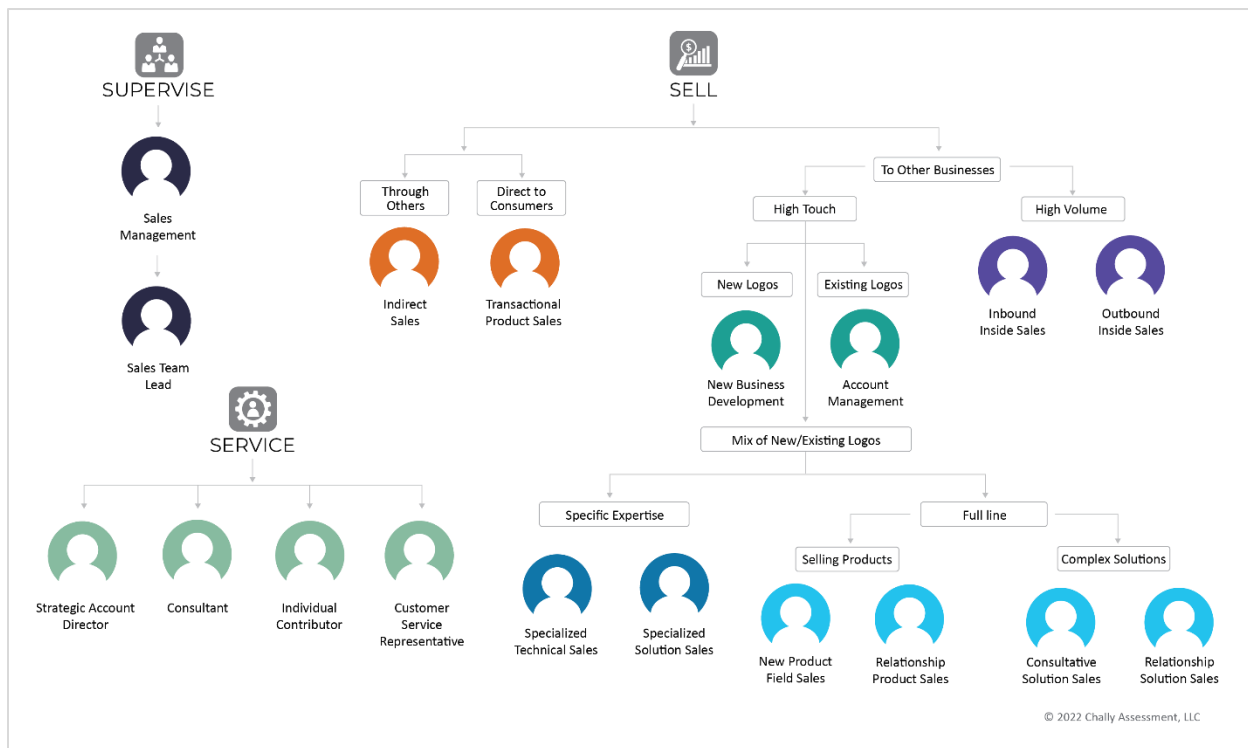


# Predictive Talent Assessment Benchmark Profiles

## Profile Descriptions



### New Business Development

The New Business Development role brings in business from new accounts. Individuals in these roles are often referred to as “hunters.” New business developers are tasked with generating new leads and discovering novel ways to apply their products and services. People in this type of role have little post-sale contact. They turn their recently closed business over to colleagues who deliver and maintain the account, so they are free to continue their quest for new customers.

### Account Management

The Account Management role grows sales to existing accounts by increasing sales to current buyers and/or expanding sales through new buyers within the account. Account Managers are tasked with building customer relationships, meeting or exceeding customer needs, and making it easy to do business with their company. Key activities include account planning and partnering with internal support networks to facilitate special requests, even in off hours.

### New Product Field Sales

The New Product Field Sales role is responsible for maximizing sales within a territory/market by finding new customers and servicing existing ones. The mix of revenue from new business to existing business can be as much as 70/30. With a typical sales cycle of six months to one year, these sellers are tasked with understanding the needs of multiple buyers within an organization (who may have little experience with the seller’s products) and building a solid business case for the sale.

### Consultative Solution Sales

The Consultative Solution Sales role is responsible for growing sales within a territory/market by finding new customers and servicing existing ones – usually a 70/30 ratio. They are tasked with selling their firm’s full array of products by identifying problems and devising solutions that address them. Key activities include conducting a thorough needs analysis with multiple buyers and configuring appropriate solutions to meet them. A typical sales process can take up to 6 months or more.

### Relationship Solution Sales

The Relationship Solution Sales role is responsible for acquiring new customers and servicing existing ones within an assigned territory/market – usually 20/80 ratio of new to existing business. The emphasis is on maintaining and growing sales within existing accounts by identifying additional needs and other departments/ functions within the customer organization who can benefit from their solution. They are tasked with strengthening relationships with multiple constituents within assigned accounts and for advocating on their behalf, making it easy to do business with their firm.

### Relationship Product Sales

The Relationship Product Sales role is responsible for acquiring new customers and servicing existing ones within an assigned territory/market – usually a 20/80 ratio of new to existing business. They sell the full array of products to buyers who are reasonably expert at using them. They are tasked with advocating for, and providing good service to, their customers, building strong relationships through regular contact and growing sales by uncovering additional buyers within the account and seeking referrals.

### Specialized Solution Sales

The Specialized Solution Sales role is responsible for growing sales of systems or solutions that require significant customization and training to implement. They often support sales of a specific subset of solutions and provide extensive technical expertise to configure the solution. They are typically resident experts who work with the sales team to sell to prospects or existing customers and are not typically bound by territorial, industry, or vertical market constraints.

### Specialized Technical Sales

The Specialized Technical Sales role is tasked with selling a specialized set of products and is not typically bound by territorial constraints. They are product experts who act as resources to the customer to help its personnel do their job more effectively by using the seller’s offering. Additional aspects of the role include acting as a liaison with the seller’s internal contacts and providing continuous updates associated with market and legislative changes that might impact the customer’s needs.

### Transactional Product Sales

The Transactional Product Sales role is responsible for selling discretionary products on a transactional basis. They are tasked with handling a high volume of calls/face-to-face interactions and being resilient in the face of rejection and short sales cycles. Key activities include identifying customer needs, gauging the customer’s readiness to buy, and closing the transaction by personalizing product benefits.

### Indirect Sales

The Indirect Sales role is responsible for supporting a network of distributors, agents, value added resellers, or manufacturer's representatives. They have little direct authority over these sales forces except in rare cases where they are under contract to sell only their products or services. As a result, they are tasked with training and motivating distribution partners through joint calls, promotions, and/or special bonuses.

### Inbound Inside Sales

The Inbound Inside Sales role responds to contact initiated by customers over the phone or via electronic communication. Sellers in these roles are tasked with gaining an understanding of the caller's needs or requirements and quickly identifying the appropriate actions to move the opportunity towards a sale, meeting, or other relevant outcome. In some cases, they may be responsible for taking orders and maximizing sales of products by up-selling and cross-selling and may have a quota.

### Outbound Inside Sales

The Outbound Inside Sales role is responsible for initiating phone/email contact with prospects and customers to sell assigned products/services, and often have a quota. In some organizations, there may be levels of specialization where inside sales may work with small customers that cannot be profitably serviced by the field sales force. Alternatively, other organizations may use these types of roles for cold-calling and scheduling appointments for outside salespeople.

### Sales Management

The Sales Management role is responsible more for building the quality and productivity of salespeople than for managing customers and is driven by the team's success. They are tasked with hiring, developing, motivating, and coaching individual sellers while controlling the focus, direction, and performance of the team. Key activities include product/service and sales training, managing the team, monitoring sales projections and budgets, and championing new initiatives.

### Sales Team Lead

The Sales Team Lead role consists of both supervisory and sales responsibilities. They supervise a team of sellers, while carrying their own book of business. In some organizations, team leaders are considered "super-salespeople." They typically do not have responsibility for hiring and performance management but serve as the first point of contact for seller questions and day-to-day support.

### Strategic Account Director

The Strategic Account Director role is responsible for large, multi-site accounts – usually once a deal has been closed at the corporate level. People in these roles coordinate the execution of the sales agreement for various customer locations. Key activities include meeting with executives and discussing the business case that represents their competitive advantage. Post-sale implementation is also a key responsibility to ensure end-users in the various customer locations receive consistent benefits.

### Consultant

The Consultant role refers to high-level experts who are responsible for collaborating with sales teams to develop strategies that improve business outcomes for customers. Often referred to as trusted advisors or business architects, they understand their customer's business, strategies, and key initiatives and focus on delivering the business value of their solutions. They win the trust of their clients and confidence in their solutions by demonstrating expert-level product and industry knowledge.

### Individual Contributor

The Individual Contributor role is a professional staff member who serves as a team leader but does not manage others. They prefer to stay within their discipline to increase the depth of their expertise in managing processes or projects rather than people. Key responsibilities include consistently producing anticipated results, taking initiative, developing competence, prioritizing tasks, and solving problems.

### Customer Service Representative

The Customer Service Representative role is responsible for fielding inquiries and complaints from existing customers in order to promote and/or restore customer satisfaction. They are tasked with treating each encounter as unique, demonstrating concern and empathy for problems without becoming defensive, and for providing solutions.