

The Sales Training Arena

The 2008 ESR Sales Training Vendor Guide

A Comprehensive Evaluation and Comparison
of Leading Sales Training Companies and Programs

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The Sales Training Arena: The 2008 ESR Sales Training Vendor Guide

A comprehensive report and evaluation of the leading sales training companies and programs and new trends in sales training

This comprehensive *ESR/InDepth* Report provides an analytic review and comparison of the leading sales training providers. It serves as a vital instrument to help match any sales organization's sales training and performance needs with the right sales training provider to meet those needs.

For this 2008 Report we have included two new evaluation criteria:

- **Learning Technologies:** What technologies are being successfully deployed to improve the quality and learning retention in the sales training arena?
- **Sales Performance Improvement Measurement Programs:** What methods, techniques and tools are being deployed to assure that the training and related sales performance interventions are achieving their projected results?

Increasingly, selected sales training and methodology companies are taking a leadership position in these two areas.

Our research shows that 90% of all sales training programs result in a 90-120 day increase in sales productivity. This is apparently little more than temporary productivity blip, and fewer than 20% of companies show a sustainable productivity gain that lasts a year or more. Our research further shows that the most important factor in sustainable sales improvement is a sales training program carefully matched to and directly supporting the use of your sales methodology and sales force profile.

Our clients report to us that our *ESR/InDepth* Report, *Understanding, Defining, and Meeting Your Sales Methodology and Training Requirements*, used along with this guide, will provide companies seeking to establish long-term relationships with sales training providers with what they need to accomplish that objective.

The Industry

Core Issue

Who are the sales training and consulting providers that deliver effective offerings for sales organizations?

In the US alone, enterprises spend over \$4 billion per year training sales professionals, half of that investment with third-party training firms. However, less than ten percent of that total is spent with the largest of providers, leaving corporations to make training decisions from an extremely fragmented, and often incompatible pool of suppliers.

Very limited, if any, objective information is available about the sales training providers. And since few companies have the experience and a process to find, select, and manage a provider, many companies either do no training or embark upon a path that leads to failure.

1 Executive Summary

Corporations continue to spend a significant portion of the revenue on sales training. Unchanged from last year, enterprises spend between \$4 billion and \$7 billion per year training sales professionals. A significant portion of that investment is spent with third-party training firms.

The objectives of this report are:

- Provide a summary of evaluation guidelines for selecting external sales training, including our new technology and measurement criteria
- Identify leading sales training providers in the market
- Categorize them in a manner that makes it easier to identify those training companies that most closely meet your needs
- Rank these companies by various areas of expertise and specialty
- Determine the relative effectiveness of external sales training providers vs. training provided exclusively by internal trainers/facilitators.

While it is very difficult to establish a control group, due to the lack of data collected (especially by companies that do internal training only), the key conclusion, which we will explore in more detail, is that externally provided sales training yields a considerably higher degree of training effectiveness than internal-only sales training solutions.

New for this 2008 Report are our evaluations of selling technology and measurement programs.

1.1 Who Will Benefit from This Report?

This report is written primarily for the sales organization and the managers responsible for defining sales training requirements, developing sales training programs and

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selecting sales training vendors. Recommended audiences include the chief sales officer (CSO), sales managers responsible for selecting and deploying sales training for their teams, and staff groups and their managers including human resources, internal training and sales training organizations and sales operations.

1.2 The Scope of this Report

Of all the excellent sales training vendors out there, only a few are a fit for your organization. This *ESR/InDepth™* Report is designed to help your organization increase the return on your sales training investment. In this report, we examine the leading training and consulting vendors, their strengths and weaknesses, and the specific sales skill problems that they address. While there are many sales training vendors, there are likely only a few that match your sales training needs and criteria.

We clearly and succinctly provide you with:

- An understanding of the key criteria for selecting a sales training or sales performance improvement vendor.
- The key criteria for measuring the success of a sales productivity improvement intervention.
- Alternative providers that should be on your short list based upon your industry, size, geographic reach, and the complexity of your sales cycle.
- A tool to save weeks of time researching potential providers.
- Significant benefit from the advice and recommendations of ESR's top analysts and sales experts.
- A comparison of the providers in key areas such as:
 - Technology support
 - Performance measurement
 - Educational design
 - Customer satisfaction
 - Breadth of solutions
 - Compliance among sales people
 - Return on investment
 - Learn which providers should be on your short list.

1.3 Which Sales Training Providers Are Featured in this Report?

We have examined 19 leading companies for this report (and increase of four over the 2006/2007 Report):

- | | |
|---|--|
| 1. Acclivus | 10. Prime Resource Group |
| 2. AchieveGlobal* | 11. Revenue Storm* |
| 3. CustomerCentric Systems | 12. Richardson |
| 4. FranklinCovey Sales Performance Group* | 13. Sales Performance International (SPI) |
| 5. Holden International | 14. Sandler Sales Institute |
| 6. Huthwaite | 15. The Brooks Group* |
| 7. Knowledge Advantage | 16. The Complex Sale |
| 8. Miller Heiman | 17. The TAS Group |
| 9. Performance Methods, Inc. | 18. ValueSelling Associates (formerly ValueVision) |
| | 19. Wilson Learning |

* New with this year's report

1.4 What Makes a Company a Leader?

Clearly, size is a factor. Larger firms command attention in the market. But we also include firms that have been historically important. Historically important firms typically did innovative, ground breaking research and development that significantly influenced other programs. But, innovation is a factor. A firm can be a leader because of innovative solutions, processes or intellectual property. And, lastly, name recognition is a factor.

These four factors: size, historical importance, innovation and name recognition combined in our decision making process to determine which firms would be included in our second annual Sales Training Vendor Guide.

The reader should understand that during our extensive research and interview cycle with vendor-provided and our own sources, we found that even the best companies have at least a few negative references. And companies that did not score well in some areas had references that applauded them loudly. ESR is determined to filter out this noise and provide you with what we believe to be an objective, accurate and comprehensive report.

1.5 How Did We Evaluate these Companies?

First, when looking at leaders in an industry, it would be rare in any industry, to find "bad" or "ineffective" companies (although it does happen). Such companies do not rise to a position of leadership. With the degree of competitiveness these days in the

business world it is unlikely that a company that was a leader and regressed to the point that they were reasonably ineffective at what they did would stay a leader.

However there are “better” and “poorer” *matches* between companies, their solutions, and their clients and prospects.

Our objective is to categorize companies, identify their strengths, their challenges, and identify the specific challenges for which each company provides solutions. Out of this list of 19 companies, there are probably three to six that should make your short list, unless you have very unique circumstances. The rest, regardless of how good their solutions may be for someone, may not optimal for your needs.

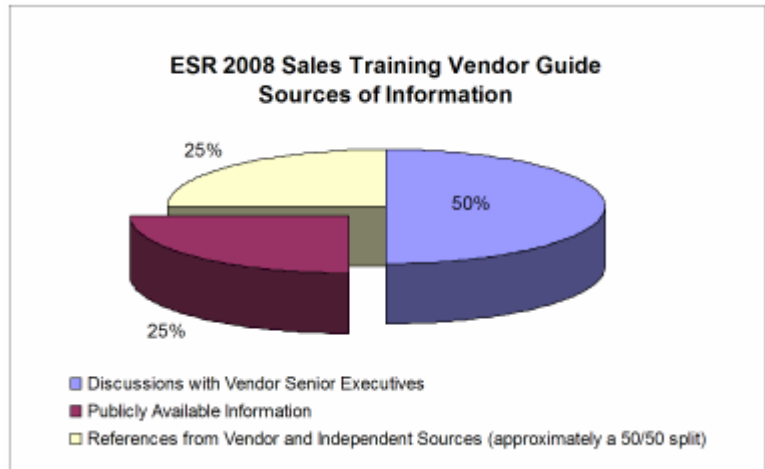
Section 2 describes our assessment criteria in more detail. But in general terms, we examine companies on Solution Effectiveness and Breadth of Solution. We then categorize them in terms of deployment of learning-related technologies, rigor of selling methodology supported and classes of training solutions provided.

Each of these assessment criteria relate directly to the determination of the optimal solution for our client.

Through our proven research methodology, ESR has tapped into publicly-available information, multiple in-depth interviews with vendor CEOs and/or other senior executives, as well as numerous interviews with vendor-provided references. ESR also collects vendor-specific data from surveys residing on our website and published in our *ESR/Alert™* e-mail newsletter. We also have developed a network of sales training users and buyers who have engaged with multiple vendors and are capable and willing to share with us their experiences.

Section 2 has been expanded to include a detailed analysis of the criteria for our two new evaluation categories: Learning Technologies and Performance Measurement Programs.

1.6 Why Should You Invest in This Report?



There are many excellent sales training programs on the market. However, excellence depends upon the right match of training needs with training solutions. One company's excellent training program can be another's sales training disaster. Why?

First, different sales training vendors and programs address different selling environments. These are just a few of the very many questions that must be asked and answered. (For a comprehensive guide see the *ESR/InDepth Report Understanding, Defining, and Meeting Your Sales Training Requirements*):

How do your customers typically buy?

- Do they employ formal bidding process, including the RFP (Request for Proposal)?
- Are they knowledgeable about your products and those of your competitors?
- Are the buyers experienced in working with companies like yours?
- How are final decisions typically made?

What are the characteristics of your selling model?

- Do you sell big ticket items in small quantities or low priced products in large quantities?
- Do you make one sale per customer or many?
- Is your product complex or simple to explain?
- Do you have many competitors or only a few?
- Do you sell on price or value?
- Is your sales cycle typically short or long?
- Do you sell to one or a committee of buyers?
- Do you sell products or services or a combination of both?
- To what degree are engineers, specialists or other resources required to pursue a sales opportunity?

Different vendors address different salesperson profiles:

- Are you sales people experienced or inexperienced?

Assessing Needs

Why can't the sales training provider we choose assess our requirements?

We are asked that question again and again by our clients.

There is a simple answer. Every sales training provider has their own set of strengths and weaknesses. They tend to see the world through their own framework, experiences and perspective.

One client we worked with had been engaged with a provider that was strong in opportunity management methods and skills, but weak in strategic account management training capability. When they submitted a proposal for additional process enhancements and training, they entirely missed the fact that their client was regularly falling short in this area and needed help.

ESR strongly recommends that assessments and requirements definition be done by your own team or an independent third party. That will enable the vendor evaluation and select to remain pure and you will likely wind up engaging with the right provider for the right reasons.

- Do you have high or low turnover within your sales team?
- Do they function as inside sales or outside sales resources?
- Do you have individual reps, account teams or both?
- Must your sales people have special skills, attributes, behaviors or experience?
- How is your team currently performing?

Different vendors address different learning goals:

- Do you need to improve basic or advanced selling skills?
- Do you need to increase strategic account management effectiveness?
- Do you need to improve opportunity management capabilities?
- Do you need to improve prospecting, presentation or closing skills?
- Do you need to deliver learning that supports business development managers?

Please understand that these are just a few examples of what must be considered before zeroing in on a short list of providers.

1.7 Why do so many companies wind up with the wrong training vendor?

As a result of our research and hands-on advisory and consulting work with our clients, ESR has found that sales training companies are often selected for the wrong reasons. VPs of Sales, HR Managers and Training Directors often:

- Engage with a training provider with whom they have worked in the past, even though the company's situation may be very different from what it was in the past.
- Get a referral from someone in another company who has engaged a sales training provider, even if the other company's requirements may be very different from their own.
- Hire a company that has the hottest new approach, or a trainer who wrote a book with what is purported to be a solution to what the company believes its problem is.
- Attend a promotional event (webinar, sales leaders' conference, or public training event) and are impressed with the quality and style of the trainer.
- Search the Internet until they find a trainer whose offerings are appealing based upon what is represented on the trainer's site.
- Get a recommendation from a top sales performer from within their group.

ESR Recommends

The final deliverable from a comprehensive and objective sales effectiveness assessment should be a requirements document. That document is then transformed into an RFP.

Most vendors, even the best ones, will not want to respond to your RFP. They might say, for example, that it takes too much time, they don't have the resources or it slows down the evaluation process.

It is critically important that you measure alternative vendors against your requirements.

With respect to RFPs, we have seen serious abuses by the buy side over the past several decades.

Although you may still have to convince a vendor to respond to your RFP, here are some guidelines that will ease the situation a bit, if communicated to the vendors:

1. Don't develop your RFP with input from a particular vendor. That will put other vendors at a disadvantage.
2. Do not distribute the RFP to any companies that you would not consider doing business with.
3. Require the vendors to adhere to a policy of completing the RFP phase before they are allowed one-on-one access to individuals within your company.

2 What are Our Key Findings?

2.1 Evolution of Measurement Programs

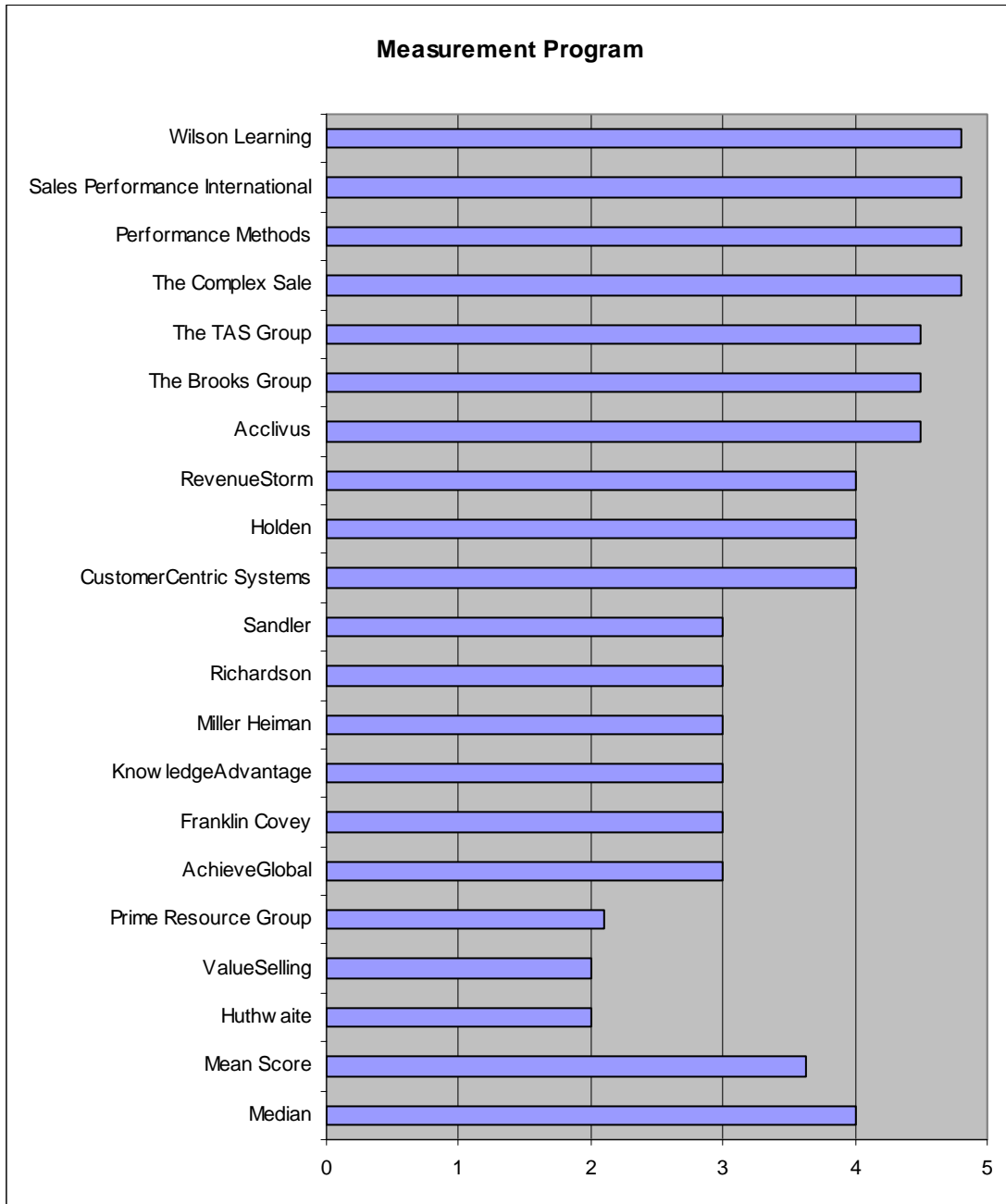
This is the first year we have included a significant emphasis on measuring performance. It has been a focus of our published research over the past year. Our key findings are:

- Organizations that measure sales performance improvement are more productive than organizations that do not. This seems to bear out the assertion of management guru, Dr. Peter Drucker's axiom "If you can't measure it, you can't manage it."
- Selling organizations are keen to implement a program to measure the improvement of their selling activities based upon performance improvement (e.g., sales training, Customer Relationship Management (CRM), Sales Force Automation (SFA) or sales methodology introduction). However, fewer than 20% of sales organizations actually have implemented some program beyond the basic one-page evaluation surveys or "smile sheets" at the end of a training intervention.

Measurement

Organizations that measure sales performance improvement are more productive than organizations that do not.

Fewer than 20% of sales organizations actually have implemented some program beyond the basic one-page evaluation surveys or "smile sheets" at the end of a training intervention.



- Most selling organizations lack the methodology, resources and technology to launch an effective measurement program.

- Selling organizations mistrust performance improvement vendors to deliver objective, unbiased measurements and analysis.
- Vendors offer a wide range of measurement programs with a plethora of differing objectives and methods for measurement improvement.

2.2 Evolution of Technology

Methodology-Focused Technologies: We have seen the entry of SAP, the corporate software giant, into the CRM space. We see this a primarily a defensive move against Oracle's PeopleSoft and Siebel acquisitions—with little in the way of innovation. Hosted solutions, such as industry giant Salesforce.com, continue to grow at a faster rate than on-premise systems. As reported in last year's report, Sales Force Automation (SFA) has been subsumed by CRM, with a subsequent loss of focus on the needs of the sales person. Replacement technologies are, such as the White Springs solutions offered by The Complex Sale, Holden, SPI and others, The TAS Group's Dealmaker, and Landslide are maturing to fill this gap. These technologies are built to both interact with corporate and hosted CRM systems, and, maintain a focus on enabling the sales person to be more efficient and effective.

Learning Technologies. We are seeing a trend toward an increased use of distance learning technology as a precursor to live training and also as a reinforcement mechanism. We are also seeing the emergence of collaborative technologies—business social networks—being deployed to reinforce learnings, accelerate communication among sales professionals and other experts within the organization, and organize proposals, contracts and selling collateral into instantly searchable libraries of knowledge nuggets (memes).

Knowledge Management – We have seen and evaluated knowledge management solutions such as SellingEdge.com from OutStart. (See *ESR/Insight Brief: SellingEdge.com a First Look at a New Selling Technology.*)

For a knowledge management system to be an asset that delivers value to the sales rep (and therefore be broadly adopted by the entire sales team), it must deliver on three critical criteria:

- **Relevance:** The system must provide up-to-date, accurate information that answers the questions being asked. If the precise answer to a question is not available experts must be available to the system to provide what is needed.
- **Accessibility:** The system must be easy to use and provide ready access to that information, serving it up to the salesperson when and how they need it—on a Blackberry, for example.

- **Depth:** The system must provide not only one answer to one question, but offer multiple alternative approaches to solve the problem as well as extrapolate to other potential related issues. Additionally, depth is provided by an array of experts, from marketing, engineering, finance, customer care, etc.

2.3 Evolution of the Selling Methodology

The concept of methodology is maturing, approaching the level of discipline and design in other methodology intensive areas such as accounting, software development, manufacturing and product management. A clear delineation of process vs. technique is emerging, allowing a "best of breed" strategy to become established.

2.4 Evolution of the Sales Performance Improvement Solution

Sales training and performance improvement consultancies continue to demonstrate leadership in sales productivity innovation.

In last year's report, we proposed the hypothesis that sales organizations that used third party sales performance improvement companies would, and did, outperform those organizations that employed only internal sales training. Our 2008 research proved this hypothesis.

Our own in-depth interviews, surveys, and over 100,000 independent, third-party survey data points incorporated in our research clearly demonstrated the edge provided by using third party sales training companies.

The burning question now is, why?

1. Third party organizations have exposure to a broad array of best practices that are simply invisible to internal sales training personnel.
2. Third party organizations can develop high-quality programs using significant and expensive resources, amortizing that cost over a large number of clients. Most internal organizations, even if they had a way to gain the exposure in (1) (above), simply do not have the resources or funds to develop quality programs competitive with third party companies. For example, if a high-quality learning program cost, quite conservatively \$250,000 to develop, but it amortized across 10,000 students, the per-student cost is only \$25 per student. The same program, amortized across 100 students is \$2,500. The bottom line is that the development cost of a high-quality program exceeds the delivery cost by a significant factor.

3. Third party organizations devote the Research and Development resources necessary to surround the courses with methodology and technology. Again, even if an organization had the resources to develop these technologies and methodologies internally, they would either be significantly lower quality, or, the development cost would exceed third party acquisition cost by a factor of 10 to 1,000.
4. Except in the largest of organizations, facilitators cannot get the classroom time afforded professional, third party trainers. Our research indicates that classroom time is a key factor in the effectiveness of course delivery.
5. Classrooms are where training materials are tested. Third party vendors have a significant opportunity to test and fine tune their offerings over a far broader audience than internal training organizations.

ESR Recommends

If you currently are employing an in-house sales training strategy consider alternatives. To put it simply, our research shows that many companies get the most sales productivity for their training dollar if they in-source product, domain and other training relating to unique company procedures, mechanisms, etc. They tend to outsource sales skills and sales management skills training.

2.5 Results Measurement

Management guru Peter Drucker said, "If you can't measure it, you can't manage it." This is true of any training, and particularly of organizational change. Some sales training organizations excel at measuring the effect of training programs on the trained individuals and the organization. Our findings are that the following sales training providers offer the best ability to measure sales training effectiveness:

- Acclivus
- The Complex Sale*
- Huthwaite
- Performance Methods*
- Sales Performance International*
- Wilson Learning*

- **Delivery Management:** Management of third-party delivered educational programs;
- **Reinforcement:** Follow up and reinforcement of previously delivered sales training;
- **Measurement:** Management of a sales performance measurement program, especially with a focus on measuring the change in sales performance;

3.9 COTS (Commercial Off-the-Shelf) vs. Custom Training

We have yet to find a sales training client that does not want a customized sales training experience, or who says, "Yes, off-the-shelf training is just fine for my organization." Every organization feels (and to some degree rightly) that it is unique, that its problems are unique, and that only a unique program can maximize their potential.

The Problem

When an organization brings in a sales training company, there is usually some problem that the organization is trying to solve. The symptom of the problem is that the sales team has not, is not, or is not expected to meet their targets.


This fundamentally implies that a change is needed – that the status quo is not sufficient to continue to propel sales growth. The sales training company is brought in to effect some change, usually a behavioral change, in the participating sales people, to stimulate that sales growth.

ESR recommends that the first place to look when considering any degree of behavioral change is your sales methodology. Fix or replace that first. If you do not have a methodology, you will need to build one. Training your team on how to employ that methodology follows.

Change vs. Status Quo

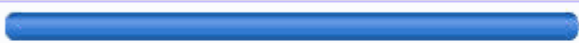
By acknowledging the need for change, it is important to understand the meaning of sales training program customization. There are two types of customization:

Tailoring – adapting the training materials to reflect the sales organization's products, services, sales force make up, and corporate nomenclature;

4. Lead qualification			
Yes		14	100%
No		0	0%
Total		14	100%


Criterion: This is a measure of the effectiveness process by which leads are screened for quality prior to delivering them to the sales force.

Relative Importance (Weight): 3.

5. Lead conversion			
Yes		14	100%
No		0	0%
Total		14	100%

Criterion: This is a measure of the close ratio of leads.

Relative Importance (Weight): 3.

6. Account planning			
Yes		12	86%
No		2	14%
Total		14	100%

Criterion: How effectively does the sales organization perform account planning? Is it compulsory or optional? Are the results periodically tested and measured for accuracy.

Relative Importance (Weight): 4.

6 Individual Assessments of the Leading Sales Training Providers

As we said at the outset of this report, “bad” vendors don’t make it to a leadership position in their industry. Of the 19 vendors we analyze, all have viable, high-quality solutions. The pertinent question is, “How does each vendor’s solution relate to my needs?” This, of course, presupposes that you have defined your performance improvement needs.

In this section, we review each sales training provider in an individual sub-section, applying the criteria summarized in the previous section and published previously.

We depict each sales training provider’s “effectiveness” assessment and “solution range” assessment, as defined and introduced in our *ESR/Insight* brief, *ESR/Profile and ESR/Arena: A Visual Framework for Comparing Sales Training/Consulting Providers*. Briefly, a vendor’s “effectiveness” assesses the typical relative growth in sales productivity, the “return on training” which looks at the benefit vs. the cost, the ease of learning/adopting the sales methods, and the typical degree of utilization (or “stickiness”) a year down the road. A vendor’s “solution range” has to do with the range of applicability of the sales training offerings to different companies and audiences, the range of programs, the adaptability of the offering, and the range of the instructional design and aids. As we have noted in the past, it is well possible that a vendor may not be widely applicable but could be a perfect match for your needs.

2008 Methodology/Evaluation Enhancements

If you have used previous reports, you will notice that, we have re-evaluated and re-calculated all of the comparison and evaluation charts. We have added specific criteria for:

- Learning reinforcement
- Technology deployment
- Measurement program effectiveness

Each of these has been incorporated into the Solution Analysis for each vendor.

Our analysis of the leading sales training providers individually follows in this section alphabetically by provider name, while the subsequent section will delve into a comparative analysis.

6.3 The Brooks Group

The Brooks Group is a sales consultancy based in Greensboro, NC, that has been providing sales performance improvement programs since 1977 and is best known for the IMPACT Selling methodology.

What's New?

At the time this report was prepared, The Brooks Group has just announced a new Account Management training curriculum. The following The Brooks Group's course summary:

Account management is far more than, but does include, sales techniques. It is really about:

- Developing an understanding of how to better take control of accounts
- Investing time with the right opportunities with the right accounts
- Selling at consistently strong margins
- Differentiating yourself based on your understanding of your customers' needs and your understanding of their customers' Needs
- Being a value creator, not just a value communicator of your products
- Effectively communicating with all levels inside of accounts

In this course, you'll get all of the tools you need to become a top account manager, and you'll learn when and how to use them.

Analysis

Brooks Group, like Performance Methods, Inc. and the more recently reviewed Revenue Storm, focuses more on custom solutions rather than single-event training programs.

Methodology

The Brooks Group's training interventions are based on their methodology, IMPACT Selling, which is an acronym for the six steps of their methodology:

Investigate - The first step in the IMPACT Selling process focuses on prospecting, positioning and pre-call planning. This is where the initial strategy is developed.

Meet – The second step focuses on getting the meeting and, getting the right client parties involved, and building trust and rapport with them.

Probe – The third step is very “systems analysis” oriented, focusing on uncovering the client’s specific requirements. The actual “selling” comes late in the IMPACT methodology.

Apply – The fourth step focuses on configuring complex products and services around the client requirements defined in step 3. This is the actual “selling” process, where the sales person presents the solution, vis a vis the client’s requirements, and ties the configured solution to particular problem statements or benefit expectations.

Convince – In this step, the sales person is influencing prospects to recognize the value of his or her solution by proving the claims made, providing third party testimonials, or offering trials or tests.

Tie it Up – The final step focuses on closing the deal, negotiating terms, and ushering the final solution through the approval and procurement cycle of the client organization.

Each step of the IMPACT methodology can be tailored to the requirements of the customer, and the methodology is supported by over 100 individual, tailorable training modules. The IMPACT methodology itself is rigorous and the training modules directly support the skills required to implement IMPACT. However, this is not to say that the training itself requires the adoption of IMPACT, for the skills-based training could be equally adapted to another, established methodology.

Because of the ability to separate methodology from skills-based training, we have positioned The Brooks Group on two different points on the skills-methodology continuum:



Basic Selling Skills	Robust
Advanced Selling Skills	Robust
Opportunity Management Education	Good
Account Management Education	Good
Sales Management Education	Robust

Implementation

A typical Brooks Group engagement is divided into at least 4 steps:

Assessment – consists of a cultural survey followed by an assessment of the selling skills, behaviors, values, and personal skills required in each selling position, ending with a comparison of individual sales people against the comprehensive assessment

model.

Design – Assessment and customized design are strongly recommended in The Brooks Group’s system, although some off-the-shelf programs are available.

Delivery – Once the program is tailored, The Brooks Group’s dedicated facilitators conduct the programs, or the company certifies client facilitators to conduct them.

Reinforcement – The Brooks Group’s system actually focuses heavily on reinforcement, building the reinforcement activities into the training program. There is a coaching program, post-classroom training reinforced by recorded training modules, and a set of weekly assignments, delivered electronically over a 12-week period, with management coaching guidelines.

The Brooks Group also has a robust “Metric Accountability” program that can be designed for three, six or nine months. There are bi-monthly assessments, driven by “canned” communications from management that focus on what skills were used and how they were applied to a particular deal.

Feedback is used in coaching sessions and by management to determine what training reinforcement is required.

Supporting Training Programs

- The Brooks Group has developed additional training programs, including:
- Coaching for Sales Management
- IMPACT Sales Training – introductory program
- Selling at Prices and Margins Higher than the Competition
- Selling to Senior Level Decision Makers
- Account Management for Key and Target Accounts
- Making Effective Group Presentations
- Time & Territory Management
- Hiring Performance Champions

Technologies

The Brooks Group online training and assessment tools, as well as a stand-alone or CRM integrated interactive prospect management technology called SpitFire, which supports the IMPACT selling methodology.

Strengths

The Brooks Group has a broad array of programs, a thorough understanding of metrics and measurement, and a formal methodology. They also recognize the need to separate method from skills in the training. The focus on reinforcement is higher than in most training companies.

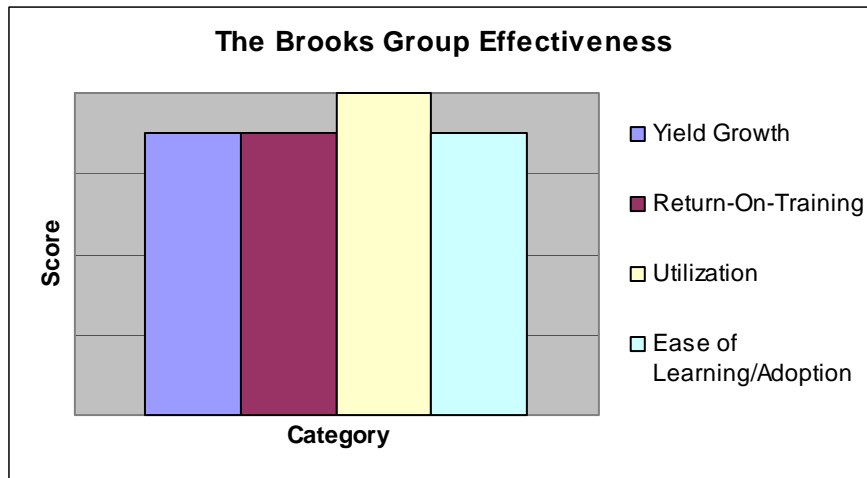
Challenges

The Brooks Group is not a large company with global coverage. However, they have delivered in Castilian Spanish, Japanese and Portuguese. They are represented in the U.K., but are primarily a U.S.-based operation.

ESR/Profile

Effectiveness Analysis

All references reported significant effectiveness with Brooks Group IMPACT training. The most often cited attribute of the training was the significant post-training reinforcement programs, which clients considered significant differentiation factors.



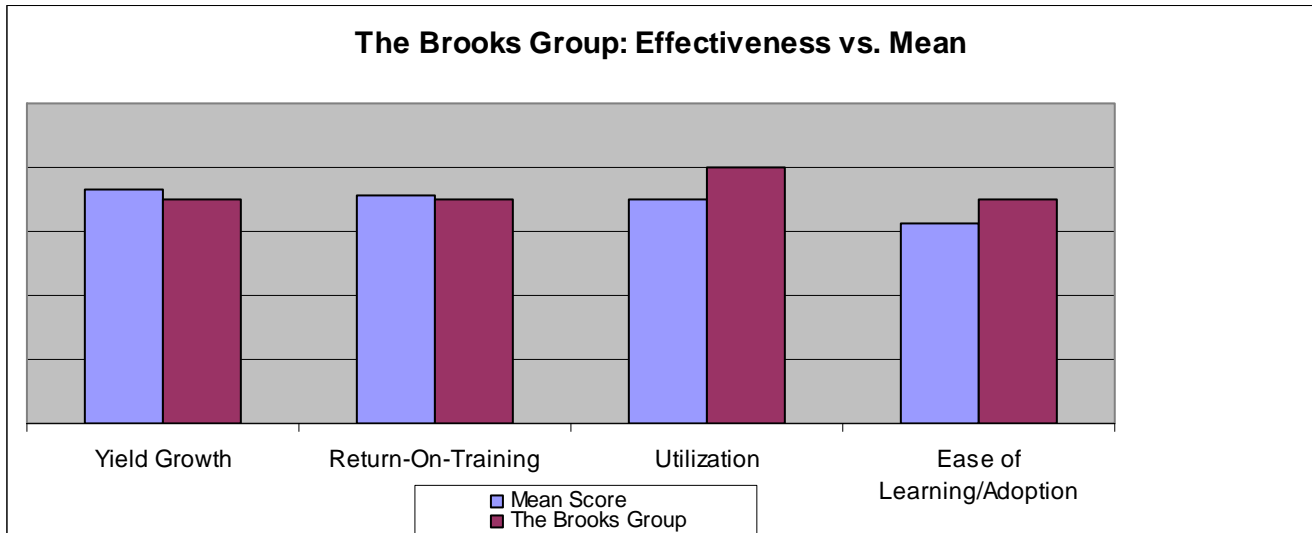
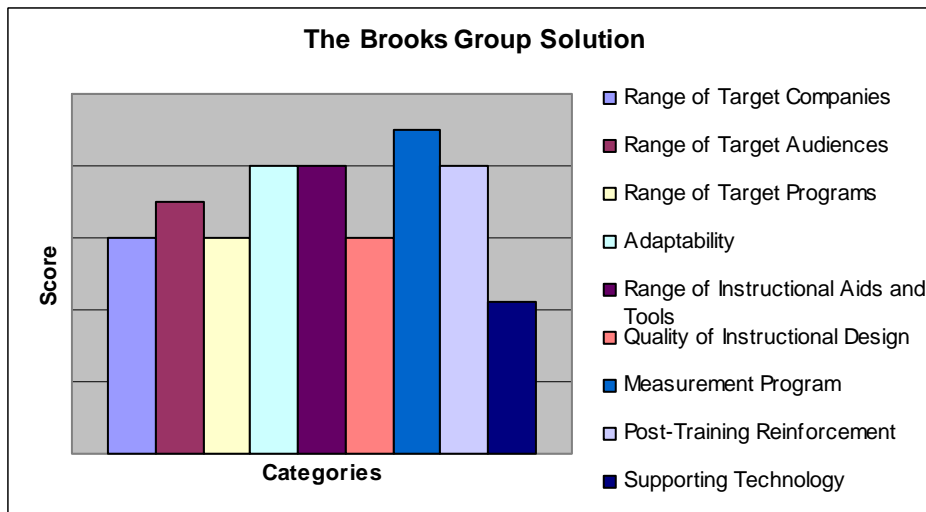
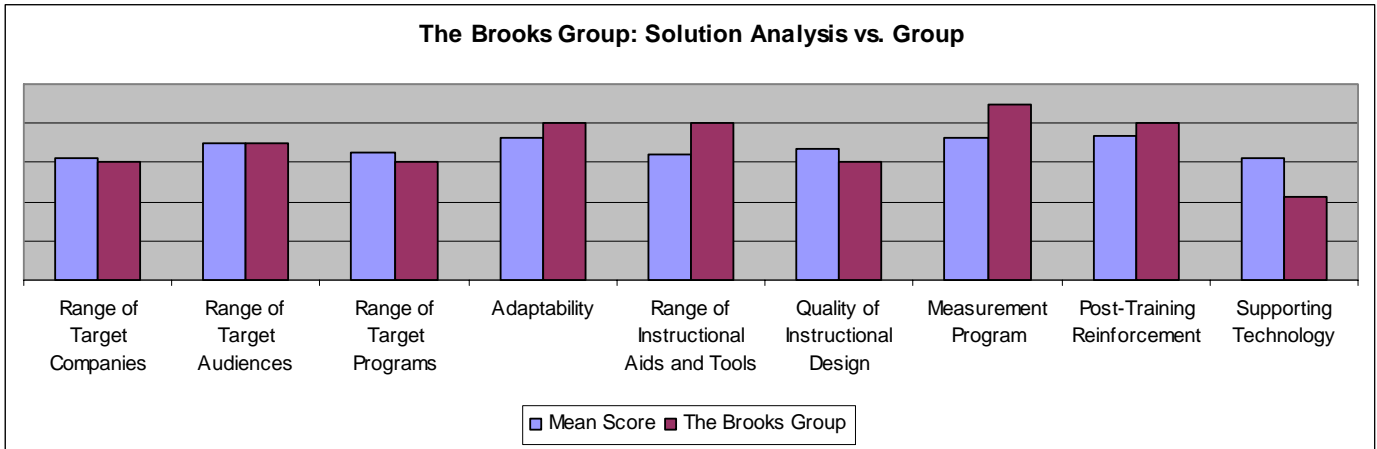


Figure 6.3-1 and 6.3-2: Effectiveness Analysis

Unlike methodology-intensive programs, ease of learning and adoption is higher because it can be applied to virtually any methodology.

Solution Analysis





Figures 6.3-3 and 6.3-4: Solution Analysis

The Brooks Group appeals to organizations looking for sustainable organizational change, with a customizable program. They are very strong in the areas of customization and post-implementation reinforcement coupled with an objective measurement program.

To The Point

The Brooks Group is a smaller firm than many we have reviewed, yet for their size, they have an impressive array of educational programs, and an impressive technology base.

The Brooks Group’s focus is on tailored behavioral change management, supported by highly structured coaching.

We recommend The Brooks Group for organizations that desire to involve sales management in a structured coaching process, and which are looking for an effective selling methodology. We also recommend The Brooks Group for organizations that are looking to enhance their hiring and evaluation process along with the selling process itself.

Off the shelf sales training is not what The Brooks Group does.

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