

# SALES BENCHMARK REPORT





In Reference To:

**Susan Jackson**

**Jones and co**

**[jessieclayjp@gmail.com](mailto:jessieclayjp@gmail.com)**

August 18, 2023



In reference to

Terry,

This assessment will help us understand what characteristics this candidate has in creating a match for this position. To hire and retain the best possible sales team, we have identified the background and characteristics of your sales organization. This will be used here to benchmark your hires and specifically this candidate.

Remember a good sales person is an asset not a liability. They are the #1 value to your organization. That being said, the idea of "hire slow, fire fast" is well known but rarely adhered to.

Your sales staff is an extension of your organization. That is not just about how well they 'bond' with a prospect or client. There are several other important factors that will create success, or hurt it.

Please read in detail and decide if you would like to take this to the next step or not. The next step is a quick phone interview which has been outlined for you. If there are any questions, do not hesitate to contact us.

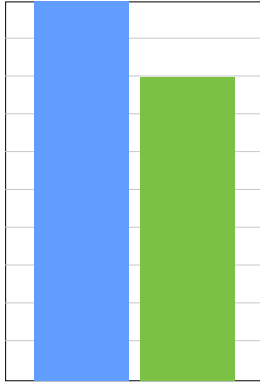
Good selling,

A handwritten signature in cursive script that reads "Greta Schulz".

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 1      | What have you sold most often in your sales career?   |       |
| 2      | How do you typically sell?  |       |
| 3      | What level of an organization do you typically call on?   |       |
| 4      | What is the most money you have made in your sales career in one year(that if asked, you can prove with W-2)?   |       |
| 5      | How have you been paid most often in your sales career?   |       |
| 6      | What is the average cost of product/service or contract (which best applies) total that you have most often sold in your career?  |       |
| 7      | How complex is your typical sale? How long does it take to learn the product/services/processes? Additionally, are there several levels of approval and additional selling to prospects required in any one organization you typically sell to? |       |
| 8      | What level of discounting had you typically needed to use to close the sale in your sales career?   |       |
| 9      | How much competition do you encounter most often?   |       |
| 10     | If you have had competitors, where was your price as related to most of your competitor's product/service price?  |       |
| 11     | How many 'meetings/appointments' are typically required to get a decision on a sale(to include phone/zoom etc)?   |       |
| 12     | Most often in your sales career, how long does it typically take to initiate then close a sale(sales cycle)?  |       |
| 13     | What is minimally required that you need and have, to do your present job with no exceptions.   |       |
| 14     | What activities are you engaging in to be successful?   |       |
| 15     | What percentage of time did you/should you spend prospecting for new business and what percent on managing / growing existing business?   |       |
| 16     | Every sales culture is different in every organization. What is the true culture of a sales organization that you will thrive in?   |       |



| NUMBER | QUESTION                   | MATCH |
|--------|----------------------------|-------|
| 2      | How do you typically sell? |       |



■ Company  
■ Candidate

Though we often believe 'sales is sales', selling on the phone as opposed to being outside in the field selling can be very different. The biggest reason it is different is often just the perception of the salesperson as well as the perception of your sales organization.

Being in the field is more commonly preferred among salespeople. The most consistently understood reason is that often salespeople feel that the ability to 'charm' the prospect in person, share their own charisma and personality is the key to selling. This is so often over reaching the true decision-making process.

Charm and charisma may be a small part of a decision being made by a prospect. Some of the differentials are the cost of your product/service, the complexity of the product or service and the ability to bring true value to the organization.

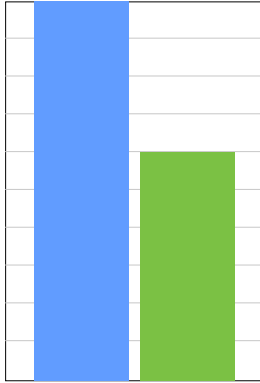
The ability to get past the 'gate-keeper' is a skill that may be different based on the ability to use the phone effectively or not. If you have cold calling in person or on the phone most often, it will make a difference.

Susan is likely to sell since they have in the past sold similarly.

Susan may be able to sell outside of he comfort zone but let's review the likelihood of this;

How this may show itself with Susan based on the fact that you sell to hire Susan who has sold , he likely not be able to sell your way. This may show itself in not being able to sell the way in which is necessary to be successful in your organization. The biggest factor will be the belief in Susan that he can change the way he is comfortable and the confidence that he needs to be successful in a sales career at all.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 3      | What level of an organization do you typically call on? |       |



■ Company  
■ Candidate

To be most successful, your sales people need to call on That level of decision maker has been identified as most valuable and appropriate to make a sale. If someone else in the organization is called on, this will often result in a longer selling cycle or often in most cases, no decision at all. Working 'up the corporate decision-making ladder' in an organization as opposed to starting at the appropriate level is a waste of time for your sales person and ultimately you.

let's review the likelihood of this;

Susan May be likely to sell the since they have in the past sold Somewhat differently.

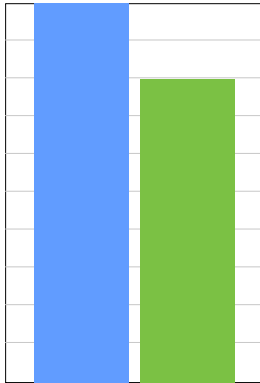
In understanding the way Susan feels about his comfort calling on and selling to someone at a potentially higher level then he had in the past will help you understand the outcomes of hiring the wrong person because of this capability.

How this may show itself:

If someone other than the is called on, the result can be dyer in several ways.

1. The selling cycle will be much longer than necessary because there are too many 'hands in the pot' which are each giving their own opinions on this decision, often using a 'CYA' approach.
2. The will have direct relevance with the issues and advantages and have a true understanding of the need and desire for your partnership. In other words, the will have 'skin in the game' in wanting your relationship to happen because they have a true understanding of the benefits.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 4      | What is the most money you have made in your sales career in one year(that if asked, you can prove with W-2)? |       |



■ Company  
■ Candidate

It is very important to understand what the income opportunity is in your organization. Unfortunately, we often will make the mistake of 'selling' to a potential sales person an opportunity to make a certain amount of money. This is futile and not recommended.

A motivated sales person will want to earn more money but it is important to understand that human nature will drive most people to get into a comfortable position when it comes to money. For example, when someone has their life set at a certain income and has been living within those means for more than 3 years (within 10 % or so) that person will likely be comfortable with that income. Therefore, what often happens is we tell them the opportunity to make more is great and they think that sounds great. Typically, though, they will make a bit more so they're happy but not enough for you to be satisfied with meeting goals.\*.

\*The exception here is if the salesperson has made at least 10-15% more each year for the past 3 years. They then will be more likely to reach your requirements.

Susan is likely to sell the since they have in the past sold similarly.

How this will show itself

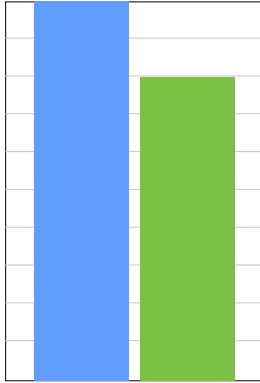
To be successful in your organization and meet your sales requirements, your salespeople need to create success which in turn bring them an income between . Because Susan who makes More then this range, the chances are they are comfortable with the money they are currently earning therefore they may earn more which will exceed their personal needs but often not enough to meet your organizations goals.

Typically, if someone has made an income for at least 3 years or more, their lifestyle is consistent with that income level. They have become used to living within those means and they also have a belief that they are worth that level of income and not more.

An exception to this is if the salesperson has in the past 3 years or more made more every year over year. This proves that they want and need to increase their income consistently over time. In this case, they will be hireable.



| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 5      | How have you been paid most often in your sales career? |       |



■ Company  
■ Candidate

Your salespeople must be comfortable with being paid . If someone is not used to this type of disbursement it is often difficult for them to adjust to another. The result of that is fear. Fear can be a motivator at some level but will often bring about insecurities which is the opposite of what a successful sales person needs to be consistent and successful.

Susan is likely to sell the since they have in the past sold similarly.

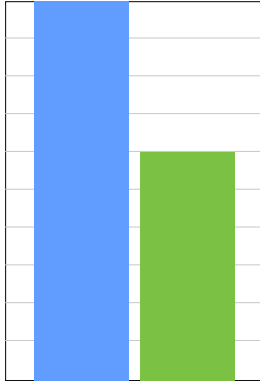
How this will show itself

Because your form of payment is , changing that can make it very difficult to hire someone who is used to a different type of payout. The adjustment of the difference is often fear based that they do several things;

- a) Ask you for a loan or 'pre-payment' on future sales. This is a dangerous way to begin a relationship. Often if ever will that money be earned and paid back so the feeling of trust and support of that salesperson fade quickly.
- b) Beg for business and not approach prospects properly because their desperation shines through. This will rarely result in a sale and more over will put your reputation in jeopardy.

Because Susan had been paid most often you won't see fear which will make selling with confidence easier Susan.

| NUMBER | QUESTION   | MATCH |
|--------|--|-------|
| 6      | What is the average cost of product/service or contract (which best applies) total that you have most often sold in your career? |       |



■ Company  
■ Candidate

The cost of your average sale is Almost exclusively outside sales with only follow-up calls etc. from inside If a salesperson had been selling a much lower priced product or service, it may be difficult to justify in the mind of the salesperson charging a price more than they are comfortable, is too much. The result of this is often an inability to sell without a deep discount, lots of excuses for not making their goal or a difficulty selling at all.

SusanMay be likely to sell an amount Almost exclusively outside sales with only follow-up calls etc. from inside since they have in the past sold with pricing Somewhat differentlythan yours.

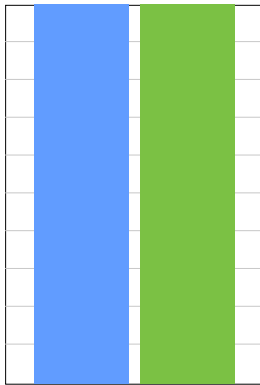
How this can often show itself

When we are selling something within a price range this becomes comfortable for us, it is often difficult to believe that something for example, much more expensive than they have been selling, isn't worth spending at that level. Whether this is true or not, belief is a leading factor in being confident in selling your product or service.

Often the salesperson will need to ask for discounting from you to get comfortable with selling at the price of your product or service. The other outcome may be to fail in selling to the goal that they have been given and blame the fact that the cost is too high.

Susan, has been selling something a bit outside the rangeof your sale. this is may be a concern with success in future sales for your organization.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 7      | How complex is your typical sale? How long does it take to learn the product/services/processes? Additionally, are there several levels of approval and additional selling to prospects required in any one organization you typically sell to? |       |



■ Company  
■ Candidate

A complex sale takes a different type of salesperson. It may need some experience but more importantly, it will take the ability to learn a new process and potentially difficult products and services. This will take time and intelligence.

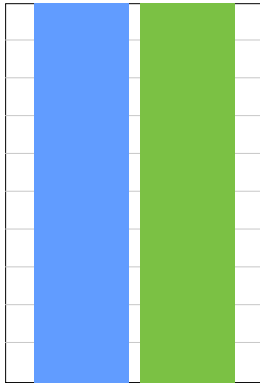
Often we want to hire someone who has experience in our industry because of the level of complexities. This not only may not be necessary, it may create the hiring of someone who has their own pre-conceived beliefs and prejudices that may or may not be aligned with yours.

Often the best person to hire here is someone who has sold another complex sale and has the ability to learn another. Hiring someone who is smart, curious, hard-working, patient and driven is the key for a complex sale.

This is typically a difficult hire but if you do have a complex sale, the more time you take to hire the better since finding the right person is critical here.

Susan is likely to take some time upfront to learn before being able to sell since they have in the past sold complexity similarly.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 8      | What level of discounting had you typically needed to use to close the sale in your sales career? |       |



■ Company  
■ Candidate

Discounting is something that is direct result of the salespersons belief. If a salesperson believes that a prospect will not buy anything without feeling like they 'won' got some sort of a 'deal' then they will often sell by discounting, even if it isn't necessary. Therefore, in your case, you discount \$150,000 - \$250,000 so it will be important to have someone who has had experience selling and believe that your discount belief in your organization is the correct one.

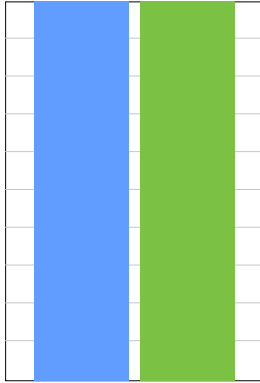
How this will often show itself

If you as an organization are not using discounting as a regular and consistent way to close a sale, hiring someone who uses discounting in this way will cause your margins to deplete quickly. This will also be justified in this salespersons mind since it has been a habit that had worked in their past. Someone that is accustom to large discounting will;

- a) Come to you for discounting as opposed to working with the client to get them to really see the value of what you offer. negotiating will be had with you and your management team as opposed to the prospect.
- b) This will often be an excuse for not selling to their capacity unless they have the ability to discount. Deals can't be close without it in their mind.

Susan is likely to sell by discounting \$150,000 - \$250,000 since he have in the past sold with an acceptance of discounting similarly than yours.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 9      | How much competition do you encounter most often? |       |



■ Company  
■ Candidate

A perceived 'good' salesperson can often hide behind a small number of competitors or no competition at all in their past selling environment. To be able to sell appropriately, your salesperson needs to be able to sell against Small Draw + Larger Commissions. If they are used to very few or none, they may have a false sense of success. If they are used to lots of competitors, they need to figure out how to sell this way, besides just using cost and money.

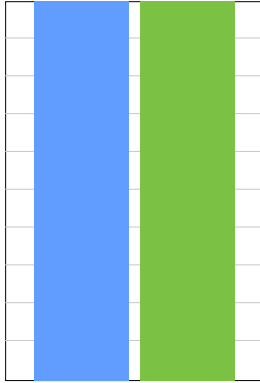
How this will show itself

When someone who has not had a very competitive environment, they tend to sell by telling and not create a consultative environment. There is little need for comparison so expertise on how to differentiate your product/service may be difficult. A good example of this is IBM of years ago. They were the 800 lb. gorilla and perception was if you want a computer, it came from them. As years went by and others got into the game, they lost market share and spent millions on retraining their sales force.

Your candidate may have difficulty in helping the prospect see the true differences and comparing yours to others. When this difficulty shows itself it is often in the form of discounting to get the deal.

Susan is likely to sell with Small Draw + Larger Commissions since he has in the past sold with Smaller Base + Larger Commissions similarly than yours.

| NUMBER | QUESTION   | MATCH |
|--------|--|-------|
| 10     | If you have had competitors, where was your price as related to most of your competitor's product/service price? |       |



■ Company  
■ Candidate

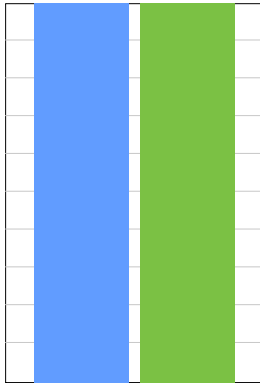
When it comes to competitors, your price is typically \$5000.00 - \$10,000.00 so being able to sell in this environment without a lot of negotiation will be very important for you. Being positioned in this way is unique to you and how to sell in your position of negotiation will make or break a successful sale.

How this often shows itself

Often salespeople can hide behind a low price offering or the ability to discount heavily as sales success. If you are the low-cost leader, then this will work for you. If you aren't always the least expensive in your market, it will be difficult for a salesperson who sells that way for example to create enough interest outside of price.

Susan is likely to sell because Over \$25,000.00 since he have in the past sold with \$5000.00 - \$10,000.00 similarly than yours.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 11     | How many 'meetings/appointments' are typically required to get a decision on a sale(to include phone/zoom etc)? |       |



■ Company  
■ Candidate

Though it is important to have the least meetings as possible to close the sale, there is also the issue of trying to close too soon and getting an "I'll think it over" too often. Additionally, the understanding of all who is involved, especially when there are technical buyers for example, takes a particular type of skill in getting deeper into the true understanding of the buyer and the influencers. Additionally, it has consequences in not getting true buy-in at every stage to help move the sale forward to the next buying level.

How this often shows itself

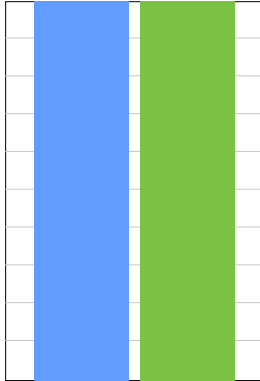
Whether a person is used to either several appointments to close a sale or just a few, and this is not in sic with your sales process, it will often either lengthen the sales cycle if they are used to a longer one or upset a consultative client by trying too hard or too soon for the close.

Though it would seem that a person that is a one call closer might be an asset, this person can be seen as very salesy and depending on your product/service, can hurt future relationships. On the other hand, and more often the case, someone who is used to a longer selling cycle may lengthen yours believing that it is appropriate because of their past experience. The outcome, lots of prospects in their sales funnel and few closed business clients.

For you, it takes a fairly complex sale to learn and have several decision makers appointments to close the sale and making sure that someone who has this level or understanding will be important in not wasting a lot of time by dragging it along or on the other hand, being able to do the right step-by-step process to involve all parties properly.

Susan is likely to sell this way because he selling cycle is A fairly complex sale to learn and have several decision makers since he has in the past sold A fairly complex sale to learn and have several decision makers similarly than yours.

| NUMBER | QUESTION   | MATCH |
|--------|--|-------|
| 12     | Most often in your sales career, how long does it typically take to initiate then close a sale(sales cycle)? |       |



■ Company  
■ Candidate

Not only is the amount of meeting to close a sale important, the actual time from one meeting to another can itself, make or break the sale. If the sale is moving forward properly it should happen very quickly from step to step. If the time drags on because the prospect is 'busy' and needs time to mull it over, this can be a sign of an uninterested prospect. Having the ability to move quickly through the process will help the sale have a higher possibility of closing.

Because the timeframe for your organization is typically An amount based on the size of the sale, it will be very important for a candidate/salesperson to be able to move through each stage quickly by understanding the real issue every time.

How it shows itself.

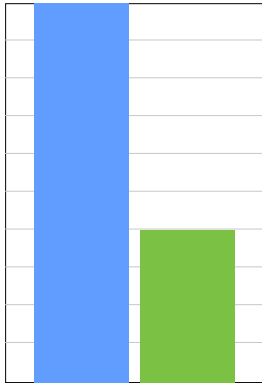
Similar or the amount of appointments needed, a sales cycle may often also lengthen your opportunity to close a sale but for a different reason. This person has issues with allowing a prospect to think things over too often, which in most cases is a NO statistically. There are 2 things at play here;

- 1) The salesperson believe that they have to get the person to LIKE them and building relationships takes time. And/or
- 2) The salesperson falls for the excuses they are given; we don't have budget right now, send me more information, do you have referrals I can call etc The ability to sift through these and get to the real reason is important. A person used to this type of long sales cycle won't catch it and therefore fall for the excuses.

Susan is likely to sell this way because he selling cycle is An amount based on the size of the sale. Since he has in the past sold similarly than yours, The understanding of how your sale this belief and experience needs to be in-sync.



| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 13     | What is minimally required that you need and have, to do your present job with no exceptions. |       |



■ Company  
■ Candidate

Often organizations are required to have their representatives be certified, licensed or have special requirements before even applying for a job.

Therefore, when looking for a prospective salesperson that can be a decision to make or break a candidate hiring. When we allow this to be the number 1 criteria, we often can miss a very qualified candidate in many other ways.

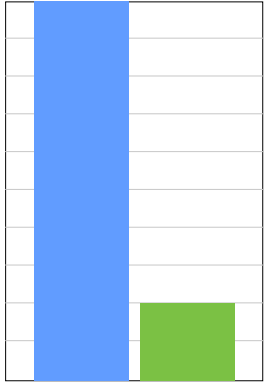
You should ask yourself, if we found someone better than our best salesperson, without this qualification, would it be worth spending time and even money to invest in them? Another question. When you hired someone from a 'good resume' and they had these qualifications, were they the best you could hire? Look at things like, desire to learn and be the best, hard-working, self-starting and has a positive outlook. If they have all of these things as well as those minimum requirements great! If not, aren't the secondary or 'soft-skills' of higher value?

Overall these characteristics in one 'package' are not easy to find. The act of recruiting a salesperson should be a requirement of a sales director as much as prospecting is for each member of the team.

How it shows itself.

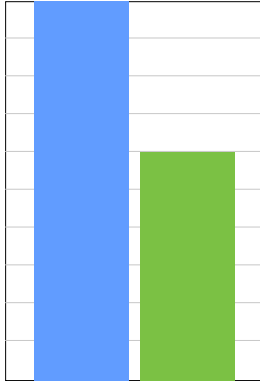
Susan may not have the ability to work with you since you require 3-6 real competitors and he has 3-6 real competitors.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 14     | What activities are you engaging in to be successful? |       |



Company  
Candidate

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 15     | What percentage of time did you/should you spend prospecting for new business and what percent on managing / growing existing business? |       |



■ Company  
■ Candidate

What percentage of time should be spent prospecting for new business and what percentage managing/growing existing accounts?

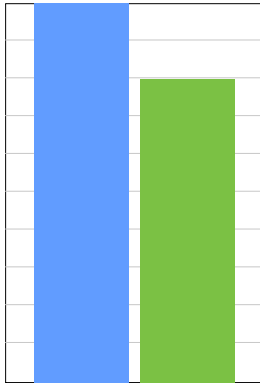
As important as prospecting is, it may be also important to grow additional business from clients. This balance is often difficult for some salespeople.

The ability to understand how to be proactive in prospecting for new business and give time and energy to existing clients to cross sell and upsell new business is a skill of commitment and organization.

Additionally, falling into the "howdy call" mentality (calling on existing clients to "check in" or say "howdy") is common. How are you tracking this? Are you hiring right to have the ability to do both?

Susan May be likely to work with you since you require Most often 2 and he has Most often 2. Salespeople do what is comfortable. What is comfortable is what they have most recently done.

| NUMBER | QUESTION  | MATCH |
|--------|---|-------|
| 16     | Every sales culture is different in every organization. What is the true culture of a sales organization that you will thrive in? |       |



■ Company  
■ Candidate

What is the true culture of your sales organization, not what you wish it could be but what is the closest to what it is presently?

One of the top priorities of any Sales VP - other than increasing sales and growing revenue, of course - is to create a high-performance sales culture within their organization. Yet, many struggle to do so, largely due to simply not knowing what a high-performance sales culture looks like.

There are several parts to define true sales culture. We are addressing the engagement of management and sales. What level you have when it comes to management style. Style is part of the entire sales culture.

For our purposes, we are addressing your sales engagement culture.

Susan is likely to work with you since in your sales culture Up to 2 months and he has Up to 2 months. Salespeople do what is comfortable. What is comfortable is what they have most recently done.