, the bad and the ugly. Their perspective will give you tremendous insight into what their people do well and where they need help. Don't just poll your sales managers though. Instead have direct conversations with them to learn about the specific weaknesses they see in the field. This also helps to build their buy-in to support the training that you introduce.

4

ASSESSMENT ROLL-UPS

Many sales training companies offer assessments to measure the skill proficiency of your salespeople across several dimensions. These assessments can be used to create individual development plans, and they can be rolled-up to the division or organization-level to identify and prioritize needs. Most of these assessments are survey-based, and do a better job of measuring knowledge than either actual application of methodology or skill. You should validate the survey's findings before making any concrete decisions based on the findings.

5

SURVEY YOUR SALESPEOPLE

Salespeople appreciate being part of the process and being asked about what they see in the market, and about their needs. If you ask, however, be prepared to respond to what they tell you by acting in some capacity. Otherwise, you risk fueling cynicism and discontent.

“

Everyone bites the bullet
and drinks the Kool-Aid,
whether they like it or not.”

All sales training companies
offer private engagements,
but some also offer **public seminars.**
The question is, which option is
better for your situation?

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES PUBLIC SEMINARS VS. CUSTOMIZED PRIVATE ENGAGEMENTS – WHAT ARE THE COSTS AND BENEFITS OF EACH?

For private engagements, companies typically fly their salespeople into a centralized location, such as its corporate headquarters or a hotel with meeting facilities. **Training materials are customized to the organization**, and a facilitator or team of facilitators will deliver the training to the group. The entire learning experience is tailored to the company, its market and the challenges it faces.

For public seminars, companies send their salespeople to a meeting center booked by the training company—often in a major metropolitan area. The training materials are generic, the audience comes from many different industries, and the facilitator does his or her best to make the training relevant to each individual.

Customized private engagements deliver a much richer learning experience, and facilitate a lot of great networking and knowledge sharing among colleagues. However, these engagement require much more time and investment upfront to customize materials. Also, sales training companies typically charge daily rates for trainers up to a certain number of participants. So, unless a company has a large enough learning audience, this approach can be too expensive when you look at the cost per learner. However, if the learning audience is large, then the cost of customization and facilitation will get spread across more people and the costs will therefore become lower.

You can get great sales training at a public seminar, but the learning experience seldom measures up to what you would receive from a customized private engagement. The facilitator must be especially skilled at bringing the concepts to life for each individual in the group. However, it is not unusual for sales training companies to use public seminars as training grounds for new facilitators. Quality can be a hit or miss. Public seminars can be great for networking, but you can also bump into competitors, and that can make for some awkward situations. **With a few exceptions, public seminars tend to be more about the event and less about gaining or reinforcing skills.**

If you work for a smaller company, a public seminar may be your only viable option. Public seminars may also be an option for larger companies to test-drive a program prior to going “all-in”. They are also an option for companies that use certain methodologies to on-board new hires who trickle in over the course of the year.

Before you book any program, speak with the sales training provider about the options available for you and your people. Determine exactly what the program covers. Ask about the facilitator and his or her industry and training experience. If they aren’t a great fit, then ask about other possibilities. You’re about to make a significant investment of time and money. Take your time and make sure you’re making the best choice.

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BEYOND THE EVENT:

AN OVERVIEW OF A FULL SALES TRAINING SOLUTION

When most people think about sales training, they think about an event—getting the team together for a day or two at the home office or in the basement of the Marriott, with a trainer, to learn the latest and greatest technique. A spiral-bound notebook, a few catered lunches, a couple of role plays and a motivational speech later, everyone goes back to their quest to make their number for the quarter.

In reality, the “event” is only one piece of what’s necessary to drive the change that leadership expects. Assuming that you will have an instructor-led training (ILT) event as part of your solution (still by far the most popular mode of delivering the initial training thrust), think of your solution in three phases: Before, During and After the ILT event.

1. BEFORE THE ILT EVENT

You will be surprised at how much upfront work goes into planning a successful sales training initiative. This includes:

- Determining your objectives and needs
- Gaining internal support and funding
- Sourcing providers
- Selecting a provider
- Customizing your solution and training materials
- Ensuring whoever needs to sign off on the training solution is ready, willing and able to do so
- Planning the event logistics, facilities, lodging and travel
- Developing and initiating your change management plan
- Determining how and when you will roll your teams through training and reinforcement
- Preparing your leaders and sales managers to support the change
- Conducting skill or behavioral assessments for participants
- Printing and shipping training materials
- Preparing and delivering pre-work to participants
- Preparing to deploy tools, such as CRM apps, needed to reinforce training

2. DURING THE ILT EVENT

Yes, there’s more than just showing up. Whether you do this personally or delegate the task, you need to ensure that the day goes off without a hitch. This includes ensuring that:

- the facility has adequate internet connectivity and audio-visual support
- the facility is comfortable for participants

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BEYOND THE EVENT: AN OVERVIEW OF A FULL SALES TRAINING SOLUTION

- meals are prepared and accommodate participants with dietary restrictions
- materials, trainers and participants arrive on time and at the right place
- your facilitators are prepared and engaging
- there is time set aside for networking and leisure
- that someone in a leadership capacity is present to set context for the event

Although the classroom experience is only one step, it is very important because it may be a sales person's first encounter with new expectations and a new way of doing their job. You need to minimize distractions so they can focus on learning. It doesn't mean they can't have fun; in fact, they should. But you don't want to give people an excuse to cop out because the room was too hot or too cold.

3. AFTER THE ILT EVENT

Here's where the rubber really hits the road. According to an Aberdeen Research report by Peter Ostrow, Sales Training: Deploying Knowledge, Process and Technology to Consistently Hit Quota, "Best-in-class companies outpace laggards by nearly a two-times factor in providing post-training reinforcement of the best practices commonly learned in classroom-style instructor-led sales education sessions. These firms have learned that long-term success depends on underscoring the best practices in sales training deployments..."

In other words, changing ingrained behavior is a marathon and not a sprint, and includes:

- Reinforcing knowledge
- Practicing key concepts
- Providing coaching and feedback for salespeople
- Demonstrating new applications
- Problem solving
- Deploying support tools
- Holding everyone accountable for the execution of the reinforcement activities
- Ensuring senior leadership continues to actively support the initiative
- Measuring impact and ROI

What this means to you is that you need to think about the big picture, and not only the content and delivery, but also how the entire solution will come to life and thrive in your organization. Make sure you have enough time and enough money budgeted to give yourself and your organization every chance to succeed.

To determine a realistic sales training budget, you need to think about the activities we described earlier in *Beyond the Event: An Overview of a Sales Training Solution*.

Not all of the fees below will apply to your situation, especially if you are going down the public seminar path, but it's important to know what you are getting yourself into. **The last thing you want to do is to take on a high-profile strategic initiative and then stall part way through for budgetary reasons.** The right time to ask for budget is early in the process, when leadership is most enthusiastic and supportive. If in doubt, ask a couple of probable sales training providers to help you craft a preliminary budget.

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HOW TO DETERMINE YOUR SALES TRAINING BUDGET

SOLUTION DEVELOPMENT

Diagnostic fees

- Assessments to determine needs
- Performance benchmarking and goal setting

Professional fees

- Facilitation of needs assessment
- Sales process design and optimization consulting
- Configuration of the full solution
- Customization of the sales training materials
- Development of change management program
- Delivery and refinement of pilot program

Technology fees

- Configuration of systems to support new sales process
- Pre-payment of end-user licenses

SOLUTION DELIVERY

Trainee-related fees

- Travel, lodging and meals
- Printing and shipping training materials
- Lost productivity / Lost opportunity
- Administrative support

Instructor Fees

- IP license fees
- Facilitation fees
- Travel, lodging and meals

Facility fees

- Rental fees
- Internet access, audio/visual rental fees

SOLUTION REINFORCEMENT

Instructor fees

- Coaching fees
- eLearning reinforcement content fees

Technology fees

- User licenses

Diagnostic fees

- Post-training assessment
- Measurement program

This guide contains the profiles of twenty of the top sales training companies in the world. These are all exceptional providers who are well known and have a track record of success in the industry. On the surface, it can sometimes be difficult to tell them apart. However, once you drill into what they really do well and who they primarily serve, **you start to see their differentiators and strengths emerge.**

Regardless of the scope or scale of your sales training initiative, you want to find and work with a provider that meets your needs well and who will give you the time and attention you need to succeed. **When all's said and done, you need to choose the provider you judge to be the best for you and your company.**

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HOW TO SOURCE AND SELECT THE PERFECT SALES TRAINING PROVIDER

THE SOURCING PROCESS

If you're like most people reading this guide, you've been tasked by your sales leader to find a sales training provider. If you're lucky, you already know what you need; but don't worry if you don't, because you can use the sourcing process to gain more clarity. During the sourcing process, you will probably investigate a large number of possible providers, narrow your list down to a more manageable number that you can invite to submit proposals, and then narrow that list down to an even smaller number of finalists who you can ask to make a formal presentation.

Most people in your position start by asking sales leaders and managers in their organization who they have used before and if they would consider using them again. If someone in your company has a lot of influence and is loyal to a certain provider, then you want to know as soon as possible so you can include that provider in the mix. It can be very frustrating to go through a rigorous sourcing process and then, at the eleventh hour, have someone important tell you to include a provider who you missed or disqualified.

You will also probably go to Google and start searching on keywords, such as "sales training" or some variation based on your industry or location. There are some resources that can help you narrow your choices. For example, both [Trainingindustry.com](#) and [SellingPower Magazine](#) publish a list of their "Top 20 Sales Training Companies". There's some overlap. Trainingindustry.com also publishes a "[Watch List](#)" of up-and-coming sales training companies. Another resource worth examining is [Brandon Hall's Excellence in Sales and Marketing awards](#).

When you land on a provider's web site, look for awards achieved and the clients they serve. Then look at the depth, breadth and quality of case studies. Companies that offer higher-quality case studies that describe how they helped companies similar to yours solve similar challenges and achieve positive, quantifiable results should give you some confidence in their ability to help you. That's the first screen.

HOW TO SOURCE AND SELECT THE PERFECT SALES TRAINING PROVIDER**Narrowing Down Your Choices**

Here are some general criteria to help you further screen providers and make your sourcing task a bit more manageable.

1**DOES THE PROVIDER OFFER PROGRAMS AND SOLUTIONS THAT ADDRESS YOUR NEEDS?**

Say you have a specific need, such as negotiations skills training. Does a provider offer this training or don't they? On the surface, this seems like a no-brainer, but in reality it could be a bit more complicated. Some providers may have a program that they call "Negotiations", but the program is focused on something different thing than what you are looking for, such as negotiations for attorneys as opposed to sales negotiations. There could be a big difference. Dig a bit deeper and ask about the appropriateness of a program for your situation.

2**DOES THE PROVIDER HAVE RELEVANT INDUSTRY EXPERIENCE?**

Nearly every industry has subtle, and sometimes not so subtle, nuances that make a big difference for sales training. For example, selling financial and professional services is very different than selling retail or healthcare products. Putting a trainer without sufficient industry knowledge in front of a group of restless salespeople is asking for trouble. Also, recognize nuances within industries. For example, financial services is a big category. Institutional asset management is very different from retail banking. Make sure your provider will be credible with participants.

3**DOES THE PROVIDER WORK WITH SIMILAR-SIZED COMPANIES?**

Many sales training companies work with both mid-market and Fortune 500-type clients. But you want to know where the provider does their most work. It may be tempting to choose the provider that works with the largest, best-known companies in your industry, but you might be too small for them to give you the attention you need. Conversely, if you are sourcing sales training for a Fortune 500 company, then you need to be concerned about the training provider's ability to scale across your business. Good trainers get booked by other clients, and if the training provider doesn't have sufficient depth, they may not have trainers available who will be suitable for you.

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DOES THE PROVIDER HAVE GLOBAL REACH AND LOCAL KNOWLEDGE?

This pertains more to large global companies that want to train their people consistently across the globe. Obviously, you need a training partner who has global reach and can deliver in multiple languages. It is also very helpful if their trainers are deeply familiar with the local business culture in countries where you will train. For example, a French Canadian trainer may not be suitable for a Parisian audience.

5

CAN THE PROVIDER CUSTOMIZE BASED ON MY NEEDS?

Some companies have strong cultures that require an outside provider of sales training, or any other service, to conform to the client's way and language. This requires a sales training provider to have the willingness and ability to customize their program materials and delivery to work within in the client organization's culture. Not every provider is willing to do this. Some can bend, but maybe not far enough. It is important to understand your culture and pick the partner who can give you what you need. Keep in mind that this flexibility usually comes with a price, but if that's how your company rolls, then it's a necessary investment.

6

DOES THE PROVIDER HAVE A SOLID TRACK RECORD SOLVING SIMILAR CHALLENGES?

If you have a large, complex need—such as training for a merger integration—then you want a partner that has been there and done that successfully before. You have too much at risk personally to compromise. Look for and ask for proof.

7

DOES THE PROVIDER HAVE THE ABILITY TO SUSTAIN THE IMPACT?

What happens before and after training is as important as what happens in the classroom. You want to sustain the impact of training to maximize the return on your investment, but this is easier said than done. When you can embed the behavior into your salespeople's day-to-day workflow, you stand a much higher chance of successful adoption and an enduring change of behavior. Look carefully at the tools a provider offers to see how they can help you.

8

WHAT DOES THE PROVIDER DO BEST?

Every sales training provider has a few core capabilities that they do exceedingly well. Learn what these are. If a provider's strength areas align with your needs, then you should consider them.

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HOW TO SOURCE AND SELECT THE PERFECT SALES TRAINING PROVIDER

REQUESTING FORMAL PROPOSALS

Once you've narrowed down your list to a manageable number of qualified providers, ask your procurement department to help you craft a "Request for Proposal" (RFP). Keep your RFP focused around your challenges and expected outcomes. Even if you have a preferred provider, don't make your RFP overly prescriptive. If you keep the RFP more open-ended you will get some outstanding ideas from providers that might help shape the scope of your final solution. They bring a tremendous amount of expertise because they do this every day, while you may only do it once or twice in your career.

Also, give the providers you invite reasonable access to your people. The provider needs this access to learn more about your business and your challenges in order to submit the best proposal possible. This is a great learning opportunity, and it will give you a better sense of who really wants your business. Set a reasonable deadline and give the provider enough time to give the proposal their best effort.

Before sending out RFP invitations, check with sales leadership to make sure that they are onboard with your choices. At this time, you should also have dates scheduled to hear and review the final presentations, and the persons on your team who will be part of the evaluation committee should be informed.

EVALUATING PROPOSALS

When you receive proposals from providers, it is usually obvious who is serious about earning your business and who isn't. At this stage, if you've done your sourcing well, most providers will be qualified to help you. The question then becomes who really wants the business and who's the best fit.

Budget may also be an issue, but there's always the opportunity to refine your scope and negotiate to get down to your number. Don't let price overly influence your decision. Sales training companies compete against each other every day. If a company's price is significantly higher than the others it could mean that they are not interested in your business, or the scope of their proposal is different than others. Learn why before disqualifying a potential provider.

Take your time and review each proposal carefully. View this as a learning opportunity to consider new ways to solve your problem and identify challenges and opportunities that you may have overlooked. If you have any questions, get on the phone and speak with the provider.

Based on what you learn from evaluating the proposals you receive, revise your project scope and requirements as needed. Summarize your changes, the reasons for each change, and you're recommended three or four firms to invite back for final

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presentations. Then give your sales leadership copies of all RFPs received along with your recommendations. Keep the leadership involved in the process, but don't let them delay the process because they get bogged down in the day-to-day grind of running a sales team. In other words, help them help you by digesting the details for them so they can focus on the evaluating proposals from the most suitable candidates.

FINALIST PRESENTATIONS

This is when you see who really brings their A-game. The finalist presentation is an opportunity for your provider to explain exactly what they will do and why they believe they are best qualified to work with you. You should have present all key stakeholders from your team who have a say in the final decision. Otherwise, you risk people not being fully bought in and possibly delaying the decision.

Since providers have already submitted an initial proposal and probably one revision, there should be no huge differences between what you asked for and what they propose. This is your opportunity to drill into the nuances of their approach, and for your team to determine who is best suited to work with you. You can often judge a provider's commitment by who they bring as part of their team and how engaged they are in the presentation.

Schedule at least 90 minutes for each team to present, and incorporate enough time in the day for breaks so that your team can debrief and decompress. It will be an intense day. Ask your provider to use 45 minutes for a formal presentation, knowing they will need 60 minutes. Then use the remaining 30 minutes for questions and answers. It is very important that your team be comfortable with the provider you choose.

Once everyone has presented and before your people leave, debrief and establish a rank order for all of the finalists. Also, make one last check to ensure that everyone is onboard with the scope and timing of the roll-out.

CONTRACT AND NEGOTIATIONS

You will probably enter into negotiations with the front runner, but you want to have at least one back-up in case you and the most likely candidate can't come to terms. Inform your procurement team that you would like to enter formal negotiations and together revise the scope of work. Notify your front runner, and then get out of the way and let your procurement people do their job. If there's a tough message to deliver, it is best to let procurement deliver it so your relationship with the provider doesn't get strained. You will need a great relationship with them as you partner on the training roll-out. It's OK for procurement to play the "bad cop".

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A Brief Summary of Some of the Top Sales Training Companies

We've taken some of the pain out of the sourcing process for you by providing summaries of some of the most respected sales training companies in the market. We have not received any compensation for their inclusion and the profiles are based on publicly available information. We've also included some reminders along the way to help you make the best decision possible.

COMPANIES PROFILES INCLUDE:

ACHIEVE GLOBAL

ASLAN TRAINING

CORPORATE EXECUTIVE BOARD (CEB)

CUSTOMER CENTRIC SELLING

CORPORATE VISIONS (CVI)

FRANKLIN COVEY SALES PERFORMANCE SOLUTIONS GROUP

FUSION LEARNING, INC.

HUTHWAITE

IMPARTA

JANEK

MILLER HEIMAN

RAIN SALES TRAINING

RICHARDSON

SALES PERFORMANCE INTERNATIONAL (SPI)

SANDLER TRAINING

THE BROOKS GROUP

THE TAS GROUP

VALUESELLING

WILSON LEARNING

SALES READINESS GROUP

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ACHIEVE GLOBAL

Achieve Global (www.achievegloabl.com) is a well-established training company with a 40-year history. Known in the industry as AG, the company offers leadership, sales and customer service training. AG was recently acquired by the private equity group that owns Miller Heiman, and now sits under the MHI Global umbrella with Miller Heiman, Channel Enablers, Impact Learning Systems, Huthwaite, and the MHI Research Institute.

FOCUS

AG is one of the most global of the training companies, with a presence in 46 different countries. If you have a true global sales force and you need global consistency, then AG has you covered. This breadth enables them to serve large, global companies but they also have a strong presence in the mid-market as well. AG programs tend to be a bit simpler and easier to facilitate, which enables their clients to adopt a “Train the Trainer” model under the right conditions. If you have people who dedicate a large portion of their time to training, then this could be a very cost-effective model for you.

FEATURED CLIENTS AND CASE STUDIES

AG’s website contains a large number of case studies that can be sorted by industry and issue. The case studies demonstrate that they can work not only with large global companies, but also with regional mid-sized companies. It is impressive to see AG’s commitment to measuring impact and capturing client success stories. This discipline helps establish a mindset of accountability that is often missing in the sales training industry.

AWARDS

AG has been one of Trainingindustry.com’s “Top 20” sales training and leadership training companies for each of the past 6 years. Both of these disciplines should matter to sales training buyers, and the recognition says a lot about their quality and impact.

CORE SALES TRAINING PROGRAMS

Like many of its competitors, AG uses a sales effectiveness system to organize its programs and describe how the components work together to drive results for clients. The reality is that they have a few core programs that are excellent and account for most of their business. These include:

- **Professional Selling Skills (PSS)**, which is AG’s program for developing consultative selling skills. This program is typically a good fit for salespeople who sell sophisticated solutions to sophisticated buyers. Salespeople learn to understand their client’s needs and based on those needs, craft solutions, resolve objections, and ultimately closing the sale.

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ACHIEVE GLOBAL

- **Professional Sales Coaching (PSC)**, which is AG's coaching program for sales managers. PSC leverages tools to help sales managers focus coaching on areas of greatest need, and develop the communication skills to motivate salespeople to perform at their best.

Achieve Global does customize, but with an emphasis on role plays and the exercises as opposed to the actual handbooks themselves. This approach helps to control costs for you, but the trade-off is that the learning experience might not feel as relevant to participants.

AG ALSO OFFERS PROGRAMS IN THE FOLLOWING SALES DISCIPLINES:

- Sales negotiations, through their **Professional Sales Negotiations™** program
- Account Planning, through their **Winning Account Strategies™** program

THE FULL SOLUTION

AG also offers the following services:

- Organizational Assessments to identify needs and gaps
- Behavioral Assessments through a partnership with HR Chally
- Sales Process Mapping to set a consistent approach for business development
- Training Impact Measurement through their partnership with KnowledgeAdvisors
- Salesforce.com-enabled Account and Call Planners

Reinforcement through

- eLearning
- Pre-configured manager-led practice sessions
- Live, on-line learning, application and coaching sessions
- Post-training assessments
- Job aids and performance support tools

GUIDANCE FOR SALES TRAINING BUYERS

Achieve Global is very well known for its skills training programs. Now that they are part of MHI Global, clients have access to other methodologies and the potential to create a true “best of breed” solution. Don't settle until exploring every possibility available to you. Also, you need to determine the degree to which your program will need to be customized to gain acceptance in your company. That will help you determine whether or not AG goes far enough to be a good fit for your company.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

ASLAN SALES TRAINING

Aslan Sales Training (www.aslantraining.com) was founded in 1996. They offer comprehensive sales training, coaching and consulting solutions, but have specialized offerings for the development of inside sales and call center reps, and simpler short-cycle sales.

FOCUS

Aslan focuses on inside sales development and shorter-cycle transactional sales, such as selling credit card processing services to small businesses door-to-door. In a short cycle sale, either the customer will buy on the spot or they're not going to buy at all. Both types of selling require training that won't overwhelm the learning audience and won't take them off the phones for an extended time period.

Aslan believes that less is more. They try to take an easier, lighter training philosophy that is geared towards increasing the buyer's receptivity and engagement on the phone. Aslan's approach for this learning audience is extremely appropriate.

FEATURED CLIENTS AND CASE STUDIES

Aslan features several well-known client logos on its web site, including Lenovo, Pearson, Wesco, Yamaha, AAA, Cardinal Health and Blue Cross-Blue Shield of Massachusetts. They provide a few case studies, but they can be difficult to find. Ask about their experience with clients in an industry similar to yours.

AWARDS

Aslan recently made SellingPower magazine's top 20 list.

CORE SALES TRAINING PROGRAMS

Aslan's approach is different from that of other sales training companies that cater to complex business-to-business sales with long sales cycles. They have a core library of about 18 modules, and they select from those modules to assemble a course and customize the modules for maximum relevance to the client's needs. They can also deliver the modular curriculum in bite-sized chunks.

PROGRAMS BREAK DOWN ROUGHLY ALONG THE FOLLOWING LINES:

1. Accessing the Decision Maker

This is essentially Aslan's prospecting program. It trains sales reps to gain access by identifying who they want to speak to and how to actually get to them. They learn strategies, such as creating a unique positioning and finding paths to decision makers,

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

ASLAN SALES TRAINING

and develop skills to uncover influence-holders, overcome barriers and engage resistant decision makers.

2. Solution Selling for Business Development Reps

Aslan's Vantage program adapts solution selling for business development reps. The program trains reps who are aggressive and resilient to get the right decision maker to transition from a tenacious competitor to a trusted advisor who asks questions, listens and solves problems. Additionally, reps learn to discover the total opportunity and sell a holistic solution instead of delivering a scripted message pushing product. Finally, reps learn to sell value as opposed to selling features.

3. Solution Selling for Account Management

This is more of a cross sell, up sell application of account management as opposed to a heavy duty, maybe three to five year, strategic account plan. It is a transactional approach to go deeper and wider in an account when selling something that's more typically on a shorter cycle. The program develops five key competencies:

- Gaining access to decision makers
- Moving from a relationship manager to a "trusted partner"
- Moving from product-focus to solution-focus to discover the total opportunity
- Moving from delivering features and benefits to selling a solution and creating value
- Moving from reacting to proactively advancing the opportunity

Other Programs and Services Offered

- Sales coaching and coach the coach
- Service to sales skills
- Diagnostics delivered through interviews, observation, ride-alongs and listen-ins
- Consulting to transition from field to inside sales
- Training impact measurement
- Catalyst Dashboard, a cloud-based dashboard that simplifies and automates the sales coaching process and ensures sales managers have everything they need to drive and measure results

Guidance for Sales Training Buyers

Clearly, if you have to train inside sales reps or if you have a short-cycle, transactional sale pattern, then you should consider Aslan. They are one of the few sales training companies that focus on this very specialized niche.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE CORPORATE EXECUTIVE BOARD (CEB) - CHALLENGER SALE

The Corporate Executive Board (www.executiveboard.com) is a publicly traded, membership-based advisory company. CEB has very strong research capabilities, and discovered that the most successful sellers shared certain characteristics, which led to CEB developing the “Challenger” profile. Challengers don’t sit back and wait for business to come to them. Instead they are more proactive, bringing new ideas to customers to build value; and more persuasive, “challenging” the customer to take action because it is the right thing to do for their business. The rationale behind the Challenger makes a lot of sense in this era of the ultra-informed buyer.

In 2011, CEB published the very successful and disruptive book, The Challenger Sale. The success of the book led them to launch a training offering to help clients create “Challengers” in their sales force. CEB continues to build out its sales practice, creating comprehensive solutions for clients to not only train, but to also implement and sustain their Challenger program.

FOCUS

CEB is a global organization, with offerings for large and mid-sized companies. Their clients pay an annual membership fee and gain access to CEB’s research and best practices guidance, and to CEB’s peer communities. CEB also offers advisory services to its members to build organizational capabilities, create alignment and support for key initiatives, and to strengthen departmental team skills. These services include their sales management academies and Challenger Sale training. They also offer comprehensive assessment solutions through their acquisition of SHL in 2012, and training impact measurement solutions through their acquisition of Knowledge Advisors in 2014.

FEATURED CLIENTS AND CASE STUDIES

CEB has numerous case studies from clients from leading organizations such as Autodesk, Kimberly-Clark, and Medtronic describing their experience implementing the Challenger Sale in their organization and the results they achieved. If you are considering implementing the Challenger Sale, then you will find these case studies extremely informative.

AWARDS

CEB is not currently listed among Trainingindustry.com or SellingPower’s “Top 20” sales training companies. Sales training is a newer offering for CEB, and the Challenger was so disruptive that it really shook up the industry. If you are considering CEB or any organization for sales training, take the extra steps to verify that the solution, program and trainers are the right fit for your organization.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE CORPORATE EXECUTIVE BOARD (CEB) – CHALLENGER SALE

CORE SALES TRAINING PROGRAMS

CEB offers a number of useful services to sales leaders such as research, best practice sharing, diagnostics, and assessments. Their training offerings focus on the implementation of the Challenger Sale.

The Challenger is more than a training program; it is a business transformation that requires alignment of Sales, Marketing, Human Resources and Sales Operations for proper execution. To achieve this, CEB focuses on three foundational elements:

1. Organizational Alignment, which includes:

- **CEB Challenger™ Messaging** to create the insights that sales will use to shape the customer's thinking and drive action.
- **CEB Challenger™ Opportunity Manager** to embed the Challenger process into your CRM workflow.
- **CEB Challenger™ Selection and Assessment** to hire and develop candidates with the highest likelihood of success.

2. Managerial Support, which includes:

- **Coaching to the Challenger™** to help sales managers develop consistent Challenger skills and behaviors and a sustainable coaching culture in your organization.

3. Development of Seller Skills, which includes:

- **Building Challenger™ Skills**—to provide sellers with foundational skills to execute the program.
- **Advancing Challenger™ Skills: Mobilizing Customer Action**— to fine-tune Challenger skills and give sellers the ability to engage stakeholders likely to drive action.

Other Services Offered

- Access to CEB's research library and to the CEB Member Community
- Organizational Diagnostics: CEB's Anatomy of a World Class Sales Organization
- Training Impact Measurement through CEB's Knowledge Advisors unit

GUIDANCE FOR SALES TRAINING BUYERS

The Challenger™ builds advanced-level skills. It is not a comprehensive call planning or opportunity management program, nor does it provide foundational sales dialogue skills, presentation skills, or negotiation skills. The Challenger™ builds on these fundamental skills.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE CORPORATE EXECUTIVE BOARD (CEB) – MEMBER SERVICES

CEB is well known for their work developing the Challenger Sale and its associated sales development programs. **CEB is also the world's leading member-based advisory company.** In fact, CEB has more than 30 years of experience analyzing proven practices and helping top companies apply them. They believe you begin with understanding great outcomes and reverse engineer to help you unlock your full potential.

Every year CEB equips over 21,000 senior leaders from more than 10,000 organizations across 110 countries with the insights and actionable solutions they need to respond quickly to evolving business conditions by transforming their operations. They do this by combining advanced research and analytics with best practices from clients across 90% of the Fortune 500, nearly 75% of the Dow Jones Asian Titans, and more than 85% of the FTSE 100.

FOCUS

CEB offers more than 50 different memberships aligned to key industry leadership and functional roles, including Sales, Sales for Midsized Companies, Asian Sales, and Customer Service. Their membership model is designed to deliver insights, tools, and advice that lead to transformative outcomes for your team and your company.

CEB traditionally focused on servicing large, publicly traded companies. However, they have recently added highly cost-effective options for midsized companies.

CEB is committed to helping senior executives and their teams drive corporate performance. They do this by identifying and building upon proven practices that address key emerging and recurring business challenges, including:

- **Assessing Key Performance Trends and Risks** Identify early-warning indicators and potential responses to key business risks
- **Benchmarking Performance and Plans** Improve leadership conversations and functional performance with deep comparative analysis.
- **Establishing Innovative Operating Approaches** Implement new ways of working using progressive insights to evolve your function's impact.
- **Organizing and Managing Critical Talent** Access resources to help you motivate, manage, and build your team.
- **Driving Alignment and Support for Change** Drive greater success in project execution by aligning key stakeholders to your initiatives.
- **Navigating Leadership Transitions** Onboard yourself or a team member swiftly into a new role.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES THE CORPORATE EXECUTIVE BOARD (CEB) – MEMBER SERVICES

FEATURED CLIENTS AND CASE STUDIES

The CEB website offers numerous videos of clients from some of the world's most admired companies describing how they leverage CEB services and the value they derive. Videos are high quality and compelling, and can be easily sorted by functional area, company size and geographic region.

FEATURES AND BENEFITS OF MEMBERSHIP

CEB provides a genuinely unique opportunity for executives to learn, in a cost-effective way, what the best companies do. This includes:

- **Proven Best Practices.** More than 300,000 tested approaches to solving business challenges derived from CEB's network of more than 5,300 leading companies.
- **Research and Insight.** More than 200 unique studies published annually to help business leaders evaluate new issues and challenges.
- **Peer Benchmarks.** Relevant, quantitative data and analysis provide clarity on the most efficient resource allocation and high-impact areas of focus
- **Decision and Diagnostic Tools.** Analysis and support provide customized, actionable views of the most important performance metrics in your corporate function.
- **Executive Networking.** On-request advice, feedback, and perspective come from peer interactions with more than 15,000 leading executives as well as from online peer discussion groups.
- **Advisory Support.** Experts in more than 220 disciplines provide personalized guidance and project support for executives and their teams for pending decisions, new tactics, internal presentations, and other needs.
- **Live and Online Learning Events.** A wide variety of events exclusively for senior executives, as well as staff training and skill development opportunities.

THESE FEATURES HELP YOU:

- Focus effort. See around corners and cover blind spots.
- Move quickly. Act with speed—not cost. Don't reinvent the wheel.
- Equip teams. Extend performance impact by enabling teams with new skills and tools.
- Act with confidence. Make the right decisions when it matters most.

Guidance for Sales Training Buyers

If you are a senior sales or line-of-business leader with responsibility for revenue growth, then we strongly recommend becoming a CEB member. You will save countless hours trying to research best practices, gain access to much higher quality insight than you could gain on your own, and interact with a group of exceptional peer leaders. This investment is extremely high value and ultimately enables you to make better decisions for your business.

the ultimate Sales Training Programs & Methodologies

CUSTOMERCENTRIC SELLING®

CustomerCentric Selling® (www.customercentric.com) is a sales training and sales performance improvement company with a methodology that enables salespeople to sell the way their customers want to buy. Interestingly, the company was co-founded in 2002 by Mike Bosworth, the creator of Solution Selling®. Bosworth sold Solution Selling®, which was eventually acquired and merged with Sales Performance International (SPI) as its flagship program. CSS® has grown into a strong player in the sales training market with an extensive network of certified business partners and consultants to deliver for clients around the world.

FOCUS

Companies that benefit most from CSS®'s approach are those that sell high-value solutions to sophisticated buyers, and require a high-degree of collaboration between the buyer and seller to drive mutual success. CCS® teaches a salesperson to relate his or her offering to the buyer in a way that will allow the buyer to visualize using it to achieve a goal, solve a problem, or satisfy a need. The approach makes sense for sales professionals who must identify problems and guide the customer through a decision process that will result in the proper solution and value creation.

FEATURED CLIENTS AND CASE STUDIES

CCS® features a number of success stories, case studies and videos, which help describe each client's challenges, solution, and the solution's impact. Most featured clients come from mid-market companies that sell high-value, sophisticated solutions. If you work in a mid-sized company, don't be overly enamored when you see sales training company logo pages that showcase Fortune 500 clients. It is best to find a partner with experience solving similar challenges in similar industries and similar-sized companies as yours, and with an approach that will work for your organization.

AWARDS

CCS® has been named to Trainingindustry.com's "Top 20 Sales Training Companies" list for each of the past six years, which is an impressive accomplishment.

CORE SALES TRAINING PROGRAMS

As its name suggests, CustomerCentric Selling® is the company's flagship program. Participants learn a methodology and skills that align the way they sell with the way their customers buy. The core learning is delivered through customized workshops where participants learn to execute the eight crucial aspects of the CSS® approach:

- Having conversations instead of making presentations
- Asking relevant questions instead of offering opinions
- Focusing on solutions and not only relationships
- Targeting businesspeople instead of gravitating toward users
- Relating product usage instead of relying on features

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

CUSTOMERCENTRIC SELLING®

- Competing to win—not just to stay busy
- Closing on the buyer’s timeline (instead of your own)
- Empowering buyers instead of trying to “sell” them

In class, participants first learn the “how and why” of CSS® from their instructor, but spend the vast majority of the time practicing these skills through in-class labs and role-plays. They begin to apply the methodology and tools in an evening group case study assignment that culminates with a presentation to the entire group on the final day of the workshop. This item alone has resulted in an immediate return of the program costs for many companies.

OTHER SALES TRAINING PROGRAMS

CSS® offers several programs to reinforce or build on its core methodology. These include:

- **CustomerCentric Messaging®** to better relate to a prospect’s market, level and goals.
- **Sales Process Management™** to enable sales managers to reinforce CSS® behaviors.
- **CCS® - Refresher™ Workshop** to drive adoption and advanced CSS® applications.
- **Prospecting & Business Development™** to refine skills and strategies.
- **ChannelCentric Selling® Workshop** to recruit, develop partners for mutual success.
- **Financial Impact Selling** to create compelling business cases for executive-level buyers.

DELIVERY OPTIONS

CSS® delivers its programs to clients around the world through live instructor-led public and private workshops and through its extensive network of certified business partners and consultants.

THE FULL SOLUTION

CCS® helps its clients adopt its way of selling by defining and implementing their organizational sales process, from market awareness to sales techniques to sales improvement and ultimately, sales success. CSS® also offers tools to help make permanent patterns learned from its training, such as **My CCS® Coach** and **My CCS® Coach To-Go**.

GUIDANCE FOR SALES TRAINING BUYERS

There are many outstanding sales training companies to choose from. The key is to find the one that is the best fit for you. Look for a company that serves clients with similar characteristics and with similar challenges to what you are trying to solve. Also, make sure that the nature of the methodology or skills will make sense for your salespeople, your customers and your organization. As you vet and screen potential providers, also look deeper at the provider’s clients’ customers to see if they resemble your customers. This gives you another dimension to determine suitability. You should also carefully vet trainers to ensure they can relate to your people and will have unassailable credibility.

the ultimate Sales Training Programs & Methodologies

CORPORATE VISIONS (CVI)

Corporate Visions (www.corporatevisions.com), also known as CVI, is a sales training company that equips organizations with stories, tools and skills for winning sales conversations. CVI has grown aggressively through the acquisition of Customer Message Management, Whiteboard Selling, the BayGroup (negotiations training), Executive Conversation (executive conversation skills) and Launch International (sales enablement).

FOCUS

CVI features many Fortune 500 companies and fast-growing technology companies on their website, which is an indicator of their target market. CVI focuses on creating the messages, the tools, and the skills necessary for effective sales conversations. Doing this requires them to work across sales and marketing functions, integrating brand and message, and maintaining consistency of that message through the customer lifecycle from marketing touch points, through engagement with your actual salespeople, to close.

Corporate Visions has sales representation in 11 countries and they've delivered workshops in about 60 countries. They have a lot of coverage in Europe, Asia, the Middle East and Australia.

FEATURED CLIENTS AND CASE STUDIES

CVI features many case studies and customer success stories from well-known companies, such as IMS, ADP, Dell, Oracle, LexisNexis, and UPS. Many case studies include data, assembled by an outside measurement company, quantifying the impact they made on the client. This level of rigor, follow-through and transparency shows that CVI "puts their money where their mouths is" and stands behind their work.

AWARDS

CVI was named to Trainingindustry.com's "Top 20" Sales Training Companies list for 2014, which is very strong recognition from a reputable source.

CORE SALES SOLUTION OFFERING

CVI takes a comprehensive approach to crafting solutions for clients through their "conversation system", which includes developing messages, deploying tools, and delivering skills for outstanding sales performance.

1. Developing messages includes:

- **Power Positioning® Consulting**, CVI's approach to helping you create a compelling and unique value proposition and messaging.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

CORPORATE VISIONS (CVI)

- **PowerInsights**, CVI's approach to helping you to create provocative viewpoints that move your customer off the status quo toward your solution.

2. Deploy tools, which includes:

- **Demand Generation Content**, to give buyers a compelling reason to move off the status quo and take action, and to pave the way for your salespeople to engage.
- **Sales Enablement Content**, which enables a smooth hand-off of the prospect from marketing to sales, and sets the stage for salespeople to create urgency for action.

3. Delivering skills, which includes:

- **Power Messaging** skills training, to help your salespeople break the status quo with a “why change?” conversation leading to “why you” are the right partner to help.
- **Executive Conversation** skills training, to enable your salespeople to make the case for your solutions in terms that matter to executive decision makers.
- **Negotiation Skills** to maximize the value of your deals by avoiding unnecessary concessions and discounting and expanding both the size and profitability of your deals.

SUPPORTING TECHNOLOGY

Corporate Visions also offers what's called **Power Launch**. It's powered by SAVO's Inspire platform and enables clients to tell their story through the iPad. This can be embedded in CRM and leveraged across the sales force. If you've deployed iPads to your sales team, Corporate Visions can create a whiteboard-style video that your salespeople can use to show clients through the Inspire platform, or they can use parts of that video to walk a client through a value story.

GUIDANCE FOR SALES TRAINING BUYERS

Corporate Visions has done a masterful job of pulling together the pieces of a strong solution for winning sales conversations. Moving in this direction requires a strong alignment of your sales and marketing functions, and requires you to think carefully about how you will sustain the Conversation System.

For example, you will need to continue to create messaging and content, which will require the right skill sets on your marketing team or the right budget to continue to outsource the development of these assets. Sustaining new skills and behaviors for your salespeople will require sales management buy-in, continued reinforcement and practice, and accountability.

the ultimate Sales Training Programs & Methodologies

FORCE MANAGEMENT

Force Management (www.forcemanagement.com) specializes in sales transformations that help B2B sales organizations increase revenue, improve sales margins, and gain market share. They use innovative programs, proven evaluation tools, and customized training courses to maximize profitability and productivity for their clients. They are especially well known and respected for their Command of the Message® program that helps clients articulate value and differentiate themselves from their competition.

Force Management was recently acquired by Growth Play (www.growthplay.com). It operates as an independent entity within its parent company, but now has access to even more sales performance improvement resources to bring value to its clients.

FOCUS

Force Management works primarily with clients that sell high-value business-to-business solutions. They believe that sales performance suffers when there is a breakdown in customer engagement—the way sales teams align their sales process and sales conversation with the customer’s buying process—and the management operating rhythm—the cadence that sales leaders follow to manage and develop their teams. Their solutions address these key needs within a sales force. Force Management specifically tailors its solutions to each client.

FEATURED CLIENTS AND CASE STUDIES

Some of the world’s leading companies rely on Force Management to help them transform their sales organizations. Their sales transformation programs help B2B organizations increase revenue, improve sales margins, and gain market share. Although they work across several industries, they are especially strong in technology, workforce management, manufacturing and industrial, and life sciences sectors.

Force Management features a number of exceptional success stories on its web site that describe its comprehensive solutions and quantifiable impact in significant detail. They also provide some exceptional videos from well-known clients such as Welch Allyn, ClearSlide, and BMC Software.

CORE SALES TRAINING OFFERING

Force Management features its “Command Series” to help clients improve their ability to effectively engage customers and manage to a reliable operating rhythm. Their approach helps the sales organization balance an external focus on the customer (Command of the Message and Sale) with an internal focus on sales management practices (Command of the Plan and Talent).

SPECIFIC PROGRAMS INCLUDE:

Command of the Message®: A repeatable framework to guide the customer conversation that starts with clearly defining the value drivers and differentiators that are top-of-mind

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FORCE MANAGEMENT

for your most influential buying audiences. These value drivers and differentiators provide on-ramps into multiple levels of the customer organization and allow your team's message to transform and resonate with the appropriate audience.

The key tool produced during Command of the Message® is the Value Messaging Framework. The Framework helps marketing, product and sales teams articulate the value and differentiation of your solutions in a way that impacts the buying criteria and sets the stage for solid business justification.

Command of the Sale®: A disciplined approach to qualify, advance and close sales opportunities, which includes an integrated toolkit of methods and templates that guide your sales team throughout the sales process. To maximize adoption, Force Management works with you to integrate their processes and tools into your chosen CRM technologies.

Command of the Plan®: A structured Management Operating Rhythm® – a sales cadence – that focuses attention on a few critical, high-value sales activities. This provides clear and real-time visibility into the performance of your sales organization. It assists your sales leadership in coaching their sales team to build healthy sales pipelines and accurately forecast revenue.

Command of the Talent®: An intuitive approach and toolkit give your sales managers the right tools and processes for effective interviewing, on-boarding, and talent development. This includes a valid Success Profile—an essential deliverable that precisely defines what success looks like in a particular sales role.

Value Negotiation™: Provides a methodology to help sellers leverage value and differentiation throughout the entire sales cycle, giving sellers better control during the final stages of negotiation. This supports sellers in consistently executing your negotiation process, leveraging your value and preserving margins.

THE FULL SOLUTION

Force Management provides a comprehensive roadmap for achieving sales performance improvement. In addition to highly engaging workshops, the solution includes in depth discovery, customization, and sustainment components to ensure adoption, impact and substantial ROI.

ADVICE FOR SALES TRAINING BUYERS

Force Management offers comprehensive sales improvement solutions that deliver proven impact and ROI. They are especially strong for their value proposition work and are definitely a leader in that area. This is critically important because sales people need to know what to say in addition to how to deliver the message at key points in the sales process. Force Management has a unique approach to train sales people to deliver compelling sales messages that reflects your capability in a natural, conversational manner.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

FRANKLINCOVEY SALES PERFORMANCE SOLUTIONS

FranklinCovey (www.franklincovey.com) is a publicly traded company that helps organizations achieve results that require a change in human behavior. FranklinCovey began its Sales Performance Group in 1999, led by thought leader Mahan Khalsa. FranklinCovey then partnered with Khalsa, Randy Illig and Craig Christensen to form NinetyFive 5 with the goal of integrating a body of work around Helping Clients Succeed into an end-to-end sales success system. In 2013, FranklinCovey reacquired the people, assets, and learnings of NinetyFive 5 and integrated them into its Sales Performance Practice (FCSP).

FOCUS

FCSP offers solutions for large and mid-sized businesses. SPP is founded on the principle that the more you help your client succeed, the more they will help you succeed. SPP's core sales methodology is called Helping Clients Succeed™, which is the subject of a well-respected book, *Let's Get Real or Let's Not Play—Transforming the Buyer/Seller Relationship*, written by Ninety Five 5 partners Mahan Khalsa and Randy Illig.

FranklinCovey is a global brand, and FCSP has global reach. In addition to its managing partners, they have about eleven facilitators each in the USA and Europe, and three in Asia Pacific.

FEATURED CLIENTS AND CASE STUDIES

FCSP showcases many well-known company logos on its web site, including Microsoft, HP, Accenture, Dell, and Fiserv, most of which sell high-value solutions to other businesses. They also feature compelling success story videos from Waste Management and from Vynamic, a healthcare consulting firm. Additionally, they offer several "fast facts" documents highlighting the impact they've helped clients achieve.

As with all case study materials, remember to ask your sales training provider for case studies from clients in a similar industry or clients who faced challenges similar to those you want to overcome. Ask for details on how they designed and implemented the solution, how they measured impact, unforeseen challenges, and what they would do differently if given the chance to do it again. This will help you select and shape the solution to work best in your organization.

AWARDS

FranklinCovey's Sales Performance Practice has been named as one of the Top 20 Sales Training Companies by Training Industry, Inc. for seven years in a row. In addition, Selling Power Magazine ranked FranklinCovey in their list of Top Sales Training Companies in 2014.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

FRANKLINCOVEY SALES PERFORMANCE SOLUTIONS

CORE SALES TRAINING OFFERING

FCSP's core offers are based on its "Helping Clients Succeed" methodology, which is broken down into three components: Filling Your Pipeline, Qualifying Opportunities, and Closing the Sale.

The program trains sales professionals to improve the personal aspects of sales with a focus on the following learning outcomes and skills:

- Creating trust and intimacy by focusing intent on helping clients succeed
- Breaking down the adversarial relationship that inhibits the buying/selling process
- Ensuring clients feel understood and valued by asking effective questions and genuinely listening
- Meeting the client's desired results and buying criteria by crafting precise solutions
- Enabling clients to make the best decisions for their business
- Building mutual value through win-win negotiations
- Creating new sources of value for clients that help grow the account

DELIVERY OPTIONS

FCSP offers three delivery options: FCSP instructor led, Train-the-Trainer, and self-paced eLearning. If you are considering "Train the Trainer", make sure your trainers will have high credibility with the people they are training. Ideally, this should be an experienced sales manager who has come-up through the ranks with a solid track record of success. FCSP offers very high-quality eLearning but know that most eLearning, no matter how high the quality, has very low completion rates. Consider 5 Online for reinforcement of instructor-led training as opposed to a substitute.

THE FULL SOLUTION

FCSP has really thought through all of the elements, from start to finish, necessary to make its program stick. These include: sales leader training, sales team training, play books, sales coaching, virtual interactive video-based training, eLearning (5 Online), and program measurement and reporting through the ROI Institute's process.

ADVICE FOR SALES TRAINING BUYERS

The company offers numerous information sessions in major cities around the US for sales training buyers to experience portions of the program. This is a very generous offer, and one that you should accept if you are considering the program for your organization. The bottom line is that you need to be clear about your needs, and then find a provider who can meet your requirements and who you trust to deliver for you.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

FUSION LEARNING, INC.

Fusion Learning (www.fusionlearninginc.com) is a Toronto-based training company with a comprehensive curriculum for salespeople, sales managers and sales leaders. Fusion prides itself on its ability to bring new thinking to its clients to help drive their success. They work collaboratively with tremendous flexibility to adapt to their clients' culture and needs, and they have the capability to deeply customize programs for maximum relevance in their clients' world. This creates a highly meaningful learning experience for participants, and makes adoption of new processes and behaviors for clients easier.

FOCUS

Fusion Learning primarily serves larger companies with over 100 sales professionals. This is common for sales training companies that offer highly customized solutions because the cost of the customization can be spread across a large learning audience. Although Fusion is headquartered in Canada, they work globally with multilingual facilitators. They work in sales and service functions across many industries, but they are especially strong in financial services, insurance, life sciences and technology.

Working with sophisticated clients, Fusion Learning takes a highly strategic approach that starts with C-level executives to blueprint strategy and diagnose sales culture. They then cascade and translate the strategy down to sales managers and individual salespeople so they clearly understand how they fit into the achievement of their company's goals. More than just developing new skills, Fusion takes a systemic approach, working with company leadership to change culture and deliver results at all levels.

FEATURED CLIENTS AND CASE STUDIES

Fusion Learning primarily works with large, well-known companies such as American Express, BlackRock, BMO, Baxter Healthcare, Pfizer, PwC, Scotiabank, SAS Institute, Motorola, Xerox and MolsonCoors. They offer some in-depth bios which provide more detail on the experiences of their staff and facilitators.

AWARDS

Fusion Learning has been named as one of the Top 20 Sales Training Companies by Training Industry, Inc. for seven years in a row. In addition, Selling Power Magazine ranked Fusion Learning in their list of Top Sales Training Companies in 2014.

CORE SALES TRAINING PROGRAMS

Fusion offers a comprehensive library of content that addresses nearly every major strategic, cultural and developmental challenge faced by salespeople, sales managers and sales leaders. Working with the client, they draw in the right content to create customized programs that meet the client's exact needs. This could range from basic skill development programs in presentations, negotiations or consultative selling, to a highly sophisticated sales transformation across a large enterprise.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

FUSION LEARNING, INC.

SOME COMMON PROGRAMS INCLUDE:

- **Strategic BluePRINT:** A methodology and facilitated process to capture a sales strategy, make it actionable, and communicate the plan clearly and succinctly to all stakeholders in the organization.
- **Consultative Selling:** a program for planning and executing a sales call with a sophisticated buyer from open to close. The program develops the right attitude, skills and processes to effectively uncover priority needs of customers and prospects, and collaboratively develop solutions that lead to a win-win outcome.
- **FUSION Selling:** an advanced-level program that enables sales professionals to succeed in the age of the ultra-prepared buyer. This includes leveraging thought-provoking content, supported by data derived from extensive research, to generate insight that drives a deeper, more strategic discussion with buyers.

OTHER PROGRAMS OFFERED INCLUDE:

- **Programs for Sales Leaders:** Strategic BluePRINT, Sales Culture Diagnostic
- **Programs for Sales Managers:** Sales Leader BluePRINT, Coaching, Leading and Motivating Teams, Time and Results Management, Running Sales Meetings and One-on-Ones
- **Programs for Sales Professionals:** Individual Sales BluePRINT, Consultative Selling, Prospecting, Strategic Account Management, Presentations, Negotiations, Time and Activity Management (SmartSelling), Story Telling (StorySelling), and FUSION Selling

DELIVERY OPTIONS

As a provider of customized solutions, Fusion Learning can tailor delivery to a client's exact needs—before, during, and after training.

ADVICE FOR SALES TRAINING BUYERS

The scope of sales training initiatives can vary greatly from one organization to the next. In some cases, the training is tactical—addressing a specific need or filling a time slot at an annual sales kick-off meeting. In other cases, the training is strategic, and is a catalyst for a major change initiative driven by the CEO or the sales leader. As a buyer, it is important for you to understand clearly the initiative's purpose and the expectations of your executive team.

If the training is tactical, then a training event might be all that is needed or wanted. Participants will go through the program and may take away a few good nuggets. If the training is strategic, then your senior leadership must be highly engaged in the initiative, and you must ensure that the solution includes customization, change management, executive briefings and heavy reinforcement. This requires a highly capable partner and sufficient budget to get the job done right.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

HUTHWAITE

Huthwaite (www.huthwaite.com) is part of the MHI Global. Huthwaite was founded by English behavioral psychologist Neil Rackham, whose research led to the creation of SPIN® Selling and his bestselling book. The company has offices in the US, Mexico, Brazil, Australia, China, Singapore and Thailand. There is another company called Huthwaite International, which is based in the UK and which covers much of the world not covered by Huthwaite, Inc. It's a bit confusing, but that's the way it is!

FOCUS

Huthwaite has done a good job of understanding buyer behavior and aligning selling process and skills with buyer behavior, and building out a very comprehensive solution set. However, Huthwaite is best known for SPIN® Selling, its core approach for planning and executing sales calls. SPIN stands for Situation, Problem, Implications and Need-Payoff, which is the methodology's basic construct. The beauty of SPIN is that it's fairly straightforward, so Huthwaite works with large enterprises and Small Midsize Businesses (SMBs), and with individuals through public workshops. Their target market is very broad, because SPIN has a wide range of applications.

FEATURED CLIENTS AND CASE STUDIES

Huthwaite features some testimonials on its web site, and if you look carefully you can find some video-based testimonials and case studies in its resource center. As with all sales training providers you consider, you should ask for specific examples of how the provider helped other companies in your industry or companies seeking to solve a similar challenge or achieve similar objectives to your own. Go beyond testimonials from program participants to actual business results achieved for the organization. This will help you to determine whether their experience is relevant to your business.

AWARDS

Huthwaite has been named to Trainingindustry.com's "Top 20" sales training companies list for each of the past six years. This is a strong endorsement from a highly credible organization.

CORE SALES TRAINING PROGRAMS

Although Huthwaite is best known for SPIN® Selling, they have a comprehensive "Buyer-Focused" solution suite that consists of the following programs:

- **Buyer Focused Playbook™ Workshop** - A cross-functional workshop to create customized content for SPIN® Playbooks
- **SPIN® 2.0** - Huthwaite's updated foundational sales dialogue skills program. The program is customized and it's delivered by very strong facilitators with minimal lecture and extensive participant involvement. It's a very active and engaging hands-on learning experience.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

HUTHWAITE

- **Coaching SPIN® 2.0** - Builds sales managers' ability to guide and reinforce SPIN® Selling skills with their salespeople, and maximize the potential of every customer meeting.
- **Buyer Focused Opportunity Strategy™** - Strategies, tools and skills to manage and win high-value, complex sales with multiple stakeholders and typically long sales cycles.
- **Buyer Aligned Negotiations™** - A highly sophisticated and interactive program to preserve margins and drive to a win-win outcome to maximize the lifetime value of each customer.
- **Buyer Focused Prospecting™** - Practical methods for selecting the right targets and planning and executing effective prospecting calls.
- **SPIN® Train the Trainer** - A trainer certification process designed to give professionals the skills to deliver SPIN® Selling training sessions for their organization.

Huthwaite customizes its programs by analyzing your business needs, integrating business objectives, and incorporating relevant contextual content. This is especially important for the SPIN® conversation, which requires highly customized scenarios for each client.

DELIVERY OPTIONS

Huthwaite delivers both live and virtual instructor-led workshops. They also offer numerous public seminars around the world for individuals and smaller organizations.

THE FULL SOLUTION

Huthwaite offers a comprehensive, integrated learning experience (ILE) to accelerate skill development and make changes stick. Each component of the experience builds upon and extends the preceding one. The ILE combines expert-led, hands-on workshops with on-demand, personalized eLearning, and online assessments and reinforcement tools in a process where skills are introduced, practiced and embedded into the daily work routine of the participant. A structured coaching process and personal and group development activities further support the program.

ADVICE FOR SALES TRAINING BUYERS

SPIN® Selling is a popular, well proven sales training program that builds core sales conversation skills. Even if you have experienced salespeople, creating a consistent approach for preparing and executing sales calls across your sale force can be extremely helpful. Consistency gets everyone speaking the same language and creates a solid foundation for better coaching. Don't let anyone ever tell you that they are too advanced for SPIN®.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

IMPARTA

Imparta is a global company based in the UK that offers sales, marketing, customer service and leadership training. The company has global reach, an extensive curriculum, and deep customization capabilities. It also emphasizes a comprehensive approach to driving behavior change, focusing as much on what happens after the training as on what happens in the training itself. For these reasons, Imparta works with some of the world's largest, most sophisticated and most globally dispersed companies such as GE, WPP Group, Lloyds TSB and Microsoft. Imparta's strategy is to work closely with a smaller set of clients and provide them with a wide range of services.

FOCUS

Imparta is clearly focused on large global companies with a large number of customer-facing people. This is common for sales training companies that offer a heavily customized solution because it enables the client to spread the cost of customization over a large number of learners. Additionally, large companies often have established cultures and systems that it requires its partners, such as a sales training company, to adapt to. This adaptation greatly enhances the receptivity of the training because it reflects the client organization's language and beliefs and the relevance of the training to participants. Servicing these large, global, sophisticated clients requires the right resources and a flexible mindset, something that Imparta clearly exhibits.

FEATURED CLIENTS AND CASE STUDIES

Imparta showcases a very impressive client list of some of the best known companies in the world. They have a number of case studies that succinctly highlight the client's challenge, implementation process, and results. Imparta does an exceptional job of quantifying its impact on client organizations. It lives up to its charter of helping clients drive measurable impact.

AWARDS

The company has been the recipient of a number of prestigious awards, including being named to Trainingindustry.com's "Top 20 Sales Training Companies" for the past four years. It was also named a finalist for Learning Provider of the Year at the 2014 Learning Awards.

CORE SALES TRAINING PROGRAMS

Imparta offers a very comprehensive suite of sales training programs that they deeply customize to suit their client's exact needs. They believe that it's hard to differentiate one product alone, and that people buy from people who create value for them – through the insights they share, the solutions they create, and the help they provide around the buying process. This belief underpins Imparta's approach to developing sales professionals.

- Consultative Selling Skills (CSS) is Imparta's foundational sales training program. CSS builds on existing interpersonal skills to establish the fundamentals of consultative

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

IMPARTA

selling, even within a high volume environment. Whether face-to-face or telephone-based, sales teams have to be able to engage with their client's needs rapidly to progress the sale.

- Creating Client Value (CCV) is Imparta's core sales methodology. Salespeople learn to get beneath the surface of the client's needs and explore business needs broadly and deeply. Then, the salesperson can work with the client to create solutions collaboratively that reach across the organization to deliver maximum value to the business.

OTHER IMPARTA PROGRAMS INCLUDE:

- Negotiating Client Value (NCV) to preserve value while strengthening client relationships.
- Commercial Acumen (CA) to create an awareness of key business and financial levers.
- Strategic Account Management (SAM) to create, track and execute account growth strategy.
- Sales Management Program (SMP) to effectively execute daily sales management activities.
- Sales Coaching (SC) to develop skill and behaviors for individual rep performance.
- Deal Pursuits (DP) to drive the sales process through critical stages to win large deals.
- Sales-Enabled Product Training (SEPT) to go beyond traditional feature-benefit product training and address why people need the product and the value it creates.

DELIVERY OPTIONS

Imparta offers its clients tremendous flexibility in delivering programs that fit their needs. This includes traditional classroom-based instructor-led training, virtual instructor-led (VITL), train-the-trainer, eLearning and mobile learning (mLearning), simulations, and bite-sized learning or reinforcement campaigns that address specific business issues.

THE FULL SOLUTION

Imparta believes strongly in post-training reinforcement, and brings all of the pieces of an engagement together with their Capability Building® System (CBS). CBS is a comprehensive and modular reinforcement toolkit. When properly used, CBS reduces 'skills loss' to less than 20%, and ensures that business training achieves your financial, operational and cultural goals. CBS is comprehensive, but clients can select the components they need knowing that they will work seamlessly together—whether you need a single workshop, a custom simulation, a cultural change program, or a global Academy.

GUIDANCE FOR SALES TRAINING BUYERS

Companies such as Imparta that create rigorous, customized sales training and change management programs deliver outstanding solutions. However, these solutions require a sizable investment and typically require a training audience of over 100 people for it to make economic sense. It is best to have a good understanding of your needs before you talk to the providers who you believe are the best fit. This will allow you to determine if they can craft a solution to meet your budget.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

Janek Performance Group

Janek Performance Group (www.janek.com) is a smaller firm with a highly flexible performance consulting approach to determining a client's needs and solutions. They believe strongly in creating a top-down buy in, developing sales managers, and measurement to identify the improvements that promise the greatest impact. They are agile, highly customized, and take a comprehensive approach to drive sales improvement and performance.

FOCUS

Janek primarily serves business-to-business clients ranging from Fortune 500s to SMB's in the US. They position themselves as experts in both sales consulting and sales team training, and offer a full solution that also includes sales coaching and sales talent assessments. They also offer numerous public seminars in major cities across the U.S.

FEATURED CLIENTS & CASE STUDIES

Janek showcases many well-known clients on its web site, such as Experian, Wolters Kluwer, Danaher, Sun Microsystems, GE Healthcare, TIAA-CREF, Santandar, HSBC and Wells Fargo.

They feature three case studies on their web site: Daimler Trucks North America, Pearl Izumi (sports apparel) and an anonymous consumer packaged goods company. If your industry is outside of these, consider asking for a case study on a client closer to your situation or industry.

AWARDS

They are on both trainingindustry.com and Selling Power's top 20 list, which is a significant accomplishment for a smaller size firm.

CORE SALES TRAINING PROGRAMS

Janek offers a comprehensive site of training programs to help sales reps and sales managers improve performance. All sales training programs are deeply customized to meet their clients' specific needs. This includes creating fully customized case studies, role plays, activities, content examples, job aids, and branding.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

JANEK PERFORMANCE GROUP

Critical Selling is Janek's foundational sales training program. The program covers basic call planning and develops skills necessary for a consultative approach to sales, such as asking good questions and listening actively to understand a client's needs, presenting solutions that align with the client's values, resolving objections, recognizing opportunities to close and asking for the business. Janek also offers a tele-selling version of this program.

OTHER PROGRAMS OFFERED INCLUDE:

- Prospecting strategy and skill development
- Account management process design, strategy, training and coaching
- Comprehensive sales leadership development and one-on-one leadership coaching
- Negotiations skills to protect margins and drive win-win outcomes
- Sales coaching skills and ongoing "coach the coach" for sales managers

DELIVERY OPTIONS

- Traditional live, instructor-led classroom training
- Virtual instructor-led training
- Train-the-Trainer programs

THE FULL SOLUTION

- Organizational diagnostics through interviews, ride-alongs, and listen-ins
- Talent assessments to define optimal sales competencies for hiring and development
- Go-to-market strategy development
- Value proposition development and training
- Opportunity management processes design
- Impact measurement with third party validated results.
- Custom support tools, such as playbooks, tool kits and quick reference guides

GUIDANCE FOR SALES TRAINING BUYERS

Janek packs a lot of punch for a smaller sales consulting and training company. They have strong consulting and customization capabilities, and take a hands-on approach to working with clients. If you are buying for a large, dispersed sales force or a global sales force, then you need to ensure they have sufficient delivery resources. You should also ask how they would embed their processes or skill development program into your CRM workflow.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

Miller Heiman

Miller Heiman (www.millerheiman.com) is the “anchor tenant” in the recently rolled up MHI Global along with siblings Channel Enablers, Impact Performance, Achieve Global, Huthwaite and the MHI Research Institute. MHI Global is owned by the private equity firm Providence Equity Partners.

Miller Heiman was founded in 1976 and created Strategic Selling®, which is one of the most popular methodologies for managing high-value, complex sales. Each Miller Heiman program typically includes a colored worksheet, such as Strategic Selling’s infamous “Blue Sheet”, to guide the seller through the methodology. Miller Heiman has invested to “digitize” and embed their worksheets into popular CRM systems such as Salesforce.com. Miller Heiman has also added programs and capabilities over the years and, as part of MHI Global, offer a comprehensive solution set and global reach.

FOCUS

Miller Heiman primarily serves companies that offer high-value solutions to other businesses with sophisticated needs, such as technology, capital equipment and financial or professional services. These large purchases mean that many people in the buying organization influence the sale, and hence these are referred to as “complex sales”. Miller Heiman’s Strategic Selling® methodology provides a structured approach to manage and win these complex opportunities.

Miller Heiman serves primarily business-to-business clients, ranging from Fortune 500 companies to small mid-sized businesses. They have a global footprint to serve global clients, and offer numerous public seminars in key cities around the world.

FEATURED CLIENTS AND CASE STUDIES

Miller Heiman provides numerous case studies on its web site, with a particular emphasis on technology, health care, professional services and manufacturing clients. These case studies are well written and provide you with a good understanding of how clients implement their solution, and how they change and improve as a result. Miller Heiman’s programs are not overly complex, and can be implemented in organizations regardless of their size.

AWARDS

Miller Heiman has been named to Trainingindustry.com’s “Top 20 Sales Training Companies” list for the past six years, and to the “Top 20 Leadership Training Companies” list in 2014.

CORE SALES TRAINING PROGRAMS

Miller Heiman organizes its comprehensive solution neatly into its **Miller Heiman Sales System®**, which contains fifteen programs and some supporting assessments and technology. **Strategic Selling®** is Miller Heiman’s most popular and strongest program. It is a methodology, or approach, for managing a high-value complex sale—one that has many people in the buying organization who influence the solution, deciding on the vendor who will deliver the solution.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

MILLER HEIMAN

The power of Strategic Selling® lies in the simplicity of its thinking and its proven ability to be culturally adopted by an organization. The methodology uses a “Blue Sheet” to guide salespeople and managers through what they need to do to win the deal. Clients “drink the Blue Cool-Aid” (referring to the Blue Sheet) and can’t imagine how they ever functioned without it. Miller Heiman has done a masterful job of embedding the blue sheet into popular CRM systems, and the user experience from the classroom to application in real life is seamless.

As a methodology, Strategic Selling® focuses more on “what to do” as opposed to a skill development program, such as **Conceptual Selling®**, which teaches “how to do”. This is very important because at some point your salespeople will need to have real conversations with buyers to advance the sale.

DELIVERY OPTIONS

Miller Heiman delivers live on-site programs, Train-the-Trainer, eLearning, blended learning, and numerous public seminars around the world for smaller organizations and individuals. Miller Heiman programs are easier to facilitate, making Train-the-Trainer a viable option for many organizations.

THE FULL SOLUTION

As mentioned earlier, the **Miller Heiman Sales System®** is comprehensive, and includes many offerings to ensure that clients fully adopt its methodologies and skill development programs, such as:

- Coaching programs for Strategic Selling® and Conceptual Selling®
- Funnel ScoreCard® for managers to evaluate deal quality and improve forecasting
- Sales Access ManagerSM for embedding methodology into CRM workflows
- Predictive hiring and individual skill measurement assessments
- Organization-level benchmarking through the MHI Research Institute

Miller Heiman does not typically customize program materials, but participants work on actual deals and situations they face. This creates a very active and engaged learning experience, and enables participants to immediately apply their learning to win important deals.

ADVICE FOR SALES TRAINING BUYERS

As a sales training buyer, it is important to understand your needs, and then determine how well a sales training provider can satisfy those needs. It is not unusual or unthinkable for a company to create a “best of breed” solution from different sales training providers. For example, a company might use Huthwaite’s SPIN® as its sales call planning and execution methodology, Miller Heiman’s Strategic Selling® as its opportunity management methodology, and Corporate Vision’s PowerMessaging® as its presentation skills methodology.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE RAIN GROUP

The RAIN Group (www.rainsalestraining.com) started in 2005 as an online membership resource for selling professionals, such as lawyers, accountants, architects, engineers, and investment managers, to improve their sales and marketing skills. Over time, they transitioned from research and publishing to offering training programs focused on the professional services niche. They have been innovative in how they reinforce and support their learners through their on-line university and remote coaching techniques.

In May of 2014, The RAIN Group published a book called *The Insight Selling* which helped put them on the sales training map outside of their traditional niche. RAIN made the bold move of challenging the Corporate Executive Board on its Challenger Sale research head on. They took a strong position against CEB's approach, and staked their own position based on their research about what top performers do. Their message registered with those who thought CEB's Challenger was too aggressive and wouldn't work for most salespeople.

FOCUS

The RAIN Group offers sales training that's geared to the professional and financial services industry. They have clients outside of these industries, but these are obviously their areas of focus. Most of their work is done in the US, but they have representation in Switzerland, South Africa, UK and Australia.

FEATURED CLIENTS AND CASE STUDIES

The RAIN Group features a handful of case studies on their web site, most of which are professional services firms. It is obvious that they have tremendous experience and depth in professional services industries such consulting, architecture, engineering, accounting, executive search, executive education, law and business services. Other segments they service include banking and financial services, technology and industrial products.

AWARDS

The RAIN Group has been named to Trainingindustry.com's "Top 20 Sales Training Companies Watch List" list for the past two years. Selection to "The Watch List" is based on an innovative approach and strengths in a specific vertical. Based on this criteria, The RAIN Group is highly deserving of this honor. It is a strong endorsement from a very credible organization.

CORE SALES TRAINING PROGRAMS

The RAIN Group has training content that covers every stage of the sales process from prospecting to account development.

Their **RAIN SellingSM** is their flagship sales training program, and introduces professionals to the strategies and tactics that are the foundation of successful selling.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE RAIN GROUP

The program resembles other consultative or solution selling-type programs that emphasize planning and executing a sales call with an intelligent, sophisticated buyer from beginning to close. Over the course of the call, the sales professional builds rapport, asks good questions to uncover needs, facilitates a discussion of possible solutions, positions value to differentiate, resolves objections, and closes to an action commitment.

Insight Selling by RAIN Group is their answer to the Challenger Sale. It is an advanced-level program that acknowledges that buyers are more educated and more prepared, and that sales professionals must bring new ideas that open an executive's mind to new possibilities. This program builds skills to enable sales professionals to tell stories that are convincing because they are more memorable than canned presentations.

RAIN offers other programs that build on this foundation, such as prospecting skills, networking skills, influencing skills, presentation skills, and account management. They have a large content library to choose from, and they can customize programs to your needs by selecting and blending the right modules.

DELIVERY OPTIONS

The Rain Group offers live instructor-led training, train-the-trainer and RAIN Sales University (RSU)—an innovative eLearning platform. RSU stands out because it has the flexibility to be customized for specific clients and for specific roles within the client organization. Depending on your needs, they can do everything from light tailoring to ground-up development. This is unique in the sales training industry, where eLearning is often an afterthought.

THE FULL SOLUTION

The RAIN Group really “gets” that training requires extensive reinforcement to have a lasting impact. To this end, they offer

- Sales Coaching for individuals and teams, with a “coach the coach” option
- Ongoing Workshops for reinforcement of concepts or to address special topics
- Online Modules for learning, reference, refreshing and reinforcement through RSU
- Webinars to address specific needs and challenges
- RAIN Sales University for ongoing reinforcement, training and development
- Sales Assessments for hiring and development of individuals and teams

ADVICE FOR SALES TRAINING BUYERS

Salespeople can be a tough audience, and any trainer you hire must have high credibility to be taken seriously. The more a trainer has “walked in their shoes” and has been successful, the better. Vet trainers thoroughly to ensure they will be the right fit for your team.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

RICHARDSON

Richardson (www.richardson.com) is a sales training and sales effectiveness solutions company founded by Linda Richardson in 1979. Linda created a program, Consultative Selling, to train sales professionals to focus their conversations on the customer's needs and work collaboratively on the optimal solution. This was a big change from the practice of selling product features and benefits, which was prevalent at that time. The success of Consultative Selling opened the door for Richardson to add additional programs, tools and services to support its clients.

FOCUS

Richardson has a comprehensive solution set and strong customization capabilities, which allow it to service large companies with sophisticated needs. Sales training companies that offer heavy customization are often a better fit for large clients because they can spread the customization cost across a large learning audience. Richardson is especially strong in dialogue skills training, and have a number of programs ranging from foundational to advanced, along with the coaching and tools to reinforcement skills post-training. For these reasons, Richardson tends to work with large companies that sell a high-value solution, such as financial and business services, technology, insurance and industrial equipment.

FEATURED CLIENTS AND CASE STUDIES

Richardson's website features a number of impressive client logos from financial services, technology, insurance, manufacturing and professional services. These include companies such as Fidelity, HSBC, GE, Wells Fargo, Apple, Google, Microsoft, Cargill, Cummins and Merck. Richardson further segments its financial services clients into asset management, commercial banking, investment banking, private wealth management, and retail banking. This granularity demonstrates that Richardson really understands the nuance of the industry and has a lot of experience. Richardson offers a number of case studies, but they can be difficult to find on its web site.

AWARDS

Richardson has received many substantial awards, including being named to TrainingIndustry.com's "Top 20 Sales Training Companies" for the past six years, and being named a "Top 20 Leadership Training Company" for the past two years. They have also gone the extra step to earn a "Best in Class" SmartChoice® Certification from the well-known research and analysis firm Brandon Hall. SmartChoice® speaks to the soundness of Richardson's client support, cost of ownership, functionality and capability.

CORE SALES TRAINING PROGRAMS

Richardson's comprehensive sales curriculum provides practical processes, strategies, and skills. Course offerings complement each other for continuous improvement, and are available both at beginner and advanced levels. Through an integrated "building block" approach, Richardson is able to leverage its discrete, integrated modules to efficiently develop programs that address your specific needs. Its most popular programs include:

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

RICHARDSON

- **Consultative Selling Skills** helps sales professionals plan and execute a sales call with a sophisticated buyer from open to close. This includes building rapport, uncovering needs, developing solutions collaboratively, resolving objections and closing.
- **Richardson Selling with Insights™** teaches seasoned sales professionals to leverage thought-provoking content and advanced dialogue skills to share insight that raises awareness of unrealized needs and shapes the customer's thinking toward your strengths.
- **Developmental Sales Coaching** teaches sales managers to offer continuous support by asking questions that help the salesperson to uncover obstacles and create their own solutions to the challenges they face.

The following is a sub-set of the methodology and skill programs Richardson offers:

- **Generate Opportunities:** Strategic Prospecting, Prospecting with Insights, Networking and Referrals
- **Win Opportunities:** High Performance Selling, Winning Sales Presentations, Consultative Negotiations
- **Manage Relationships:** Service to Sales, Exceptional Customer Care
- **Expand Relationships:** Trusted Advisor, Collaborative Account Development

DELIVERY OPTIONS

As you would expect from a full-service firm, Richardson offers many delivery options, such as live instructor led training, virtual instructor-led training, Train-the-Trainer and eLearning.

THE FULL SOLUTION

Richardson packages its full solution into its Sales Effectiveness System™, which bookends its training programs (i.e., “develop”) with solutions to “define” needs and “drive” behavior change.

These include:

- **Define:** Sales Process Consulting, Sales Leader Preparation, Skill Benchmarking, Talent Audits and Project Management Services
- **Drive:** Knowledge Retention through QuickCheck® mobile reinforcement and eLearning, Skill Application through deal and account coaching, CRM enablement through Sales Process Pro®, and measurement programs.

ADVICE FOR SALES TRAINING BUYERS

It is very important for you to understand your needs and be honest about your sales team's sophistication and your organization's ability and willingness to support change. There are many sales training companies that can run a great program and do so at a low price point. However, if you need to drive a larger shift in how you sell, then you need to consider a more comprehensive solution similar to the type that Richardson offers. These types of solutions take time, money and commitment to do properly, but this is hard work and there are no shortcuts.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

SALES PERFORMANCE INTERNATIONAL

Sales Performance International - SPI (www.spisales.com) is a global sales performance improvement firm. The company's history is interesting. Mike Bosworth created and founded Solution Selling® in 1983 based on his experience at Xerox. Keith Eades, SPI's CEO, became a Solution Selling® affiliate and founded SPI in 1988. Both Solution Selling® and SPI were acquired in the late 1990's, and in 2001 the SPI management team bought back both SPI and Solution Selling®. Mike Bosworth went on to become co-founder of Customer Centric Systems. SPI has assisted over one million sales professionals in over 50 countries and 14 languages.

FOCUS

SPI is focused on global companies who sell high-value solutions to sophisticated buyers, such as business and financial services, technology, telecommunications, manufacturing, and life sciences. The company's flagship program is Solution Selling®, which is a sales process and methodology that enables a consultative approach to selling and becoming a trusted advisor. The company believes strongly in continual learning, and offers some of the most comprehensive offerings for developing sales professionals over an extended timeframe for measurable performance improvement. SPI is flexible at integrating its processes and methodologies into each client's business, and has a highly robust measurement methodology.

FEATURED CLIENTS AND CASE STUDIES

SPI names dozens of well-known companies as clients, such as Maersk, Siemens, HP, IBM, Bank of America, Becton Dickinson, ADP, Honeywell, Autodesk, and AT&T. SPI also works with many mid-market companies that do business globally, which is becoming more prevalent in today's business world. They offer a number of case studies that provide a good taste of the problems they help clients solve and the results they help them achieve.

AWARDS

SPI made Trainingindustry.com's "Top 20 List of Sales Training Companies" for the past six years. They are also listed on SellingPower's "Top 20 Sales Training Companies" list for 2014. Obviously, SPI is a very strong provider that is well respected in the industry.

CORE SALES TRAINING PROGRAMS

SPI offers a comprehensive library of courses, public workshops, and reinforcement solutions that they customize to the client's needs. They also have programs that are targeted specifically for small and mid-sized businesses, and they have created a version of Solution Selling® adapted specifically for life sciences companies.

- **Solution Selling 2.0** is SPI's flagship program, but it is really a sales process that consists of a philosophy, a map, a methodology and a sales management system. The program is a revision of their traditional Solution Selling program, updated to account for much more informed and educated buyers who use technology and search engines

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

SALES PERFORMANCE INTERNATIONAL

to guide them through the buying process. As the buying process has changed, so must the selling process. Solution Selling®2.0 has been the definitive approach for moving from selling products to selling and marketing high value solutions.

Participants in the program learn how to:

- Describe the impact the evolved buyer has upon selling
- Explain three important, emerging sales roles and their related skills
- Apply elements of social media and other enabling technologies in selling
- Apply modern approaches to planning and demand creation
- Demonstrate techniques for conducting consultative sales conversations
- Describe how to position differentiation and value to customers
- Demonstrate how to address competitive selling situations
- Explain techniques for gaining access to decision-makers
- Apply methods for controlling sales cycles and mitigating buyer risk

OTHER SALES TRAINING PROGRAMS

SPI offers a full **Solution Selling® Learning Library**—an integrated curriculum for skills and knowledge improvement for sales reps and managers. Modules can be selectively applied to meet skills gaps, or for an end-to-end educational platform for all roles in the sales organization. Programs range from prospecting to opportunity management, negotiations, account management, territory management, and a full array of sales management and coaching programs.

One of SPI's most impressive offerings is **SellingStream™**— a steady stream of continual learning and reinforcement for specific selling and management roles, and one of the best-thought-through systems in the industry.

DELIVERY OPTIONS

SPI offers delivery of many of its programs through instructor-led workshops, virtual instructor-led training, public seminars, eLearning and books and in nearly every major language.

THE FULL SOLUTION

SPI offers sales process consulting, sales talent assessments, technology to embed its process into CRM workflows, and measurement methodologies.

ADVICE TO SALES TRAINING BUYERS

Implementing a new methodology, such as Solution Selling 2.0®, to get everyone “singing from the same song sheet” may be a major change for your people and your organization. Don't underestimate the time, effort and commitment at all levels that will be necessary to adopt a new approach. Adopting with consistency and upskilling your people will pay dividends, but it requires patience, persistence and discipline to get there.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

SANDLER TRAINING

Sandler Training (www.sandler.com) is a global organization with over 220 training centers, each run by an independent franchisee. Sandler focuses primarily on foundational and advanced selling and sales management skills, and recently added a program focused on enterprise sales. Sandler's physical presence in numerous locations enables it to offer its clients ongoing training, coaching and reinforcement in smaller chunks over a longer time period. This is different from other training companies that require that everyone flies in, participates in a one or two day seminar, and then leaves—hoping the training sticks.

FOCUS

Sandler's franchisees focus primarily on smaller and mid-sized businesses located in the vicinity of its training centers. Sandler's sales training emphasizes a consultative selling approach which they represent through an analogy of a submarine with multiple compartments, each representing a stage of the sales system. This consultative approach, local presence, and continuous learning make Sandler a good fit for local and regional firms that offer professional and business services.

FEATURED CLIENTS AND CASE STUDIES

Sandler offers some wonderful case studies and testimonials, but most of these are located on the franchisees' websites. Each franchisee will have his or her own strengths, expertise and industry experience. As a sales training buyer, you should conduct your own due diligence to determine if the franchisee has experience in your industry and if it has a track record of success with clients similar to you. Ask for references not only of their best clients but also of clients who have recently gone through their program and can give you a true read on their satisfaction and success.

AWARDS

Sandler has been named to Trainingindustry.com's "Top 20 Sales Training Companies" list every year since 2010. This is a strong endorsement from a very credible organization.

CORE SALES TRAINING PROGRAM

Sandler offers foundational and advanced selling skills programs, and sales management development programs.

The President's Club is Sandler's flagship sales training program. It is an ongoing program that helps salespeople and professionals fine-tune their sales methods, improve their performance, and build their confidence. The President's Club training addresses the three key areas necessary for long-term success in sales: Attitude, Behavior, and Technique.

The President's Club provides an environment of coaching, teaching, and peer support. The program starts with a 12-week foundations course designed to introduce the Sandler concepts.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

SANDLER TRAINING

Sandler uses the submarine analogy mentioned earlier to represent its selling system stages:

1. **Bonding and Rapport:** To enable relationships and effective, two-way communication
2. **Up-front Contracts:** Develop understanding and agreement on the sales process.
3. **Pain:** Surface problems the client faces, the reasons for and personal impact of the pain.
4. **Budget:** Defining realistic resource commitments and fees to properly address the pain.
5. **Decision:** Determine what needs to happen by whom, and when to move forward.
6. **Fulfillment:** Reviewing expectations and resolving issues to close the sale and proceed.
7. **Post-Sell:** Surfacing and confronting customer satisfaction issues and gaining referrals.

Once students are familiar with these concepts, they are promoted to the advanced class where they can work on applying the concepts to close deals in their pipeline. Participants meet several times monthly for about a year, and focus on learning, developing and mastering new skills.

OTHER PROGRAMS OFFERED

- **Enterprise Selling:** A comprehensive system for sell into large companies.
- **Professional Advantage:** Sales training tailored for professional service providers.
- **Sales Management Training:** Comprehensive skills for running sales teams.

DELIVERY OPTIONS

Most of Sandler's training is live and instructor-led, and is conducted at one of their numerous training centers. They do offer Sandler Online, their eLearning platform. Sandler rightly positions eLearning as a reinforcement for what participants learn in the classroom. They also offer an iPhone app to enable participants to access learning reinforcement content conveniently from their mobile devices.

THE FULL SOLUTION

In addition to instructor-led training, Sandler offers a number of tools to reinforce training

- **Sandler Playbook:** Enables the collection of best practices for easy access.
- **iPhone Apps:** Provides convenient access to Sandler's learning reinforcement content.
- **Worksheets:** For sales managers and reps to more easily apply concepts learned in class.
- **ROI Tool:** Tools to quantify the economics of a prospect's pain and solution.
- **Hiring and Personality Assessments:** To create greater self-awareness and diagnose needs.
- **CRM Products:** Embeds the Sandler Selling System methodology into popular CRM systems to enable clients to apply their training in pursuit of large deals.

ADVICE FOR SALES TRAINING BUYERS

Sandler offers a unique approach that is a great fit for certain organizations and individuals. Since it is a franchise operation, the quality and participant experience will be significantly influenced by your local franchisee's experience. Take time to get to know them and the types of clients they serve to ensure they will be the best fit for you. If you have salespeople in locations that would be serviced by more than one franchisee, then you need to take extra care to ensure that everyone will be a good fit.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE BROOKS GROUP

The Brooks Group (www.brooksgroup.com) has over 35 years of experience creating and implementing customized sales training and sales effectiveness solutions. They pride themselves on creating practical solutions that support selecting and developing high performing salespeople and sales managers.

FOCUS

Their core selling methodology is called IMPACT Selling®—it stands for Investigate, Meet, Probe, Apply, Convince, and Tie it Up. They offer an end-to-end solution which they call their 4-Dimensional Approach to Sustainable Sales Force Transformation™—Discover, Design, Deploy and Develop skills and behaviors that drive lasting results.

CLIENTS AND CASE STUDIES

The Brooks Group lists large companies such as Chase, Medtronic, Caterpillar and Volvo as clients, but works with companies of all sizes and across all industries. Brooks is especially strong in financial services, manufacturing, life sciences, and professional services. They offer numerous quotes from senior-level executives at satisfied clients, many of whom speak to the results that Brooks has helped them to achieve. Companies like Brooks that offer fully customized solutions to a mid-market client base are rare, and are definitely worth further consideration.

AWARDS

The Brooks Group has no shortage of recognition, having been named to TrainingIndustry.com's and SellingPower's "Top 20 Sales Training Company List" five of the past six years. This is an impressive accomplishment.

CORE SALES TRAINING PROGRAMS

Brooks offers a number of customized sales and sales management training programs, but their core programs are based on their IMPACT Selling methodology. IMPACT stands for and covers the following aspects of sales process, strategy and skill development:

- **Investigate:** This covers a strategic approach to prospecting, establishing qualification criteria and discipline, planning for a first meeting with a clear understanding of the prospect's business situation, likely needs, and market position.
- **Meet:** This step includes setting the meeting agenda based on your objectives while soliciting the buyer's intent, and building trust and rapport.
- **Probe:** Uncovering the prospect's needs and motive to buy through questioning and sound consultative-selling, and tracking the benefits you can apply to create value.
- **Apply:** Reading the prospect's buying signals and buying readiness, and jointly configuring solutions that reduce price pressure and increase margins.
- **Convince:** Leading buyers to discover your solutions applications and benefits on their own as opposed to being "sold" the benefits by you, and creating the prospect's sense of ownership for the solution.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE BROOKS GROUP

- **Tie-it-Up:** Five key elements of confidently concluding the sale so as to secure commitment and set the stage for a long-term, mutually beneficial relationship.

Brooks also offers practical **Sales Management Training** to round out the complete skill set necessary for sales managers. Topics covered include:

- **Hiring:** Know what to look for and what questions to ask.
- **Coaching:** Motivating sales people and correcting unproductive behavior.
- **Performance Management:** Setting goals and expectations, and managing reps to the numbers.
- **Process Management:** Developing the discipline to keep salespeople working in accordance with established standards and protocols.

A sound call planning and execution methodology, such as IMPACT, and a sound sales management skill development approach are significant steps forward for many organizations, and are strengths of the Brooks Group. As a sales training buyer, you need to define your needs and determine just how much complexity you can handle. The greater the complexity, the greater the challenge of everyone “getting it”. Often, less is more!

DELIVERY OPTIONS

Brooks typically delivers programs through customized, live instructor-led training. They also offer train-the-trainer, public seminars and elearning as options, but think carefully about considering these. Public seminars can be suitable for smaller companies, but relevance to the learner is lost without sufficient customization. eLearning is suitable for reinforcement and basic knowledge transfer, but is not usually effective for new skill acquisition.

THE FULL SOLUTION

Brooks offer the following solution components to help clients make a sustainable impact:

- **Pre-training Diagnostics:** Determine your needs to gain support for your investment.
- **Pre-hire Assessments:** Select the right people and develop them to their full potential.
- **Post-training Reinforcement:** A nine-week program to drive skill mastery and adoption.
- **IMPACT Selling for CRM:** Embeds methodology into CRM workflow.

ADVICE FOR SALES TRAINING BUYERS

Brooks Group packs a big punch for mid-market companies. As you source providers, seek a partner with a focus on serving organizations that share similar characteristics with yours. Make sure that their solution isn't too complex for your needs and that their trainers can relate to your people. It is better to right-size than to over-size. You'll get a solution that fits, and the right level of attention from your sales training provider.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE TAS GROUP

The TAS Group is a pioneer in technology-enabled sales improvement. The company resulted when Select Selling acquired OnTarget from Oracle's Siebel Systems unit and changed its name to the TAS Group Inc. TAS stands for Target Account Selling. Ironically, TAS has transformed itself from a traditional sales training company to a cloud-based sales technology company that partners with Salesforce.com. TAS calls its core technology its Dealmaker suite.

FOCUS

TAS automates the sales process by integrating selling methodology, coaching, training and deal forecasting through its Dealmaker suite. Native on Salesforce.com, the software embeds real-time visibility of opportunity and pipeline health and progress in day-to-day seller activity and reinforces key selling behaviors. The company is in the process of becoming a pure-play technology firm. This means that if you want training, you will need to buy technology. This means that TAS is better suited to larger-scale sales transformations. Also, if you don't use Salesforce.com, then Dealmaker probably won't be a good choice.

FEATURED CLIENTS AND CASE STUDIES

TAS features a number of client videos on its web site, most of which are large, global technology companies such as HP, British Telecom, Akamai, Unisys, Level3, and Honeywell. According to research done by the Aberdeen Group, TAS clients outperform their peers on measures of both Rep and Team quota attainment. If you are considering TAS or any other sales performance improvement partner, ask for case studies that align with your challenges and your industry. The more relevant the case study, the more confident you can be in your partner's ability to deliver the results you expect.

AWARDS

In 2014, TAS was named to Trainingindustry.com's list of "Top 20 Sales Training Companies"—the fifth time in the past six years. They were also named by Gartner as a "Cool Vendor" in CRM Sales, 2013. TAS earned this distinction as one of the first technology firms to automate the sale process by integrating selling methodology, coaching, training and deal forecasting simultaneously¹.

CORE SALES TRAINING PROGRAMS

TAS has transitioned away from traditional sales training and towards sales enablement technology. That being said, the Dealmaker Suite enables many of the processes, methodologies and skills that you would expect from a traditional sales training company. They just go about it in a different way, which might be the best way for certain companies. Methodologies in Dealmaker include:

- **Dealmaker Smart Opportunity Manager** – Enables salespeople to win more deals and grow deal sizes by uncovering compelling events, navigating the political power structure and focusing on qualified deals with intelligent deal coaching.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

THE TAS GROUP

- **Dealmaker Smart Account Manager** – Enables salespeople to maximize revenue from key accounts by mapping solutions to the customer’s business drivers, discovering white space, growing wallet share, and managing actions.
- **Dealmaker Align** – Enables salespeople to align their solutions to customer problems, and allows markets to enable sales teams for real business conversations.
- **Dealmaker Smart Sales Playbook** – Enables salespeople to increase sales velocity by applying a repeatable winning approach based on industry templates and tools. This also increases visibility into team performance to manage sales forecasts and pipeline risk.
- **Dealmaker Political Map Express** – Enables salespeople to visualize the political landscape of the Buyer’s organization, and leverage coaching and social networks to identify the right people, gain access, and develop the support necessary to win.
- **Dealmaker Smart Call Planner** – Enables salespeople to make every sales call matter, and make measurably better sales calls that achieve measurably better sales results.
- **Dealmaker Sales Performance Insight** – Enables sales managers to compare individuals against goals, Peer Group averages, and Top Performers to identify coaching opportunities to improve performance.

OTHER SOLUTION COMPONENTS

In addition to the Dealmaker suite, TAS offers many other services to ensure that its clients succeed in their implementation and get maximum value from their investment. These include:

- **Smart Sales Methodologies** for sales process, opportunity management, account management, and sales performance analytics.
- **Customer Enablement** to help establish and measure success, ensure adoption and lasting results, and take the guesswork out of implementation.
- **Education Services** to ensure your salespeople and sales managers leverage Dealmaker Smart Solutions and realize maximum value from your investment.
- **Global Delivery** to provide Dealmaker expertise and hands-on skills from experts with local knowledge for fast deployment, local support, and lower costs.
- **Customer Support** is available 24x7.

ADVICE FOR SALES TRAINING BUYERS

Clearly TAS has taken a different path than other sales training companies. These tools such as Dealmaker can provide tremendous benefit to you and your team by bringing the learning or methodology to life, and driving the right behavior through guided selling in your CRM workflow. If you suspect that you will use technology in your solution, then inform your sales training partner as early as possible and ensure you have your internal bases covered. Integration into CRM systems has become much easier, but it still takes time and specialized resources that may not be available. Additionally, your IT people will probably have to conduct their own due diligence to ensure your selected technology meets their requirements and everyone knows how you will fund and support your technology-enabled tools.

1. Gartner, Cool Vendors in CRM Sales, 2013; Published 25 April 2013

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

VALUESELLING

ValueSelling Associates (www.valueselling.com) is the creator of the ValueSelling Framework® methodology. ValueSelling equips B2B professionals in all sales roles with common tools, skills and processes to improve productivity and results. ValueSelling goes to market through a network of associates who operate as independent consultants. All consultants are experienced sales leaders and most have implemented the methodology in their previous.

FOCUS

The ValueSelling Framework provides a methodology for a face-to-face sales conversations. In the program, participants learn the framework and then develop skills necessary to successfully execute the methodology. ValueSelling's approach is best suited for people who sell high value solutions to sophisticated buyers and buying committees. ValueSelling has impressive global reach with associates in 13 locations around the world and delivery capability in 10 languages.

CLIENTS AND CASE STUDIES

The company features a number of large well-known technology clients, such as Autodesk, Cisco, Google, Oracle and Toshiba, as well as some mid-market technology and business services clients. Case studies are thorough and well-written, with metrics quantifying the impact.

As a potential sales training buyer, ask your provider for cases studies that reflect organizations and issues similar to yours. If they have something that's close to your situation and it was successful, then it should give you greater confidence that the provider has the experience to replicate that success in your organization. If the provider doesn't have a formal case study, then ask to speak to a few clients similar to you who implemented their solution six, nine or twelve months ago. By then, these clients should be getting results and may be willing to share their experience and lessons learned with you.

AWARDS

In 2014, and for four of the past five years, ValueSelling was named a "Top 20 Sales Training Company" by Trainingindustry.com. They were named to Selling Power Magazine's 2014 "Top 20 Sales Training Companies" list.

CORE SALES TRAINING PROGRAMS

The **ValueSelling Framework** is a methodology for conducting a sales call from pre-call planning to call execution and follow through. The strength in ValueSelling is that it's simple and can be easily replicated and adapted as necessary for every complex selling situation. It minimizes the risk of losing the sale or wasting time on those prospects who will never buy. It is based on the following easy-to-learn, repeatable steps:

- **Qualifying the Prospect:** Identifying a prospect with issues you can solve.
- **Positioning Your Capabilities:** Connecting your solution to the prospect's issues.
- **Asking the Right Questions:** Getting the right information to craft your best solution.
- **Differentiating:** Demonstrating that you are a better fit than the competition.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

VALUESELLING

- **Developing the Value:** Connecting the benefits you uniquely bring to the prospect's specific business and personal issues.
- **Identifying Power:** Gaining access to the ultimate decision-maker.
- **Crafting a Mutual Plan:** Agreeing with the buyer on how to move the sale forward.
- **Closing the Sale:** Success!

OTHER PROGRAMS

In addition to its core ValueSelling Framework, the company offers skills and process training such as **prospecting, telephone skills, selling to senior executives, presentation skills, negotiations, time and territory management, account planning, and team selling.**

They offer a comprehensive **coaching model and programs** to enable sales managers to coach to the ValueSelling methodology, and **coaching services** from ValueSelling associates directly to salespeople to win significant deals and grow key accounts. They also offer **ValueSelling Essentials®**, a complete eLearning program consisting of ten-one hour modules that cover most fundamental selling activities and skills.

DELIVERY OPTIONS

ValueSelling offers a mix of delivery options from traditional classroom-based instructor-led training (ILT), online through their LIO Learning Management System, blended—ILT with eLearning pre-work and post-training reinforcement—programs, and Train-the-Trainer options.

THE FULL SOLUTION

In addition to its sales methodology and training programs, ValueSelling offers additional products and services to implement its solution properly and make change stick.

These include:

- Sales process development and optimization.
- Customization of programs and development “playbooks” for field sales executives that focus on particular products, services or markets.
- eValuePrompter workflow guide – used to plan, execute and assess a sales call in the context of a larger opportunity that is accessed through popular CRM systems (Salesforce.com, Oracle On Demand and Microsoft Dynamics).
- Reinforcement through eValueSelling, ValueSelling@Work (reinforcement videos), and ValueSelling Framework in a Flash mobile App.

ADVICE FOR SALES TRAINING BUYERS

The ValueSelling Framework is a structure that contains skills to enable a sales call with a sophisticated buyer, to be integrated into other methodologies that you use for opportunity or account management. For example, if you use Miller Heiman Strategic Selling, your Blue Sheet will help you determine “what” you need to do and the calls you need to have. Your ValueSelling Framework will then give you the structure and skills to transact those calls successfully.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

VORSIGHTBP

VorsightBP (www.vorsightbp.com) is a sales training company that focuses first and foremost on helping clients develop prospecting and new business development capabilities. The company was created by the principals of two successful companies, Vorsight and BP Partners. Vorsight is an outsourced appointment setting company. Over time this business became a laboratory for sales effectiveness, especially related to prospecting and lead qualification. VorsightBP is an entirely different company that teaches clients techniques perfected by Vorsight. VorsightBP programs are based on hard data validating the best practices that they teach.

FOCUS

VorsightBP develops sales training programs and organizational solutions for clients who want to improve their prospecting and new business development capabilities. Many sales training companies create programs for managing sales conversations, opportunities, accounts or territories, but assume that you have a prospect willing and able to talk to you. Some have prospecting programs, but for many these programs are an afterthought and not a core offering. This is not the case for VorsightBP. They focus on prospecting for sales executives who must create a certain number of their own leads or must convert inbound opportunities into inquiries.

FEATURED CLIENTS AND CASE STUDIES

VorsightBP works with clients in the professional services, technology, telecom, manufacturing, distribution, life sciences, media and healthcare industries. They offer a number of detailed, well-written case studies, and showcase some of the largest and best known companies in the world as clients, including Oracle, HP, Citrix, GE and Verizon.

Ironically, they do a tremendous amount of work for sales and marketing automation providers such as Act-on, NetSuite, and Oracle Marketing Cloud (Eloqua) as well as sales performance improvement companies such as Corporate Visions and Sirius Decisions. This speaks volumes about VorsightBP's reputation among people who really know the industry.

AWARDS

VorsightBP has won the American Association of Inside Sales Professionals top service provider award for the past five years. They are a strong provider in this niche.

CORE SALES TRAINING OFFERING

VorsightBP offers a number of programs to enhance prospecting, qualifying, developing opportunities, social selling and sales management skills necessary to support these skills.

SPECIFIC PROGRAMS INCLUDE:

Persuasive Prospecting: Helps your salespeople understand a prospect's process for deciding if they are going to meet with you. The program follows the acronym AC3—Access, Curiosity, Credibility and Commitment—that models the process that sellers must

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

VORSIGHTBP

follow to align with the prospect's process of deciding to meet with you.

The learning combines classroom training, role playing and live calling into your sales reps' actual prospects. Reps not only learn, but do, and leave this program with a handful of genuine, qualified opportunities to pursue and a set of tactical skills to keep the top of the funnel full.

Persuasive Qualification: This program is primarily for companies that are inundated with inbound leads and need a system to prioritize these leads and skills so they can convert the most promising leads to opportunities.

Persuasive Inquiry: This program teaches your salespeople to improve their active listening skills, which then leads to improved communication and persuasion skills. It teaches salespeople what science and research has revealed about curiosity and listening, and the role each plays in effective selling. Reps then develop and apply these skills for better call planning and execution that lead to qualified opportunities.

Persuasive Social Selling: Allows your reps to generate sales opportunities to fill the top of the funnel without picking up the phone. Participants experience classroom training, exercises, and using social media to research, connect with, and schedule meetings with real prospects and clients. People leave the training workshop with a solid target list, provocative messaging, ways to connect with target prospects, and even scheduled appointments.

Persuasive Sales Management: Teaches your sales managers the principles of analyzing performance and driving improvement. This program is unique in that it is built around the science of triggers, and concentrates on the triggers that motivate a person's habitual behavior.

THE FULL SOLUTION

Every VorsightBP engagement contains three phases:

- **Phase 1:** Preparation, customization, alignment, and organizational readiness
- **Phase 2:** Roll out of the appropriate sales skills training content
- **Phase 3:** Ongoing coaching, reinforcement, and management support

Advice for Sales Training Buyers

Prospecting and new business development are highly specialized skills that require specialized training. If your people need to develop these skills, it is important to determine if a sales training provider is really qualified to deliver what they need. Buyer behavior has changed significantly over the past few years, and it is very important to assess the validity of a program. If prospecting is not a core capability of a sales training company, it is possible that their program is out of date and won't be effective. Ask the tough questions and ask for proof that what they teach works. VorsightBP is clearly on the cutting edge of this type of training and should be strongly consider as a leading provider.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

WILSON LEARNING

Wilson Learning (www.wilsonlearning.com) is a global training company headquartered in Japan that offers sales, leadership and workforce development solutions. Its sales development solutions include several programs for field and inside salespeople, sales managers, and customer service representatives. Wilson's best known sales program is The Counselor Sales Person, which teaches a consultative sales approach.

FOCUS

Wilson focuses primarily on skill development as opposed to sales process or methodology. It is helpful to think of process and methodology as the “what to” and skill development as “how to”. The company has a presence in over 50 countries and can provide its training in more than 30 languages, which enables it to service thousands of global clients. However, they also service smaller local clients through their certified partners.

CLIENTS AND CASE STUDIES

A company the size of Wilson undoubtedly has many clients, but they only showcase a handful of case studies—most of which are of global companies. The case studies are succinct, and demonstrate Wilson's ability and willingness to measure results at a very granular level.

AWARDS

As a company that focuses mostly on skill development, Wilson has a good reputation in the learning and development world for soundness of instructional design and facilitation. For the past six years, Wilson was named a “Top 20 Sales Training Company” and “Top 20 Leadership Training Company” by Trainingindustry.com, and they were named to Selling Power Magazine's 2013 and 2014 “Top 20 Sales Training Companies” lists.

CORE SALES TRAINING PROGRAMS

Wilson Learning offers a comprehensive sales curriculum and practical coaching tools for sales leadership effectiveness. They offer several levels of customization, from the addition of logos to materials to ground-up design, to meet your budget and needs.

- **The Counselor Salesperson (CSP)**, Wilson's flagship program, uses a four-step consultative selling process that helps salespeople transition from simply making transactions to solving real business problems. CSP focuses on adopting a Counselor Mindset, and a consistent customer experience from the salesforce, effective coaching and performance management with a variety of tools, and increased sales overall.
- **Coaching for Sales Performance (CSP)** offers sales managers coaching skills and techniques to create the conditions under which salespeople can succeed. Sales managers gain a competitive advantage using an effective, structured coaching approach that taps their salespeople's potential and leads to improved performance and fulfillment.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

WILSON LEARNING

OTHER SALES TRAINING PROGRAMS

Wilson offers programs for all ranges of experience and developmental needs, including:

- **Foundational Selling:** Counselor Prospecting, Inbound Sales Excellence, Negotiation to Yes (Sales Edition), Networking for Success, UPFRONT Persuasion Through Presentation, and The Versatile Salesperson
- **Business Consulting:** Aligning with Customer Buying Behaviors, Conducting Strategic Business Calls, Consulting with Clients, Creating Differentiated Offerings, Global Effectiveness, and Turning Information into Sales
- **Strategic Selling:** Managing Competition, Managing Decisions, Managing Opportunities
- **Sales Management:** Interviewing for Selection, Managing Sales Performance
- **Sales Support and Service:** Signature Service: The Key to Customer Satisfaction®

DELIVERY OPTIONS

As you would expect from a large, global training company, Wilson offers a range of delivery options including live instructor-led training, train-the-trainer, public seminars, virtual instructor-led, eLearning, and blended programs.

THE FULL SOLUTION

Wilson will work with you to understand your specific issues, your organization, your offering, and your customers before suggesting a solution. Once the right approach is agreed upon, they have the resources and flexibility to make sure every aspect—from measurement to delivery of content, follow-up coaching, and evaluation—is tailored to your organization’s learning needs, timeframe, and budget. They offer some impressive

Learning Services, such as:

- Assessment solutions for competency modeling, developmental, and impact evaluation
- Customization of materials from lightly tailored to custom cases and ground-up design
- Learning transfer solutions to sustain skill development and drive behavior change
- Selecting, scheduling and preparing facilitators and coaches to work with your teams
- Translation and localization of training materials, and management of delivery resources and logistics in more than 50 countries and 30 languages
- Designing and implementing measurement and evaluation programs

ADVICE FOR SALES TRAINING BUYERS

If you need to develop basic selling, service or coaching skills across a globally dispersed organization, then Wilson Learning is clearly a company you should consider. Be clear about your needs, especially distinguishing between methodology (i.e., “what to”) and skill development (i.e., “how to”). Keep in mind that it is not uncommon to use one sales training provider for methodology (e.g., Miller Heiman Strategic Selling), and another for skills (e.g., Counselor Salesperson). However, as methodologies get embedded with technology into CRM workflow, the level of customization required for your skills program will probably increase significantly to reflect your methodology’s language and process. This isn’t a bad thing, but it takes time and budget to execute.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

SALES READINESS GROUP

Sales Readiness Group (SRG) works with sales organizations to develop more effective sales teams. Their sales and sales management development programs are designed to help sales professionals adopt and sustain better skills.

SRG believes that a successful training program must be relevant, engaging, and produce long-lasting results. They work with you to identify the right skills, assess proficiency, and deliver training that aligns with your priorities. Their solutions include robust reinforcement components that leverage spaced learning and technology to make training stick.

You'll find SRG easy to work with, resourceful, and accommodating; and their programs will help you deliver sustainable results.

FOCUS

SRG programs are designed to meet the specific needs of mid-size and larger organizations. They take a 5-factor approach to drive behavior change and sustainable skills improvement that includes:

- **Motivation** - Motivation is a critical element in the adoption of new skills. Without it, sales professionals won't invest the effort required to change behaviors. SRG works with clients to secure executive sponsorship and active support from key stakeholders to emphasize the importance and relevancy of training initiatives.
- **Customization** - SRG understands that your sales organization is unique. So they partner with you to personalize your training to make it relevant. This includes customized case studies, examples, exercises, and role plays that better address your organization's needs.
- **Spaced learning** - To make training more effective, SRG divides its programs into manageable chunks. Then training is delivered over time to help participants better learn, apply, and keep their new skills.
- **Ongoing reinforcement** - Without ongoing learning and reinforcement, participants forget what they learned and revert back to their original behaviors. SRG offers an integrated approach to reinforcement that consists of facilitated group reinforcement sessions, personalized sales coaching; and on-demand reinforcement using eLearning, e-tools, and job aides.
- **Measurement** - Measurement creates accountability. SRG's programs incorporate measurements that hold participants accountable for changing their behaviors and applying new skills on the job.

SRG's suite of solutions are built from the ground up to help you drive behavior change and sustainable skills improvement.

FEATURED CLIENTS AND SUCCESS STORIES

SRG featured clients range from Fortune 500 companies to mid-sized businesses across all industries. They have many success stories that show SRG's willingness to understand your business and help you focus on the right things to make a difference.

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES

SALES READINESS GROUP

AWARDS

SRG has been in Selling Power Magazine's Top Sales Training Companies list for six consecutive years. They're also featured as an ATD Professional Partner and a company to watch by TrainingIndustry.com. This is a strong track of endorsements from two credible organizations.

CORE SALES TRAINING PROGRAMS

- **Comprehensive Selling Skills** is a skills intensive course that enables sales professionals to have the right conversations with today's technology-enabled buyers. In this program participants learn how to apply the appropriate selling skills and techniques to connect with buyers and decision makers, ask great questions to uncover compelling needs, differentiate their solution from the competition, managing objections, and partner with buyers to gain commitment.
- **Value-Driven Negotiating** transforms sales professionals into master negotiators. Sales professionals learn how to first establish and prove the value of the solution to avoid discounting, and then use that proven value to achieve a win-win outcome.
- **High Impact Sales Coaching** equips sales managers with the skills, knowledge and tools they need to become more effective coaches. This is an interactive workshop that incorporates scenario-based learning, exercises and role plays. In this program participants learn how to assess selling skills, when and when not to coach, overcome resistance to coaching, and conduct productive coaching sessions.
- **Comprehensive Sales Management** provides frontline sales managers with proven skills, knowledge and tools they need to drive bottom line performance. This in-depth program includes self-assessments and develops four critical sales management abilities: recruiting and selecting sales "STARS", sales coaching, managing sales performance, and sales leadership.

DELIVERY OPTIONS

SRG delivers most of its programs through live instructor-led training (ILT). They also offer: virtual instructor-led training for distributed sales organizations (VILT), and customized eLearning. They also provide licensing and train-the-trainer solutions for larger organizations who use their own facilitators.

THE FULL SOLUTION

SRG is committed to making training stick. Here is a list of all their offerings that support training reinforcement:

- **Pre-training assessment** to assess skills relevancy
- **Customization** to address your organization's unique needs and make training engaging
- **eTools and Planners** that allow participants to put into practice what they've learned in class.
- **Reinforcement sessions** to promote skills adoption and application
- **Post training assessment** to measure skills adoption and proficiency
- **eLearning** to maximize the time in workshops for skills development and application

THE ULTIMATE SALES TRAINING PROGRAMS & METHODOLOGIES
CHAPTER HEADING

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