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Target Selling Insights
GUIDE

"In sales my friends, you have two types of people — the quick, and the dead." - Bill Brooks

Introduction

There are clear and optimal strategies when it comes to succeeding in the sales industry. The Target Selling Insights (TSI) assessment analyzes an individual's knowledge of these strategies, and how they should be applied. It is important to note that this knowledge may not always translate into real-world application. Meaning, just because the individual knows what to do in a sales scenario, it does not mean they will always do it. Sales knowledge is measured through the TSI assessment; however, job-related implementation is not.

Why Target Selling Insights?

Information provided through the report's feedback and the discussion topics will help to formulate a plan for growth. Use the tips provided in the report as well as a deeper understanding of the individual's desire for success to really personalize the debriefing experience.

Throughout the report you see the acronym T.A.R.G.E.T. TTI SI has developed this acronym to target the stages of the selling process, and hone in on areas of improvement. By outlining both strengths and weaknesses, we can target specific professional sales growth.

T.A.R.G.E.T.

T - Target: Identify potential buyers and prepare for the initial interaction with them.

A - Adapt: Engage with buyers in a way that develops trust.

R - Research: Ask effective questions of potential buyers in order to determine when, why, how and under what conditions they will buy or commit.

G - Guide: Present product or service so that it fulfills the stated or implied needs or goals of potential buyers.

E - Explain: Build value and prove claims in order to overcome buyer resistance.

T - Transition: Ask for commitment, deal with final objections and handle any necessary negotiation.

Objectives of Target Selling Insights

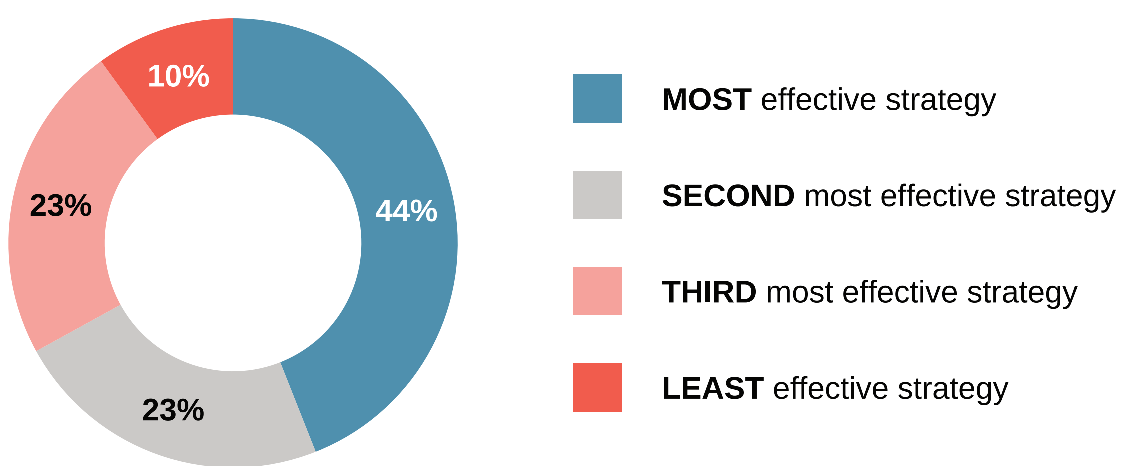
- Determine an individual's level of sales knowledge
- Provide areas of growth throughout the sales process
- Offer tips for better application of effective sales strategy

Question Analysis

The Target Selling Insights (TSI) assessment offers scenarios that cover the sales process, providing 4 optional answers for each scenario. Through our research, we have identified which of those 4 answers is the MOST effective strategy, SECOND most effective strategy, THIRD most effective strategy and the LEAST effective strategy.

The score, in each of the T.A.R.G.E.T. categories, is calculated based on how many times the individual chooses the MOST effective strategy for a scenario, SECOND and so on. Those who choose the MOST effective strategy most often, show a higher level of sales acumen and will receive higher scores.

The wheel graphic in this section is a visual representation of the individual's breakdown of which answers were used when ranking them as the most effective strategy.

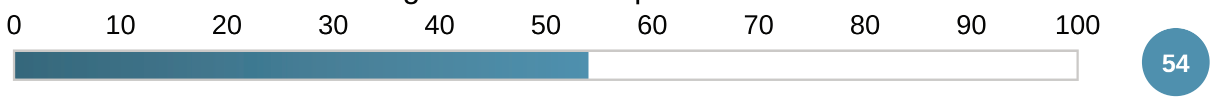


The bullet points display how many times you chose the MOST, SECOND, THIRD and LEAST effective strategy.

- **21 times** chose the **MOST** effective strategy
- **11 times** chose the **SECOND** most effective strategy as #1
- **11 times** chose the **THIRD** most effective strategy as #1
- **5 times** chose the **LEAST** effective strategy as #1

The individual's Sales Acumen is represented by a line graph at the bottom of this page. A reflection of overall sales effectiveness based on weighted scores in each of the six phases of the sales process.

Sales Acumen - A reflection of overall sales effectiveness based on weighted scores in each of the six stages of the sales process.



It is important to note that this is a weighted score where questions in certain categories are weighted heavier than others. It is not a simple average of scores in each category. Knowledge in particular areas leads to better overall sales success.

Discussion Topics for this Section

- *What surprises you about the findings on your question analysis?*
- *Why do you think you may have chosen a less effective strategy instead of the MOST effective strategy when completing your assessment?*
- *Do you feel that your Sales Acumen score is an accurate representation of your knowledge? Why, or why not?*

T - Target

The first stage of any sales process is where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

This section of the report is the beginning of the category breakdown with respect to scoring outcomes. We walk the sales associate through the report as they would a client through the sales process. This provides a great opportunity to have the individual envision a successful client-buying experience and an unsuccessful buying experience to pull from during the debrief. Always keep the focus on the sales associate. The more they can visualize the scenarios playing out in their own lives, the greater the growth potential.

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Target

Category Analysis

The first stage of any sales process is where prospects are identified, detailed background information is gathered, the physical activity of traditional prospecting is coordinated and an overall strategy for face-to-face selling is developed.

29%
29%
29%
58%
14%

of the time the 1st or 2nd most effective strategy was chosen.

Tips for Improvement

- If a prospective buyer shows interest and says "I want to talk to you," you should find out what makes them believe your company has "exactly" what they are looking for. Accomplish this by asking questions to gain an understanding of their perceptions and needs.
- If your company is offered a Request For Proposal (RFP) you should review the RFP and determine whether your company is a good fit before proceeding. Carefully review the document to ensure you can meet their requests as well as to determine whether it's been designed with a competitor in mind. Many times, RFPs are released after a specific vendor has been pre-selected. Your chances in situations like this are limited, unless - of course - you're the pre-selected vendor.
- You will know your contact is qualified to be an internal advocate if they are deemed a key member of the organization. An internal advocate must be integral to their organization so that you can be confident the information they share with you is accurate, pertinent and reliable.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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A legend is located at the bottom of each category page. This identifies the corresponding color to the effectiveness of the strategy choice.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

Discussion Topics for this Section

- *Make a list of credible resource gathering options. Why is it important to really know your client before your first meeting?*
- *How do you position yourself to clients? (Example: recruiter, Industry expert, coach, problem solver.) Create an identity that meets your clients' needs to support your prospecting efforts.*

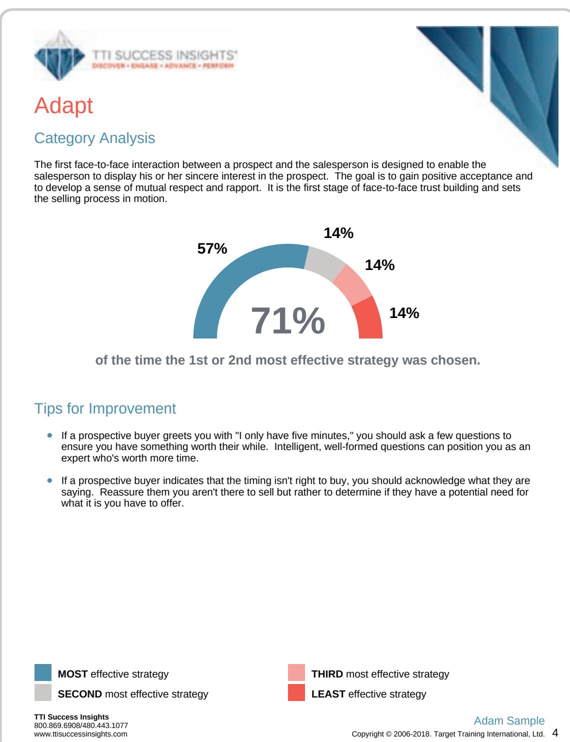
Additional Tips for Growth in this Category

- Gather in-depth data about the prospect, the marketplace and the competition
- Position yourself as a strategic resource
- Identify key players in the account (Internal Advocate, Buffer, Gatekeeper, User, etc.)
- Understand the organization's formal and informal structure
- Confirm your appointment

A - Adapt

The first face-to-face interaction between a prospect and the salesperson is designed to enable the salesperson to display his or her sincere interest in the prospect. The goal is to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the initial opportunity to build trust and sets the selling process in motion.

The need for adaptation can range from an sales associate's energy level to the expectation of the meeting in general. They may walk into a meeting with a potential client who is timid or reserved. If the associate walks in full of enthusiasm and expression, they might restrict the conversation or turn the client off of working with them. Read the room and adapt as needed.



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Adapt

Category Analysis

The first face-to-face interaction between a prospect and the salesperson is designed to enable the salesperson to display his or her sincere interest in the prospect. The goal is to gain positive acceptance and to develop a sense of mutual respect and rapport. It is the first stage of face-to-face trust building and sets the selling process in motion.

of the time the 1st or 2nd most effective strategy was chosen.

Tips for Improvement

- If a prospective buyer greets you with "I only have five minutes," you should ask a few questions to ensure you have something worth their while. Intelligent, well-formed questions can position you as an expert who's worth more time.
- If a prospective buyer indicates that the timing isn't right to buy, you should acknowledge what they are saying. Reassure them you aren't there to sell but rather to determine if they have a potential need for what it is you have to offer.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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The number of bulleted tips that an individual receives is correlated to the amount of times the 1st and 2nd MOST effective strategy was chosen for the category. The more correct answers equal fewer tips for improvement. This is why two individuals could have a different number of tips on each page.

Discussion Topics for this Section

- *Why is it important to follow the tone or mannerisms of your client, especially during a first meeting?*
- *What types of questions could you ask to determine the meetings intentions from the client perspective?*
- *How might you reign in a meeting when you start to feel disconnected from the client?*

Additional Tips for Growth in this Category

- Approach in neutral
- Issue a Statement of Intention
- Ask for permission to ask questions
- Ask for permission to record answers
- Avoid being abrupt or interrupting
- Identify and adapt to your prospect's behavioral style

R - Research

This is the questioning and needs analysis stage of the face-to-face sale. It enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It also allows the prospect to identify and verbalize their level of interest and specific detailed needs in the product or service the salesperson is offering.

It is important to be able to determine what the client is prepared to buy, in real time. Realizing both verbal and non-verbal cues throughout the meeting is an important part of the discovery process. Being prepared with open-ended questions and really listening will help uncover their position. Always summarize your conversations.


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Research

Category Analysis

This is the questioning and needs analysis stage of the face-to-face sale. It enables the salesperson to discover what the prospect will buy, when they will buy and under what conditions they will buy. It also allows the prospect to identify and verbalize their level of interest and specific detailed needs in the product or service the salesperson is offering.

57%
14%
14%
14%
71%

of the time the 1st or 2nd most effective strategy was chosen.

Tips for Improvement

- If the person you are working with is not in a position to make a buying decision, find out what role this person plays in the decision making process. This individual may become a vital internal advocate or provide you with other information, which could prove helpful in your sales process.
- When a prospective buyer says "it's just not in the budget," you need to ask more budget-related questions to see whether there's an opportunity for flexibility relative to budgeting. This might mean finding money in other budgets or departments. It's also important to determine whether this is the true reason for objecting. Sometimes prospective buyers use the "budget excuse" to mask another reason for delaying.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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Discussion Topics for this Section

- *Discuss some ways in which you could verify your understanding or interpretation of your client's answer to a question.*
- *Have you ever made a recommendation that the client has disagreed with? How did you or would you pivot back to discovery for better understanding?*
- *What are some strategies to keep yourself focused during the Research stage? For instance, how do you truly focus on what the client is saying, rather than focusing on pre-forming your recommendations.*

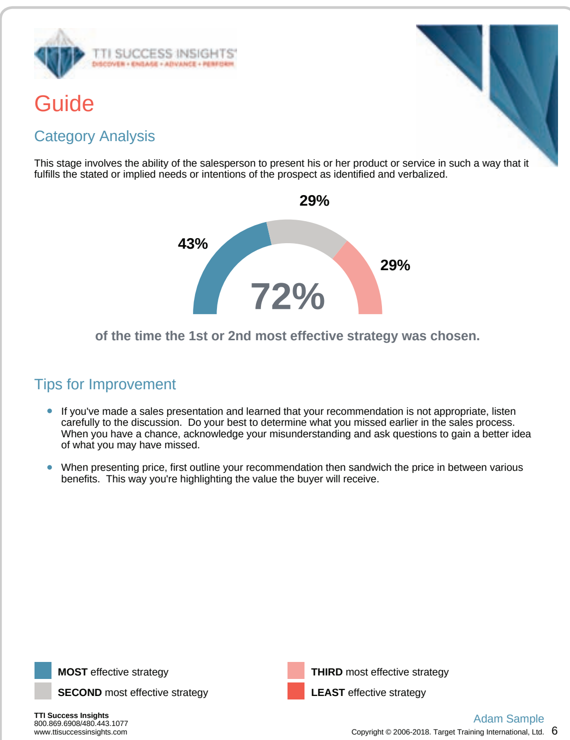
Additional Tips for Growth in this Category

- Have prepared questions on hand
- Ask Open-Ended questions
- Ask Closed-Ended questions
- Ask Clarification questions
- Ask Needs Identification questions
- Ask Feature-Benefit questions
- Ask 3-Deep Questions
- Ask Universal Questions

G - Guide

This stage involves the ability of the salesperson to present his or her product or service in such a way that it fulfills the stated or implied needs or intentions of the prospect as identified and verbalized.

This stage should be where you confidently share your recommendations. Base your recommendations on specific points the client made during the Research stage. Tying all products or services to specific points of need will gain stronger buy-in, and will help to justify your pricing.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Guide

Category Analysis

This stage involves the ability of the salesperson to present his or her product or service in such a way that it fulfills the stated or implied needs or intentions of the prospect as identified and verbalized.

29%
43%
29%
72%

of the time the 1st or 2nd most effective strategy was chosen.

Tips for Improvement

- If you've made a sales presentation and learned that your recommendation is not appropriate, listen carefully to the discussion. Do your best to determine what you missed earlier in the sales process. When you have a chance, acknowledge your misunderstanding and ask questions to gain a better idea of what you may have missed.
- When presenting price, first outline your recommendation then sandwich the price in between various benefits. This way you're highlighting the value the buyer will receive.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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If an individual were to receive a 100% (MOST effective strategy chosen) in a category, be sure to acknowledge their success. Offsetting a more disappointing score with kudos on the positive aspects, will make for a more positive debriefing experience.

Discussion Topics for this Section

- *What would you do if you didn't feel your product or service was a good fit to meet the need of the potential client?*
- *How do you identify the decision-maker at an organization?*
- *How would you position your product or service to an internal advocate versus a more difficult gate-keeper?*

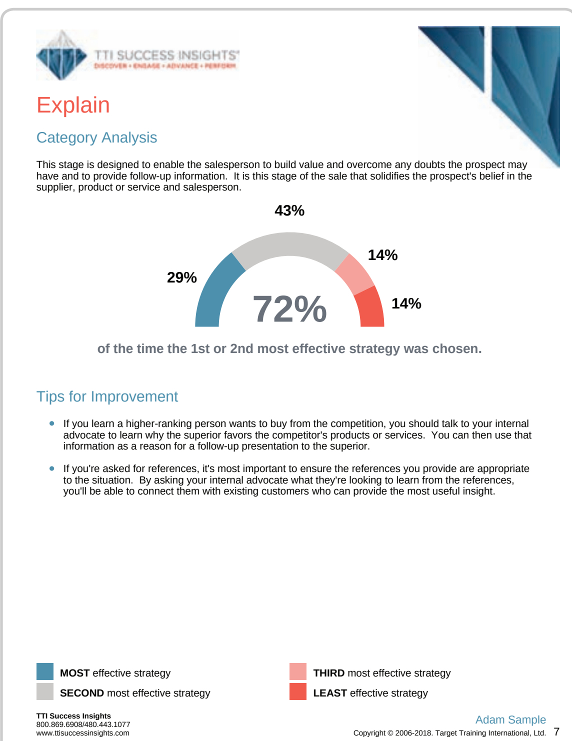
Additional Tips for Growth in this Category

- Make a statement of your recommendation
- Create sufficient value to offset the perception of price
- Ask feedback questions to determine if the solution is on target
- Identify, address and overcome any objections

E - Explain

This stage is designed to enable the salesperson to build value and overcome any doubts the prospect may have and to provide follow-up information. It is this stage of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

Discuss how preparation is key in this section. Be prepared to address concerns and to provide validation for your product or service. Transparency is another key to moving smoothly through this step of the sales process. Identify any hesitation and meet it head on, rather than attempting to avoid.



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Explain

Category Analysis

This stage is designed to enable the salesperson to build value and overcome any doubts the prospect may have and to provide follow-up information. It is this stage of the sale that solidifies the prospect's belief in the supplier, product or service and salesperson.

of the time the 1st or 2nd most effective strategy was chosen.

Tips for Improvement

- If you learn a higher-ranking person wants to buy from the competition, you should talk to your internal advocate to learn why the superior favors the competitor's products or services. You can then use that information as a reason for a follow-up presentation to the superior.
- If you're asked for references, it's most important to ensure the references you provide are appropriate to the situation. By asking your internal advocate what they're looking to learn from the references, you'll be able to connect them with existing customers who can provide the most useful insight.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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Discussion Topics for this Section

- *What are some effective ways to prove ROI of your product or service?*
- *If you scored lower in this category, what makes you uncomfortable in this stage? How can we overcome that?*
- *What would you do if you sense a client isn't believing what you are saying?*

Additional Tips for Growth in this Category

- Offer a collection of third party testimonials
- Provide a list of satisfied customers
- Offer a test or trial and define the outcomes

T - Transition

The final stage of any sales process is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

Many find this stage difficult. Up to this point, if the sales associate has been maintaining a friendly conversation, they must pivot and confidently ask for the business. Hopefully they have gained enough buy-in throughout the process, but do not be surprised if more negotiation needs to take place. Returning to different stages of the sales process is natural, but it is important to return to the Transition stage for the sake of a profitable interaction for both sides.


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Transition

Category Analysis

This final stage of any sales process is asking the prospect to buy, dealing with objections, handling any necessary negotiation and completing the transaction to mutual satisfaction.

14%
43%
43%
57%

of the time the 1st or 2nd most effective strategy was chosen.

Tips for Improvement

- If upon trying to close the sale, the prospective buyer says "I want to think about it," you should ask the prospective buyer what they would like to think about. You may have missed something that's important to them. It's essential to gain clarity about what, how and under what conditions they will buy before you leave the meeting.
- After completing a presentation, the prospective buyers say "we want to look around." You need to discover their true reason for not committing. Continue asking questions to determine what they're seeking. You likely missed the opportunity to uncover what they find most valuable.
- If you encounter resistance after your presentation you should ask the prospective buyer why they are hesitant to make a decision. You probably didn't fully uncover the underlying reasons they'd buy. People buy for their reasons, not yours.

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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Discussion Topics for this Section

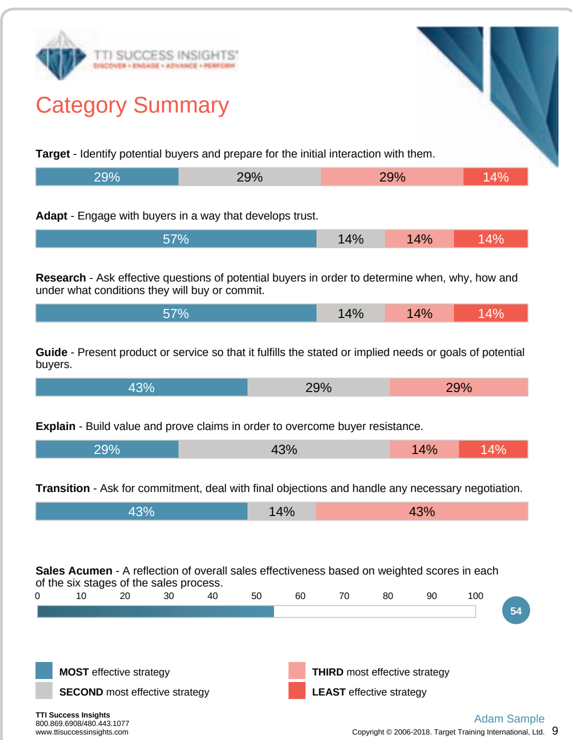
- *What are some methods you can use to gain confidence when asking for your prospective client's business?*
- *What is your reaction if a potential client is hesitant to buy? What if they refuse to buy?*
- *What are some ways to tie up a successful meeting? What is your follow-up strategy?*

Additional Tips for Growth in this Category

- Clarify conditions of the sale
- Use the Assumptive Close — Ask the prospect to buy
- Identify and clear away last-minute objections
- Reinforce the sale and compliment the prospect's decision to buy
- Develop a strategy for follow-up
- Complete all details related to delivery and service

Category Summary

The Category Summary page is an overview of the scoring from each category. Displaying a sales associate's scores in this manner allows for comparison, and easier identification of areas for improvement. Looking at the sample, it would be most effective for the individual to focus on improving in the Transition category for an overall boost in sales acumen. This is because they chose the MOST and SECOND most effective strategy the least in this pivotal stage.



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Category Summary

Target - Identify potential buyers and prepare for the initial interaction with them.
29% | 29% | 29% | 14%

Adapt - Engage with buyers in a way that develops trust.
57% | 14% | 14% | 14%

Research - Ask effective questions of potential buyers in order to determine when, why, how and under what conditions they will buy or commit.
57% | 14% | 14% | 14%

Guide - Present product or service so that it fulfills the stated or implied needs or goals of potential buyers.
43% | 29% | 29%

Explain - Build value and prove claims in order to overcome buyer resistance.
29% | 43% | 14% | 14%

Transition - Ask for commitment, deal with final objections and handle any necessary negotiation.
43% | 14% | 43%

Sales Acumen - A reflection of overall sales effectiveness based on weighted scores in each of the six stages of the sales process.
0 10 20 30 40 50 60 70 80 90 100
54

MOST effective strategy
SECOND most effective strategy
THIRD most effective strategy
LEAST effective strategy

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Discussion Topics for this Section

- *What category would you like to focus on improving first? Why did you choose that category over <insert another stage>?*
- *What is your favorite thing about selling? Why?*
- *How do you think this assessment and report will help you grow in your sales skills?*

Effective Selling Tips

Universal Questions courtesy of The Brooks Group

- What are some of the major [challenges, opportunities] within your [department, organization, industry] in the past [two quarters, six months, few years]?
- What impact have these had on your [operations, profitability, bottom line]?
- What, if anything, are you looking for [in a service provider, with a partnership, with a supplier] that you haven't found?
- What do you like most about [your current provider, your current solution]?
- What is it in your current situation that you absolutely do not [want to change, want to repeat]?
- If you could change [anything, one aspect, a characteristic] about your current situation, [what would it be, what is that aspect]?
- What is the single thing that's most important to you about [your operations, your service provider, your product line, your relationship with an organization like ours]?
- How do you define the [ideal relationship] with a provider such as myself?
- What would [solving your problem, creating a solution, improving your operations] mean to your organization?
- What would it mean to you [personally, professionally]?