



SALES TRAINING PROVIDER EVALUATION

Huthwaite, Inc.

ES Research Group maximizes the value of the relationship between the sales training buyer and the sales training provider through our knowledge base, experience, and guidance in making the right decision.

Excerpts from an ESR Sales Training Provider Evaluation

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Preface prior to the profile and evaluation of this sales training provider. Invaluable insights on how to select a sales training provider, key trends in sales training, how sales training providers differ, avoiding common mistakes, and ESR's roadmap for selecting a sales training provider to match your organization's needs.

Sales training provider profile in a standardized, no-nonsense format, based on input from provider and ESR's vetting, research, and synthesis.

Profile and Evaluation of this sales training provider

The crown jewels: ESR's through, unbiased, in-depth evaluation and analysis of this sales training provider.

2 Selecting the Right Sales Training Provider: An Overview

Evaluating and selecting a sales training provider is likely one of the most challenging tasks that your business faces today, especially in the current economic climate. Preparing for the selection process requires more time and energy than decision makers and leaders may feel they have to spare.

Implementing a strategic approach—which should involve a formal evaluation

process—is relatively straightforward, but it is not easy. It means facing certain internal issues and establishing guidelines. It means defining objectives and setting expectations in advance. Sometimes, it means making difficult personnel decisions. And, much of the process must take place before the trainer even walks through your door.

Establish a Partnership

When you engage the right sales training provider, you establish a partnership that can serve your sales organization for years to come.

Companies that do not take the time to properly inform and prepare themselves to benefit from sales training can miss out on the benefits that the right third-party, outsourced provider is perfectly positioned to offer, including industry-specific, competitive innovations, updated instructional design, and new learning, delivery, and sales enablement technologies.

Clearly, spending time up front to make an informed decision about the training provider you select will save you time and money in the long run, and its value will extend well beyond those standard 90 to 120 days that the effects of the average training experience have been shown to last. When you engage the right training provider, you establish a partnership that can serve your sales organization for years to come.

3 How ESR Evaluates Sales Training Providers

ES Research Group, or ESR, provides timely, easily-accessible, authoritative, independent, and high-quality research, analysis, assessment, insight, and advice to sales organizations regarding the evaluation, acquisition, implementation, and management of effectiveness solutions. We serve as a trusted resource for premier, unique, independent research, insight, and advice to

enable informed decisions on selecting, implementing, and managing sales solutions, a term we use to encompass sales training, sales methodology, sales consulting, and related supporting programs, functions, tools, services, and products.

ESR's goal is to help you understand your own requirements, evaluate prospective providers, and find the best third-party, outsourced sales training partner for your needs.

Research, Analysis, Assessment

ESR's goal is to help you understand your own requirements, evaluate prospective providers, and find the best third-party, outsourced sales training partner for your needs.

In the broadest sense, we compare trainers by looking at two criteria: breadth and depth of solution and solution effectiveness. We gather data from a variety of sources, which fall into roughly six categories; the quality and quantity of information varies significantly from one source to another.

1. Conversations with sales training company executives via formal briefings, informal discussions, and other forms of ongoing communication.
2. Trainers' marketing materials, articles, blog posts, press releases, white papers, and other publicly available sources of information. This information, which tends to be subjective, is used more to understand how a provider positions itself than as a means for interpreting strengths and challenges.
3. A network of sales training buyers, successful salespeople, managers and executives, consultants, former sales training company employees, journalists, and other experts who can speak with authority about the capabilities of a training company or trainer.
4. Other trainers who share their perspectives. We focus on separating fact from opinion, because competitive emotions run very high in this business and objectivity is essential to ESR's mission to serve as a fully independent, authoritative resource for our clients.
5. Checking and confirming references provided by training providers. Again, we seek facts rather than opinions.
6. Responses to RFPs that we have written and distributed on behalf of clients. The responses give us the ability to assess a provider's capabilities against client requirements and observe how a provider displays its strengths, minimizes its challenges, and generally positions itself.

4 Sobering Facts about Sales Training

- In 2008 (pre-recession), U.S. corporations spent approximately \$6 billion on sales performance improvement, yet sales productivity was down.
- Eighty-five percent of sales training delivered by a third party results in no more than a 90-120 day blip in productivity.
- When they come to us, ESR's clients have switched sales training providers, on average, every three years.
- The sales training industry, comprised of hundreds of providers of all sizes and philosophies, is highly fragmented, with no single dominant industry leader that has all the right answers. Your needs may be served more effectively by a one-, two-, or three-person enterprise than by one of the larger players.
- No governmental bodies oversee the sales training industry. No professional certification, accreditation, or licensed is required. As a result, the barrier to entry for trainers is minimal. Essentially, someone who has never sold anything can spend a small sum of cash on a website and Internet advertising, and they are in the sales training business.
- Fewer than 10 percent of sales training providers will include a credible ROI as part of their proposal.

Make an Informed Decision

Spending time up front to make an informed decision about the training provider you select will save you time and money in the long run, and its value will extend well beyond the standard 90-120 day jump.

We have found that some training providers simply do not understand their customers' training requirements. The discovery they perform is perfunctory. They do not take the time or have the experience to understand the deeper issues that affect your business. As a result of this insufficient discovery, too many trainers "customize" by making a few superficial changes to their course materials, ultimately leaving you to seek out a new, more effective provider next year and the year after that.

Too many sales training buyers want to believe that tips and tricks alone will get the job done. They will not.

Although there are wonderful training firms that provide significant value to their clients, no single sales performance improvement provider is right for every company's requirements. If you are looking for the most effective training provider for your business, you must start with requirements, and the rest of these requirements is a complete understanding of how your customer buys. The first step and one that is often overlooked is to understand your customer's buying process.

5 The Good News

In many ways, sales training is evolving to meet the changing needs of clients.

The increasing number of training providers, for example, allows companies of all sizes to access world-class training solutions over the Internet, interspersed with occasional live, on-site sessions. The effectiveness is substantially reduced because sales and marketing staff are often not trained in the same way as they would be in a live session. The effectiveness of the training is also reduced because the sales staff often do not receive the support and coaching that is needed to ensure success. The effectiveness of the training is also reduced because the sales staff often do not receive the support and coaching that is needed to ensure success.

Research from CEB and other research firms, as well as our own research, shows that sales training is becoming more effective. The effectiveness of the training is also reduced because the sales staff often do not receive the support and coaching that is needed to ensure success.

The main reason of why sales training is becoming more effective is that the sales staff now has access to world-class training from a multitude of sources, and the sales staff is more likely to receive the training that is needed to ensure success. The effectiveness of the training is also reduced because the sales staff often do not receive the support and coaching that is needed to ensure success.

What if there were strong, effective ongoing partnerships with the best sales training providers?

INSIGHTFUL TRENDS IN SALES TRAINING

Research from CEB and other research firms, as well as our own research, shows that sales training is becoming more effective. The effectiveness of the training is also reduced because the sales staff often do not receive the support and coaching that is needed to ensure success.

Insightful trends in sales training.

6 How Sales Training Providers Differentiate Themselves

As industry observers, ESR is a front row witness to how some trainers and training companies position themselves. Your search will most likely reveal providers who fall into the following categories:

Match Requirements to Capabilities
A good or bad experience with a sales trainer often has more to do with matching offerings to needs than with the “quality” of the training or the provider.

Invaluable several-page analysis of how sales training providers position themselves and how we view their differentiation.

“Must-read” for any Sales Training Buyer: Invaluable two-page analysis of how sales training providers position themselves and how we view their differentiation.

invaluable reading for any Sales Training Provider: What category are you in? How do you differentiate yourself? How can you qualify a buyer to determine whether you can win them as clients?

7 Common Mistakes

When ESR conducts postmortems on failed sales training initiatives, we often find a significant disparity between the client's sales performance improvement requirements and the provider's capabilities. It is not the only reason that these initiatives fail, but it is very common. If, for

example, you are a client who is looking for a sales training provider that can help you with your sales process, but you are only looking for a provider that can help you with your sales process, you are likely heading toward a dead end.

Know What You Need
If everyone on your sales team is following the same process, but that process does not match customer buying patterns and preferences, you are likely heading toward a dead end.

companies that end up with the wrong training provider, the most common mistakes are the following:

1. Not understanding company/brand or brand recognition, only offering a through investigation of the provider's capabilities.
2. Engaging a training provider with whom they have no personal or professional relationship.
3. Not being a referral from a trusted source (e.g., a former client or a former salesperson) that used (successfully) the provider's services.
4. Being effectiveness, "the best value" – being an over-reliance on a provider who is mostly self-promoted to the client and who is not a trusted source.
5. Being effectiveness, "the best value" – attending conventional (and traditional) sales training, sales leader conferences, or public training events and being disappointed with the results, quality, and length of the course that they, the provider, or the client they represent.
6. Not being effectiveness, "the best value" – attending a training course without making a request for a request accurately reflect the client's capabilities.

Avoid these 6 deadly mistakes when choosing a Sales Training Provider

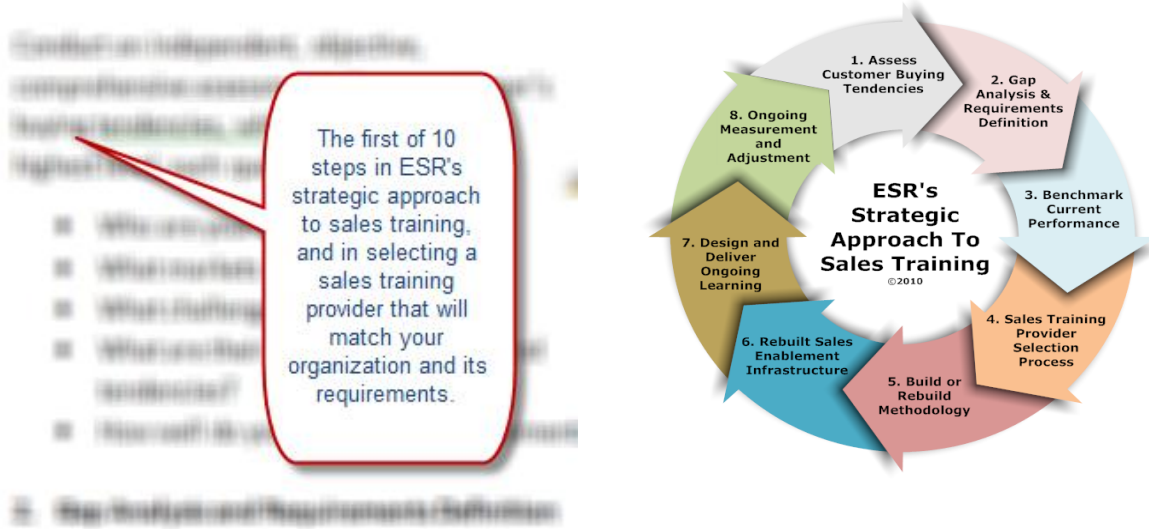
8 The Solution? A Proven Strategic Approach

Most sales training providers work very hard, and many are successful—under the right circumstances and with the right customers. Yet nearly every major leading provider, as well as mid- and lower-tier trainers, has been replaced at one time or another because they were unable to deliver.

Employing a long-term, rational, and comprehensive strategic process, like the ESR model, empowers you to match precisely an individual sales training provider's capabilities to your requirements and measure the results of that initiative.

Briefly, the strategy encompasses the following steps:

1. Assess Customer Buying Tendencies



The safest way to ensure that you match individual sales training provider capabilities to your specific requirements is through a formal evaluation and selection process. Some aspects to consider when evaluating providers:

1. Their approach to defining, creating, and building
2. The breadth and depth of their programs
3. Why they exist and where their participants are generally located
4. How their programs are designed
5. Their cost
6. Customer satisfaction
7. Their ability to customize
8. Their technology, product offerings
9. CRM technology support
10. Their sales management programs
11. Coaching programs and ongoing staff support
12. Change management support
13. Their company philosophy, financial stability, and ability to support you over time

Criteria to consider when selecting a sales training provider.

A normal RFP process should consist, at a minimum, of the following steps:

1. Develop requirements definition or RFP
2. Marketing for
3. Publish RFP
4. Review responses
5. Determine shortlist of vendors
6. Open dialogue with shortlist
7. Provide presentations
8. Reference checking, visiting programs
9. Final proposal
10. Negotiations
11. Contract
12. Engagement commences
13. Performance measurement

When and how should you use an RFP? What should you include in an RFP?

Note: ESR strongly recommends investing in our popular ES/Report: [Understanding, Defining, and Meeting Your Sales Training Requirements](#)

9 How to Read this Report

This provider evaluation is broken into several sections, each with a brief description to enhance your understanding of the information it contains. In developing this report, ESR's objective is to provide you with both a quantitative and qualitative analysis of each provider. In our experience working with a wide range of sales training firms, we have found very few that could be classified as "bad." The market itself tends to make that correction—poor or unqualified trainers typically go out of business very rapidly, regardless of whether or not they have undergone an evaluation process. Our objective is not to expose poorly performing trainers, but rather to help training buyers identify their requirements and find a training partner whose offerings most precisely meet those needs.

A Quantitative and Qualitative Analysis

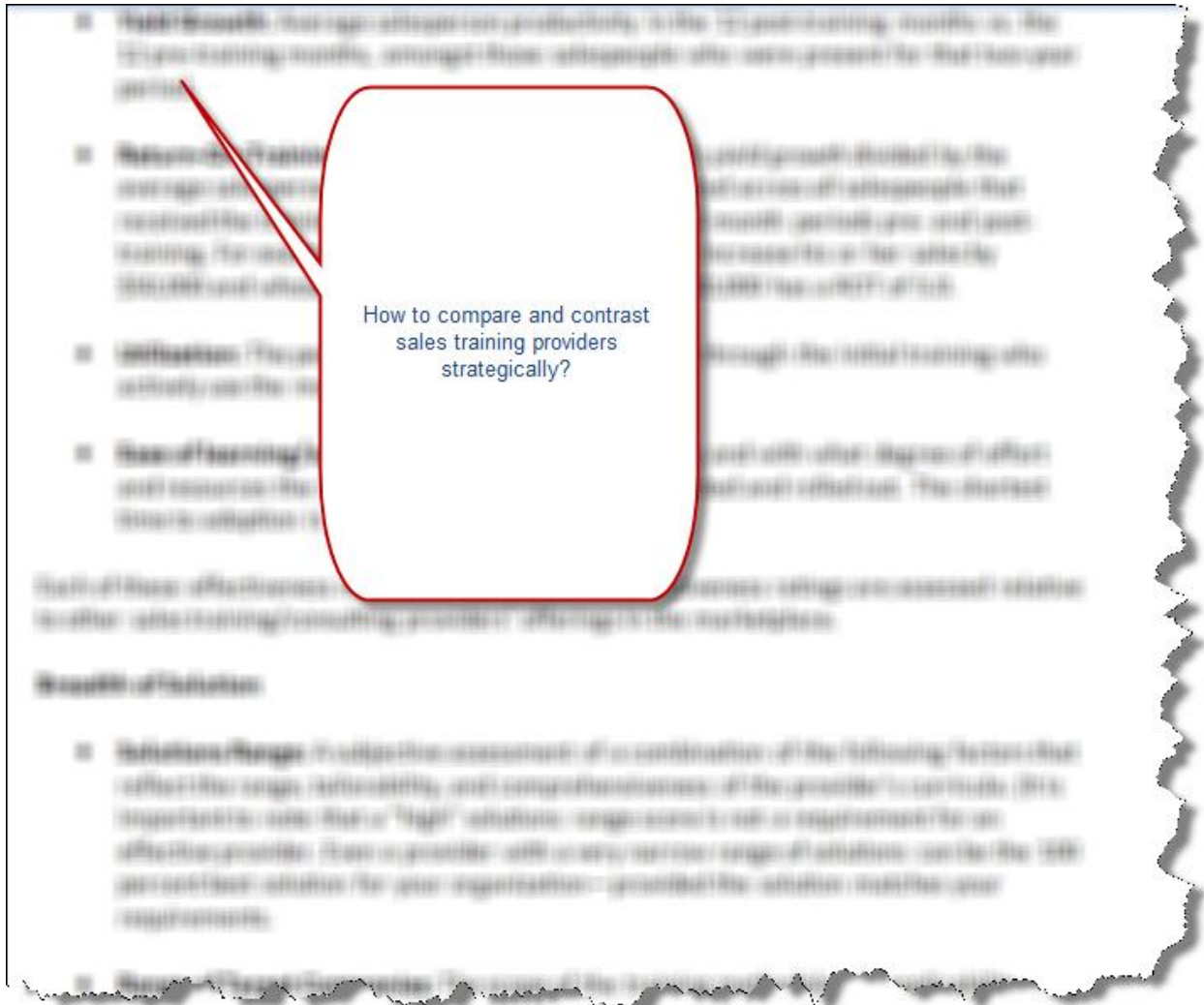
Finding the right sales training provider is not only reasonable; it is something you should expect to be able to do.

A good or bad experience with a sales trainer often has more to do with matching offerings to needs than with the quality of the training or provider.

Every client wants to know, "Who is the best sales training provider?" That question is misleading, and the answer is highly dependent upon the client's training needs and requirements. ESR's objective is to answer a slightly different question, "Which training provider is best for my organization?" We approach that question in two ways.

In this evaluation, ESR analyzes and positions the strengths and challenges of an individual provider. Our goal is to furnish a set of classifications and relevant criteria to organize the various training firms, to help you identify which providers should be considered, given your unique requirements.

ESR has defined numerous factors that we recommend your company use to evaluate how well a sales training/consulting provider and its sales training programs match your company's requirements.



10 Provider Overview

The content contained in Sections 10-16 of this report was furnished by the provider and edited by ESR.

Synopsis:

Huthwaite, Inc. is a sales training and consulting firm that has been in business since 1978. The company is a privately held, family-owned business with a focus on helping sales professionals and organizations improve their sales performance. Huthwaite's sales training programs are designed to be practical, results-oriented, and easy to implement. The company's sales training programs are available in a variety of formats, including live seminars, virtual seminars, and on-site training. Huthwaite's sales training programs are designed to be practical, results-oriented, and easy to implement.

Pithy synopsis of the Sales Training Provider synthesized by ESR - what do they offer? how are they positioned? when are they suitable?

Mailing Address: 901 N. Glebe Road
Suite 200
Arlington, Virginia 22203
USA

Number of full-time employees: 100
Number of Trainers/Consultants (F/T): 10
Number of Trainers/Consultants (P/T): 10

Location(s):

Arlington, Virginia, USA; Mexico; Sao Paulo, Brazil; Southbank
Australia; Wentworth, South Yorkshire, UK

Phone: 703.467.1888
Web Site: www.huthwaite.com

Key data at a glance, with each provider's profile provided in a consistent format.

11 Clients and Revenue

In Clients and Revenue, you will gain perspective on the scale of the sales training provider’s business. Does the firm do business locally or globally? What kinds of training is this provider positioned to offer?

Clients:	
Number of active clients	100
Number of new clients	
Added in the last 3 years	100
Added this past year	100
Revenue:	
Revenue Total (in U.S. Dollars)	100
Types of Training:	
Public Programs	100
On-site Training	100
Consulting/Coaching	100
Distance Learning	100
Speaking Engagements	100
Other	100
Geographical Revenue Composition:	
USA	100
Canada	100
Latin America	100
Europe	100
Mid-East	100
Africa	100
Asia/Australia	100
Revenue Generated By:	
Employees	100
Contractors	100
Resellers/Agents	100

Key data regarding revenue, type of training, geographical coverage and staffing. Consistent format across providers.

***Many privately held companies, including most sales training providers, do not share their annual revenue publicly. This should not be interpreted in a negative way.*

12 Courses

Understanding the focus of the sales training provider's offerings is more than just knowing what courses the firm makes available to its clients, it can also provide insights on the organization's instructional design capabilities.

Number of Courses by Target Audience:

- Direct Sales
- Sales Management
- Inside Sales
- Resellers or Channel Partners
- Customer Services
- Tech Sales
- Other

What do the provider's courses offerings cover?

Customized Courses? Yes

Custom Course Description:

What does this sales training provider offer on a custom basis?

Who is behind this firm?

No. of instructional designers employed or contracted:

Instructional design techniques employed: Conform to

How does the provider employ instructional design?.

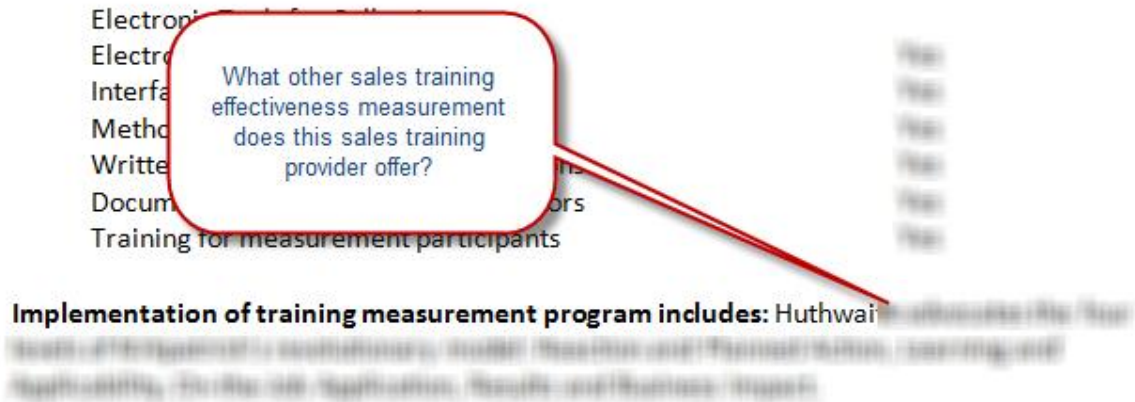
Topics Covered (by number per year):

- Basic Sales Skills
- Advanced Sales Skills
- Business Skills
- Presentation Sales Skills
- Negotiation Skills
- Opportunity Management Skills
- Account Management Skills
- Technical Matters
- Executive Sales Skills
- Channel Partner Management Skills
- Leadership Training Skills
- Sales Management Skills
- Coaching
- Competitive Selling
- Consultative Selling
- Train the Trainer
- Other

Do you really know what this sales training provider covers?

13 Measurement

Measurement focuses on how a provider evaluates the effectiveness of its sales training initiatives. By looking at both pre- and post-training statistics, you will be better equipped to determine whether the provider is in fact able to measure a net gain in knowledge. In addition to examining whether or not the provider measures its effectiveness, ESR also reviews how objective and empirical those measures are.



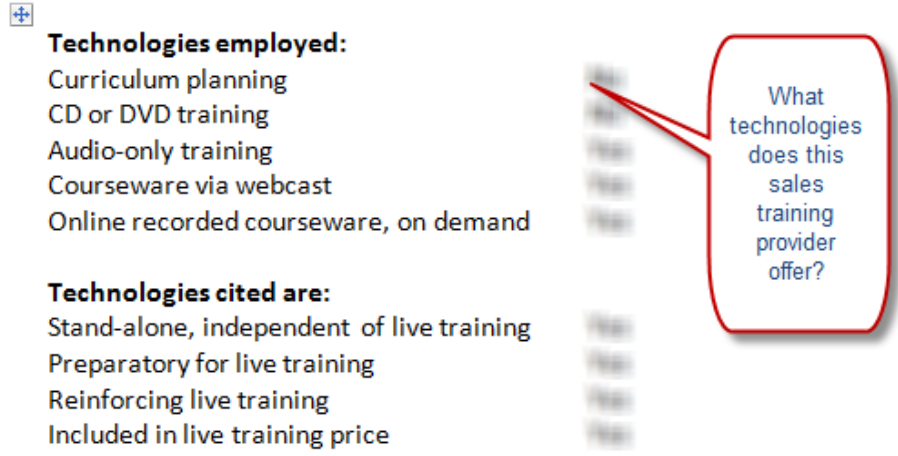
Electronic
Electro
Interfa
Metho
Writte
Docum
Training for measurement participants

What other sales training effectiveness measurement does this sales training provider offer?

Implementation of training measurement program includes: Huthwai

14 Technology

Many levels of technology can be linked by sales training. These range from live but remote sessions to pre-recorded sessions to online testing. Very often, technology is used for learning reinforcement. This section takes an in-depth look at what technologies are provided by the training firm.



Technologies employed:

- Curriculum planning
- CD or DVD training
- Audio-only training
- Courseware via webcast
- Online recorded courseware, on demand

Technologies cited are:

- Stand-alone, independent of live training
- Preparatory for live training
- Reinforcing live training
- Included in live training price

What technologies does this sales training provider offer?

CRM interface/integration approach and technology description: *Huthwaite Dealmaker* is a

[Faded text describing the CRM interface/integration approach and technology description]



Solution is: (a) stand-alone, (b) via CRM, (c) both, or (d) neither:

- Salesperson performance assessment
- Salesperson coaching
- Pipeline management & assessment
- Training intervention reinforcement
- Methodology reinforcement
- Sales training reinforcement sales tips
- Process/workflow management
- Contract administration
- Activity documentation
- Organization productivity assessment

Interface provided for the following CRM systems:

- Oracle/Siebel
- Salesforce.com
- Microsoft Dynamics CRM
- Netsuite CRM
- Sugar CRM
- Sage Software CRM
- Landslide
- White Springs
- CAD

Does this sales training provider leverage technology effectively?

Will it work in your environment?

15 Learning Reinforcement

In Learning Reinforcement, you are given an opportunity to review how the sales training provider continues knowledge reinforcement after the formal class has ended. In the absence of reinforcement, behavior changes that have come about as a result of training typically die out

over a 90- to 120-day period. This section captures the tools, techniques, and processes that the provider uses for both formal and informal reinforcement.



Formal learning reinforcement program offered?

Formal learning reinforcement process description:

Step 1: Pre-assessment Step 2: Pre-orientation
Reinforcement Plan & Reinforcement
Reinforcement Methods and Strategy Reinforcement

How does this sales training provider reinforce learning? What technologies and methods are used for reinforcement after the initial training is completed?

Tools used learning reinforcement:

Integrated learning Experience and e-Portfolio Learning and effective sales performance improvement process, integrated to provide both immediate and long-term feedback and organizational learning solutions.

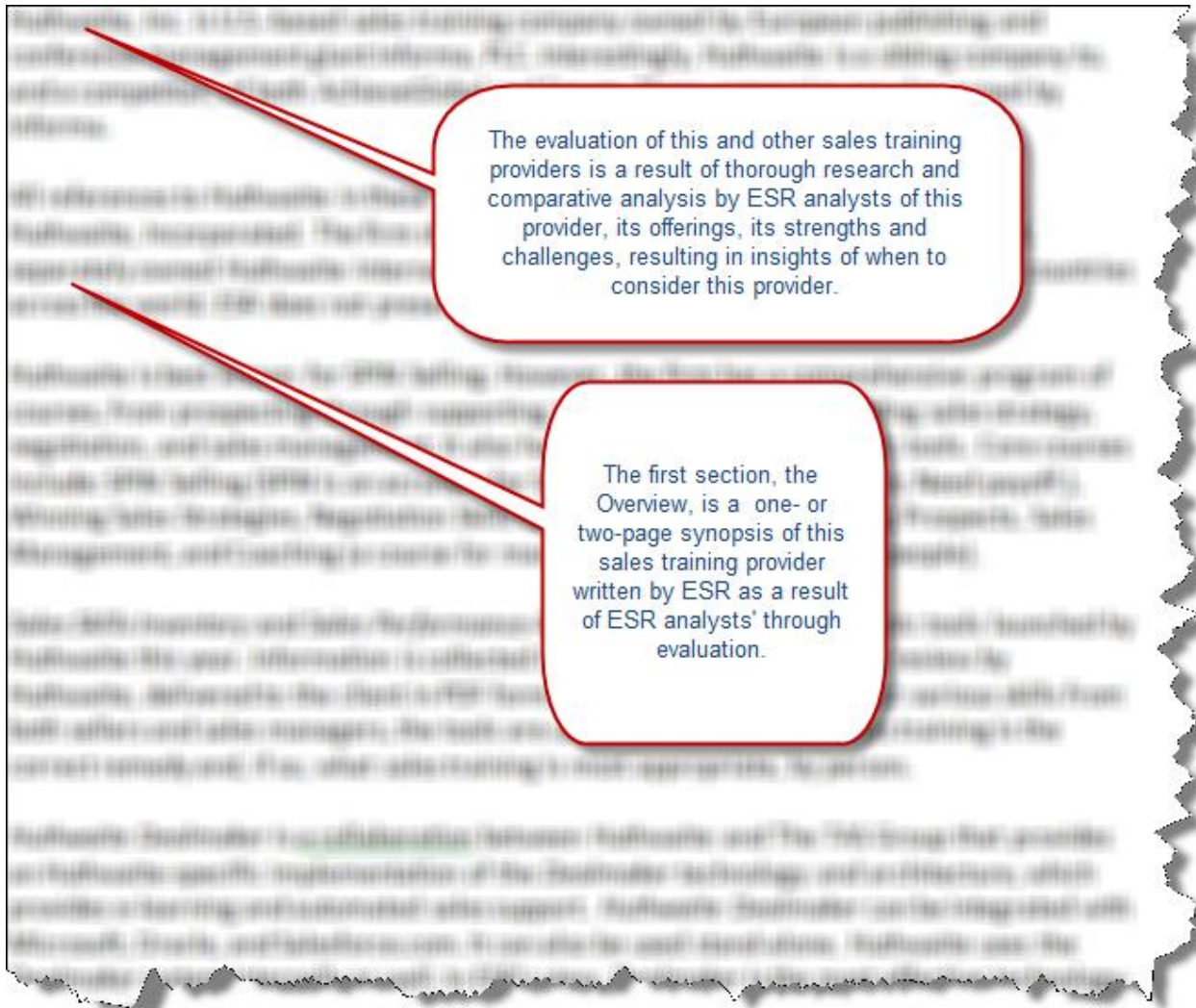
16 References

As part of the evaluation process, providers are asked to submit the names of references who are familiar with the firm's offerings. ESR has contacted each reference on the provider's list to confirm, to the best of our ability, that the information furnished is complete and accurate.

17 Analyst Evaluation

The ESR Analyst Evaluation offers a detailed view of the training provider, its products and services, and qualitative and quantitative observations from the analyst's perspective.

Overview



Strengths

[Faded text describing strengths]

Compared to other providers, what is this sales training provider's strategic strengths?

Challenges

[Faded text describing challenges]

Compared to other providers, what is this sales training provider's strategic challenges?

Capabilities Ratings:

The ratings below are based on a scale of 1 through 5, as follows:

(5) Industry leading (4) Very strong (3) Competitive (2) Adequate (1) Inadequate or not available

Areas Covered: Sales training is generally comprised of the five basic categories rated here.

- ⊕ Basic selling skills
- Advanced selling skills
- Opportunity management
- Account management
- Sales management

ESR's assessment of relative strength in each area covered

Summary

[Faded summary text]

ESR's assessment of the areas covered by this provider.

Effectiveness Analysis: *These ratings reveal how sticky, long-lived, and effective the company's training programs are in general. (Scores redacted for this sample report.)*

- Overall
- Yield growth
- Return on training
- Utilization
- Ease of learning

ESR's ranking and assessment of this sales training provider's effectiveness.

Summary

In general, Huthwaite has a highly effective program. ESR did, however,

Solution Analysis: *Sales training providers cover a broad variety of niches. This section identifies this provider's specific areas or specialties, and reveals how broad or narrow the firm's solutions tend to be. (Scores redacted for this sample report.)*

- Solutions breadth, overall
- Range of target companies
- Range of target audiences
- Range of target programs
- Adaptability
- Training aids & tools
- Instructional design
- Measurement program
- Post-training reinforcement
- Supporting technology
- Talent management

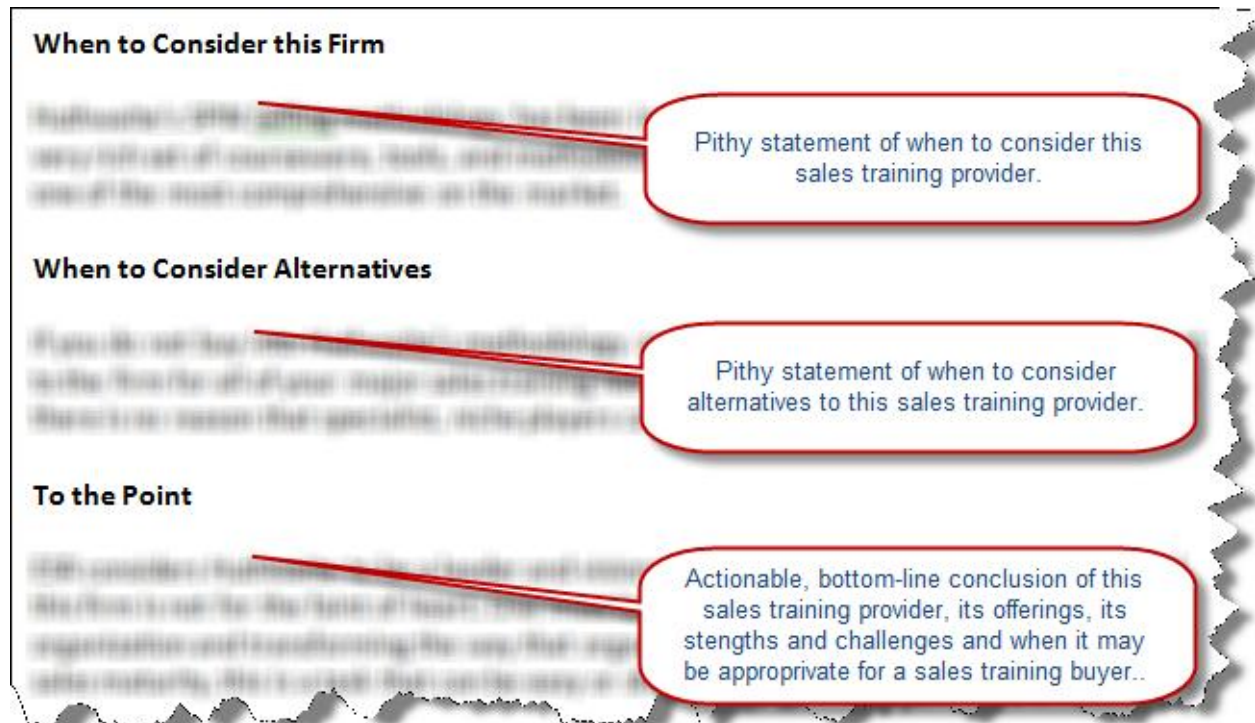
ESR's ranking of the provider's breadth of solutions.

Summary

The solution is very comprehensive and of high quality. It constantly refreshes its learning modules, adapts to the operating environment, and follows up learning with reinforcement. The solution is available on the site.

An assessment of this sales training provider's solution set.

(Summary continues on next page.)



When to Consider this Firm

Pithy statement of when to consider this sales training provider.

When to Consider Alternatives

Pithy statement of when to consider alternatives to this sales training provider.

To the Point

Actionable, bottom-line conclusion of this sales training provider, its offerings, its strengths and challenges and when it may be appropriate for a sales training buyer..

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