

# Sales and Marketing Development



# ProfileSoft

Getting the most from your human capital

**Name First name**

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## Key behaviours

Your answers to the ProfileSoft questionnaire are compatible with those of the population and the results are valid according to the established norms.



### **Entrepreneurship** (Approach to undertaking projects, activities)

You are efficient in a structured work situation. You are calm and relaxed. You react satisfactorily to sporadic stress. You require a detailed work plan, a structure, specific activities and objectives. You are resigned, pleasant and cautious.



### **Motivation** (Criteria, motivator factors)

You are ambitious and energetic. Your commitment and energy level are above average. You are moderately results-oriented. You enjoy performing in challenging situations. You gain great satisfaction by helping others and by additional income. You seek additional challenges in your work environment on a day-to-day basis.



### **Leadership** (Tendency to act alone or in a team)

You are independent, unyielding and very demanding. You need a great deal of freedom to be satisfied at work. You dislike constant, close supervision. You seek to develop your own abilities.



### **Interaction style** (Approach to maintaining contacts with others)

You are reserved and selective. You prefer personal contact with people you know very well. You function very well in a job with a minimum amount of human contact. The contacts that you develop with various people are not a source of satisfaction to you, especially in your work. Developing and mastering your interactive skills require constant effort on your part.



### **Technical orientation** (Interest in theory or practice)

You are stimulated by practical aspects of the work. You are more at ease with concrete notions and prefer practical instruction. You prefer dealing with practical problems or applications with your colleagues, rather than theoretical ones. You are not stimulated by detailed or conceptual work.

# Performance conditions

## Short term

An environment where there is daily pressure. You like a job with established objectives and detailed work plans. You like to use your skills to adapt to and follow an already established procedure..

A work environment with sufficient challenges to make your work interesting. You want a job where the rewards can be both financial and satisfying on a human level.

A job that allows for great freedom of action and where you are able to innovate your own work methods. You prefer an environment that calls upon your creativity and where there is little supervision.

You want a job that demands almost no interaction with other people. You are happiest in an environment where social interaction and meeting people are not required and where interactive skills are of little value.

You need a work environment where training is practical. A job with few intellectual demands suits you best.

## Long term

You are more oriented towards a support or a service position than towards developing business. For you to be productive and satisfied in a supervisory role, your job must be very well structured and involve tasks that are established and defined.

You need a stimulating work environment that offers challenges, recognition and financial rewards. You require a position where productivity is the key to success. Such stimuli are most appropriate to your self-motivation.

You perform best in a job without supervision. In fact, you feel that the people you supervise should be autonomous. In your opinion, each person should function alone and independently.

Work involving a lot of contact with new people stimulates you. You use persuasion rather than your technical knowledge to manage people on an individual basis.

## Training needs - Sales

Your selling skills are insufficient. The client must have the impression that his needs have been understood, and will be satisfied. To reach this objective, when facing a client, you must:

- obtain information about the client's preferences and concerns;
- give information on your products/services and their advantages; and
- ensure mutual understanding.

	Training and development	
	Required	Not required
<b>Obtain information</b>		
▶ Promote interaction		X
▶ Listen and speak	X	
▶ Interpret	X	
▶ Lead the discussion	X	
▶ Question		X
<b>Provide information</b>		
▶ Consult		X
▶ Adapt approach		X
▶ Attract attention	X	
<b>Verify understanding</b>		
▶ Make oneself understood		X
▶ Clarify / confirm		X
▶ Manage disagreement	X	

## Training needs - Sales

### ■ Obtain information

You have problems obtaining information from the client. You should remember that the client does not usually reveal his needs directly. Often, the client doesn't know what his needs are. A good part of the job consists in identifying and exploring the needs of the client until they are clear to him. Once this is done, you can show the client how these needs can be satisfied by a particular product or service.

Identifying and developing needs is but one way to obtain information from the client. Information concerning his operations, his organization, his methods and his decision-making process also provide important indications about the client's needs, preferences and attitudes. Such information can indicate which product benefits will be important to him. It can determine which application(s) should be emphasized. It can indicate where the customer may want reassurance before making a decision.

- ▶ Your selling technique is interactive. With your two-way communication, you "exchange" information with the client; this approach helps convince clients, who get involved and take part in seeking solutions and in decision-making.
- ▶ You talk too much. You should question the client and listen a lot more. Talking too much prevents exchanging information. You could lose sales because you do not make enough of an effort to discover the client's priorities and needs.

It is generally safer to lead with a question than a non-stop 'pitch'. If not, the product features you choose to emphasize, may turn out to be drawbacks!

- ▶ You do not listen to the client enough and may well misinterpret what you hear. Clients supply many clues about their attitudes, their preferences and their needs. A doubtful expression on the part of the client often signals that a particular advantage is important. You must be alert to these signals and provide the client with necessary reinforcements.

Some objections can reveal needs. If a client objects to a product characteristic, it is a sign that it is important to him. An objection must therefore be considered an opportunity to solve a problem with a client. And even more important, if a client's objection is based on a misunderstanding, you have a unique opportunity to show how an important need can be satisfied by the product.

Unfortunately, 'clue sensitivity' is not something people are born with, but it can be developed. One way is to use a list of expressions of needs ranging from easy-to-recognize to difficult-to-recognize. This list should include expressions often used by a client in the form of objections. It would help you detect the key points in a conversation.

## Training needs - Sales

### ■ Obtain information (cont'd)

- ▶ You tend to control the conversation. You could be in control while letting the client talk. It is possible to change the direction of the conversation at any time, for example, by asking a question that directs the client's attention to a topic of his choice. Or, by summarizing what the client has just said, and then directing him onto a new subject of his choice.

If you lack confidence in your skills at directing the conversation in this manner, you must rely on different control methods. You can try to limit the client's answers to a simple yes or no, usually by asking questions such as:

- 'Do you agree?'
- 'Don't you agree?'

Usually, however, the client resists such methods. He wants to feel that he is taking part in the conversation equally, even if he is not totally controlling it.

- ▶ You have the ability to ask questions and can make even an indifferent client talk. It is important to start a conversation by asking questions that open up areas of discussion rather than limiting them to what the client has to say. If open questions don't work, one can always ask more specific ones.

## Training needs - Sales

### ■ Provide information

You have mastered certain techniques for providing information; however, your training is incomplete. While some people provide too much information, others provide too little in the mistaken belief that whatever they say will be held against them.

In the eyes of the client, providing information establishes credibility. It creates a positive climate in which thoughts and ideas can be exchanged. Supplying information is an art, as the client must be given assistance in associating the ideas presented and it must be made sure that they are clear.

- ▶ You are consultative. In this way, you establish a climate of trust with the client.
- ▶ What you say is relevant. You are at ease in justifying costs as well as in discussing the technical specifications of your products. You are able to adapt your presentation according to the knowledge or concerns of the other party.
- ▶ You do not determine in advance what you are going to say to the client. This is an indication that you do not understand one of the basic principles of selling: to obtain information, you must first give information, and you must do so at the beginning of the meeting.

The most important introductory information concerns that with which the client can identify, for example, information relating to needs or problems that the client has experienced. Usually, they are common to the client's industry or field. Information of this kind is more likely to capture and hold the client's attention than gimmicks or slogans.



## Training needs - Sales

### ■ Verify understanding

You make sure there is a good understanding with the client. It is not enough to give information and receive it; it must be well understood. It is your responsibility to communicate effectively and you make sure that your remarks are on target. You uncover doubts the client may have and bring out all possible objections. In addition, you make sure that you well understand what the client is telling you. You clarify and confirm that you have understood.

You recognize that it is just as easy to misunderstand as it is to be misunderstood in a selling situation.

- ▶ You have a framework for judging your success in convincing a client. You are able to identify specific facts, i.e., certain words that the client has told you and your way of answering them, to support the probability that the client will or won't buy.
- ▶ You are comfortable closing a sale and asking for the order. You see it as an opportunity to review what you have agreed upon with the client. It is a helpful and reassuring reminder that makes it possible to check the reasons why the client has made the purchase.
- ▶ You perceive objections and doubts as obstacles to the sale rather than as situations that can be analyzed and resolved. Views of objections as obstacles are often intuitive and unfounded. You must guard against interpreting a question by the client as an objection.

Having a list of typical objections and answers to each of these is important. Learning techniques to handle objections is even better. One technique is to clarify the objection before answering it, to ensure that it really is an objection. No product is perfect and no one expects it to be.

## Training needs - Strategy/Marketing

You do not use enough strategy and could plan your sales calls better. To sell intelligently, it's not enough to know how to approach the client. Very good knowledge of the product and the market is a must as well as the ability to plan activities and steps in the sales procedure; the client's potential must also be evaluated. These are the basic elements and foundation of a productive and successful sales call.

	Training and development	
	Required	Not required
<b>Organization and clientele</b>		
▶ Know the market		X
▶ Know the clientele	X	
▶ Know the services		X
<b>Time management</b>		
▶ Define priorities		X
▶ Understand the process	X	
▶ Plan activities		X
<b>Intervention strategy</b>		
▶ Analyze the situation	X	
▶ Know the different steps	X	
▶ Generate opportunities	X	

## Training needs - Strategy/Marketing

### ■ Knowledge of organization and clientele

You do not know your product and your market well enough. Such knowledge forms the basis of all sales and, all too often, it is incomplete or doesn't go far enough.

- ▶ You invest the efforts required to know not only the features of your products but also the competition as well. You are therefore able to add value to your products and to sell effectively against the image projected by competitors' products.
- ▶ Your knowledge of the various types of clients is too limited for you to be able to recognize their needs and see exactly how the features and advantages of the product can meet them. It would be to your advantage to encourage current clients to give their point of view about what is important.
- ▶ You find all your products easy to sell. By not "pushing" one product any more than others, you are able to balance your selling.

## Training needs - Strategy/Marketing

### ■ Time management

You could better manage your time. One of the surest ways of improving sales is to allocate selling time properly. Selling is a complex task involving a number of different activities, such as:

- territory planning;
- prospecting;
- travelling;
- face-to-face sales calls;
- after-sales service; and
- writing offers, proposals, etc.

The other necessary tasks, such as completing reports, even if they do not directly contribute toward sales, are an important part of the sales process nonetheless. In view of the many activities to be carried out, it is often difficult to efficiently allocate your time.

- ▶ You set priorities among your clientele and invest your efforts and energy according to return on investment. You weigh revenue level against the effort required to achieve it.
- ▶ You have not mastered all the steps in the selling process. For example, if the client's potential hasn't been evaluated, you run the risk of wasting your time. You should make a point of evaluating:
  - potential revenues for the client;
  - the client's needs;
  - the client's level of interest; and
  - the probability that the client will purchase.

It is better to complete all these steps in order to properly evaluate the client's potential before investing the time needed to meet with him face to face. Evaluating the potential client by phone is an efficient technique. You can do this by yourself or entrust it to someone who is very well trained to do so.

- ▶ You can significantly improve the way you plan your activities. You are aware of the number of your daily activities and the need to use your time well.

## Training needs - Strategy/Marketing

### ■ Intervention strategy

You do not use any strategy in approaching a specific client; however, it would be to your advantage to pre-determine what you hope to accomplish and how you are going to do so. This is how to control a sale rather than let the client control it. Strategy helps measure progress. It indicates where you are in developing clientele and what the next step must be to bring the client nearer to closing the sale.

- ▶ You seem to overlook some key points. You do not analyze how decisions are reached; consequently, you do not sufficiently take into account the people who influence the decision-making process. How and why a decision is reached must be examined and understood. Taking part in a group problem-solving session helps understand why important sales were not closed and what can be done in the future to prevent this situation.
- ▶ You overlook certain steps required to bring the client round to closing a sale. If the client is left to himself to decide whether or not to buy, he sometimes has to struggle alone to "sell" the product/service to his superiors or to other members of his organization.

One may decide to blame the client for his indecision; however, it is better to examine how the essential steps can be integrated into the selling cycle, so as to maintain the level of interest from the time of the initial contact to the time the sale is closed.

- ▶ You do not know how to increase business from present clients. You tend to look for quick sales and take the cream off the top, overlooking the rest of the opportunities. This can affect your sales. To get into the habit of creating and developing new opportunities with present clients, you could:
  - ask for referrals;
  - introduce new applications; and
  - sell all your products.

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