



FREQUENTLY ASKED QUESTIONS

WHAT DOES CEBA DO?

CEBA highlights salespeoples' behaviours and compares them with the values of your customers, enabling them to develop a more cohesive and profitable working relationship. CEBA can be applied at an individual, team or company level.

HOW DOES CEBA WORK?

The tool works by matching the customers' values with your sales team's customer-facing behaviours. Members of the team complete a questionnaire that matches their behaviours to the behaviours and priorities expected by those customers. A report is then generated with personal feedback for that individual, or the team.

WHY SALES BEHAVIOUR? WHAT IS SO SPECIAL ABOUT IT?

There have been many studies on what leads to increased revenue and success with customers. For example, the SPIN methodology for sales people was based upon research carried out in Xerox. It was a very valuable addition to learning about improving revenue. However, the research has always had a 'hole in it'. Two people who do the same thing on a business development call - as far as traditional analysis goes - can have very different results. This 'hole' is what has been studied. The missing ingredient in the analysis of sales success and a salesperson's ability to match their behaviour to customer values.

This is expressed in the equation $P = M \times A$ (or Performance = Motivation x Ability) where A = knowledge, skills and behaviours. CEBA focusses on behaviour.

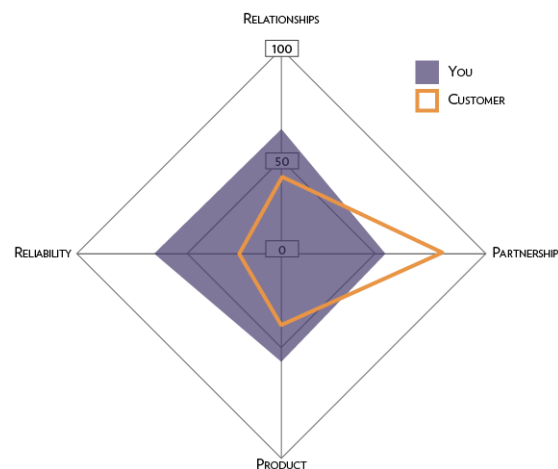
HOW DOES CEBA ADD VALUE?

Customer engagement behaviours are often the missing

link. Once you have your motivation, knowledge, strategic and tactical skills in place, you can go that one step further by aligning salespeoples' behaviours with the behavioural preferences and values of their customers.

HOW DO YOU ILLUSTRATE AND SHOW CEBA'S FINDINGS?

As part of the detailed report that CEBA provides, the tool plots matches and mismatches in behaviours, providing a range of diagrams to help explain the findings.



In this diagram, the sales team's behaviours (in orange) are not fully matched with the customer preferences (in purple). Whilst the team behaviours match customer preferences (as far as relationships and product behaviours are concerned), the team itself exhibits reliability behaviours instead of the preferred partnership ones that are preferred by the customer.

IN THIS PARTICULAR INSTANCE, THE TEAM WILL BE:

- Operating in a competent way, ensuring quality is maintained;
- Never compromising on technical or quality standards;



- Explaining procedures and being thorough in documentation;
- Being thorough, paying attention to detail;
- Maintaining a reputation for honesty and reliability;
- Being systematic, checking to avoid mistakes and risks.

WHILE THE CUSTOMER WOULD PREFER THEM TO BE:

- Dealing with providers who invest time researching how best to support their business;
- Forming a partnership with the provider for mutual benefit and profitability;
- Less concerned with price than with the right solution;
- Coming up with new ideas to help their business;
- Prepared to engage in a longer sales cycle as they expect providers to invest time in fully scoping out deals with them;
- Putting in effort to understanding their business before they can really help the customer.

If this customer facing team can be trained to adopt the preferred behaviours (purple) instead of their current behaviours (orange), they will experience greater revenue generation with existing or new clients/customers.

HOW DO WE KNOW THAT THE ANSWERS ARE 'TRUE'?

CEBA is constructed to test for consistency of the answers.

A complex methodology in terms of the build, question wording and the way in which people answer the questions, allows the tool to test for this consistency. Faking would be very difficult as the answer key is not straightforward. We find that most people who participate in CEBA want honest and objective feedback that they can learn from.

IF CUSTOMERS DO NOT COMPLETE CEBA PART 2, HOW CAN CUSTOMER VALUES BE MEASURED?

Of course, real customer data is always preferred. Then we know that it is accurate, and can form the basis of real dialogue between salespeople and their customers.

There are occasions when collecting customer data is not possible. CEBA then measures customer values as seen through the eyes of the salesperson - their viewpoint. In general, examples over many years have shown that this viewpoint is fairly accurate but less 'extreme' than customers' real views. Even when collecting real customer views, typically the salesperson's viewpoint is also measured. This illustrates, among other things, the likelihood of whether there is an appetite for change.