

Sales Proficiency Stages

	Research	Gaining Access	Meeting Preparation	Questioning	Listening	MIR Discovery & Validation	Solution Development & Testing	Communicating Value	Negotiating & Closing	Pursuit Objective	Contribution	Relationship	Overall Status
STAGE 1	Minimal Research	Sent Down	Minimal Preparation	No Questions Prepared	Interrupts Customer	Minimal Macro and No Micro (Personal MIR) Discovery	Minimal Solution Architecting and Testing	Connection Between Technology, Issues and Value Not Made	Customer Controls Negotiation; Discounts Assumed	Make a Sale	Disruption to Their Business Day	Intermittent	Commodity Supplier
STAGE 2	Basic Company and Industry Research	Considered	Basic Preparation	Some Basic Questions	Tells More Than Listens	Minimal Micro (Personal MIR) Discovery	Some Development and Testing	Customer Has Difficulty Understanding Value Connection	Sales Rep Needs to "Rebuild" Value vs. Cost	Make a Contribution	Logical Thinker	Interactive	Preferred Vendor
STAGE 3	Company, Industry and Some KDM	Occasional	Verbal Agenda and Planning	List of Questions Prepared	Listens More Than Tells	Macro and Some Micro Discovery	Solution Matches MIRs "On Paper"	Customer Has a "Sense" of Value Mapped to MIRs	Pricing Discussion Based on Compromise	Provide Insight	Critical Thinker	Interesting	Valued Resource
STAGE 4	Complete I.C.E. Research	Continual Return Access	Formal Agenda and Additional KDM Info	Designed Conversation	The Listening Channel	Thorough Macro AND Micro Discovery/ Validation	Solution Carefully Mapped and Tested Against MIRs	Customer Has a Clear Vision of Value Mapped to MIRs	Less Discounting; Contract Based on High Value	Provide Leverage	Strategic Resource	Inter-dependent	TRUSTED ADVISOR

KEY: I.C.E. = Industry, Company, Executive | MIR = Most Important Requirement | KDM = Key Decision Maker

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