



SALES TRAINING PROVIDER EVALUATION

Corporate Visions, Inc.

ES Research Group maximizes the value of the relationship between the sales training buyer and the sales training provider through our knowledge base, experience, and guidance in making the right decision.

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P.O. Box 1356 | West Tisbury, MA 02575
+1 (508) 313-9585 | ESResearch.com

1 Provider Overview

The content contained in Sections 1-7 of this report was furnished by the provider and edited by ESR.

Synopsis:

Focusing on customer conversations as a company's "best opportunity for competitive differentiation" and the "need to be different, where it counts, in sales messaging and field interactions," Corporate Visions helps clients create messages that concentrate on customers and their needs; develop tools that support critical steps in the buying cycle; and accelerate deals through the pipeline. The firm also delivers skills that teach salespeople how to tell their story with impact and differentiation across every customer interaction.

Mailing Address: 894 Incline Way
Incline Village, NV 89451
USA

Number of full-time employees: 30
Number of Trainers/Consultants (F/T): 10
Number of Trainers/Consultants (P/T): 15

Location(s):

Incline Village, Nevada, USA

Phone: 775-831-1322
Web Site: www.corporatevisions.com

2 Clients and Revenue

In Clients and Revenue, you will gain perspective on the scale of the sales training provider's business. Does the firm do business locally or globally? What kinds of training is this provider positioned to offer?

Clients:

Number of active clients	60
Number of new clients	
Added in the last 3 years	30
Added this past year	20

Revenue:

Revenue Total (in U.S. Dollars)	\$13 million
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Types of Training:

Public Programs	2%
On-site Training	57%
Consulting/Coaching	37%
Distance Learning	2%
Speaking Engagements	2%
Other	0

Geographical Revenue Composition:

USA	55%
Canada	2%
Latin America	4%
Europe	24%
Mid-East	5%
Africa	2%
Asia/Australia	8%

Revenue Generated By:

Employees	75%
Contractors	25%
Resellers/Agents	0%

3 Courses

Understanding the focus of the sales training provider's offerings is more than just knowing what courses the firm makes available to its clients, it can also provide insights on the organization's instructional design capabilities.

Number of Courses by Target

Audience:

Direct Sales	3
Sales Management	1
Inside Sales	2
Resellers or Channel Partners	3
Customer Services	0
Tech Sales	1
Other	1

Customized Courses? Yes

Custom Course Description: Core IP can be tailored slightly to meet customer requirements.

No. of instructional designers employed or contracted: 2

Instructional design techniques employed: Blended learning: e-learning for knowledge transfer, on-site instruction for hands-on application, and complete on-line refresher library, with available virtual coaching.

Topics Covered (by number per year):

Advanced Sales Skills	2
Presentation Sales Skills	2
Executive Sales Skills	1
Sales Management Skills	1
Coaching	1
Competitive Selling	2
Consultative Selling	2
Train the Trainer	3
Other	Message development skills

4 Measurement

Measurement focuses on how a provider evaluates the effectiveness of its sales training initiatives. By looking at both pre- and post-training statistics, you will be better equipped to determine whether the provider is in fact able to measure a net gain in knowledge. In addition to examining whether or not the provider measures its effectiveness, ESR also reviews how objective and empirical those measures are.

Client's engagements measured by:

Lead Acquisition	Yes
Lead Qualification	No
Lead Conversion	Yes
Account Planning	No
Territory Planning	No
Pipeline Forecasting	Yes
Best Practices	Yes
Product Knowledge	No
Sales Presentation	Yes
Methodology Adherence	Yes
Knowledge of Training	Yes
Coaching Effectiveness	Yes
Other	Specific deal impact, technique usage, behavior change

Percentage of engagements using formal measurement:

10%

Processes/Metrics/Methods Employed:

Formal goal-setting process	No
Methods to achieve goals	No
Metrics with calculation definition	No
Methods for selecting goals	No

Training Materials Employed:

Electronic	Yes
Instructions for Consultants & Facilitators	Yes
Menu of Metrics	No
Number of Discrete Metrics	Yes
Collection Methods	Yes
Formulas for Calculation of Metrics	No

Electronic Tools for Collection	Yes
Electronic Tools for Calculation	Yes
Interface to CRM, SFA, or other tools	Yes
Method for analyzing metrics	No
Written guidelines for recommendations	Yes
Documents for consultants & facilitators	Yes
Training for measurement participants	No

Implementation of training measurement program includes: Personal interview or online survey approaches available.

5 Technology

Many levels of technology can be linked by sales training. These range from live but remote sessions to pre-recorded sessions to online testing. Very often, technology is used for learning reinforcement. This section takes an in-depth look at what technologies are provided by the training firm.

Technologies employed:

Curriculum planning	No
CD or DVD training	No
Audio-only training	Yes
Courseware via webcast	Yes
Online recorded courseware, on demand	Yes

Technologies cited are:

Stand-alone, independent of live training	Yes
Preparatory for live training	Yes
Reinforcing live training	Yes
Included in live training price	Yes

Percentage of clients using distance learning:

100%

CRM interface/integration approach and technology description: All e-learning and reinforcement is based on Brainshark platform, which easily allows for links to online systems.

**Solution is: (a) stand-alone, (b) via CRM,
(c) both, or (d) neither:**

Salesperson performance assessment	Stand-alone
Salesperson coaching	Stand-alone
Pipeline management & assessment	Stand-alone
Training intervention reinforcement	Stand-alone
Methodology reinforcement	Stand-alone
Sales training reinforcement sales tips	Stand-alone
Process/workflow management	Stand-alone
Contract administration	Stand-alone
Activity documentation	Stand-alone
Organization productivity assessment	Stand-alone

**Interface provided for the following
CRM systems:**

Oracle/Siebel	Yes
Salesforce.com	Yes
Microsoft Dynamics CRM	Yes
Netsuite CRM	No
Sugar CRM	No
Sage Software CRM	No
Landslide	No
White Springs	No
SAP	No
Other	

SCORM-compliant technology: Yes

6 Learning Reinforcement

In Learning Reinforcement, you are given an opportunity to review how the sales training provider continues knowledge reinforcement after the formal class has ended. In the absence of reinforcement, behavior changes that have come about as a result of training typically die out over a 90-120 day period. This section captures the tools, techniques, and processes that the provider uses for both formal and informal reinforcement.

Formal learning reinforcement program offered? Yes

Formal learning reinforcement process description:

Learning reinforcement is centered on a complete on-line portal with multi-media modules for each of the individual techniques, additional examples, more practice exercises, monthly updates and tips, and access to virtual coaching support.

Tools used for learning reinforcement:

There are multi-media, online modules in a refresher library.

7 References

As part of the evaluation process, providers are asked to submit the names of references who are familiar with the firm's offerings. ESR has contacted each reference on the provider's list to confirm, to the best of our ability, that the information furnished is complete and accurate.

8 Analyst Evaluation

The ESR Analyst Evaluation offers a detailed view of the training provider, its products and services, and qualitative and quantitative observations from the analyst's perspective.

Overview

Corporate Visions has been in business for 20 years. It is an international company, doing business worldwide, and providing its materials in six languages. The firm has 30 full-time employees, as well as a network of 20 certified contract trainers. Corporate Visions has also trained approximately fifty internal corporate trainers in 20 companies as part of its train-the-trainer program. The firm has a strong reputation and a loyal following.

Corporate Visions refers to its training strategy as “Content-Fueled,” which means that the firm not only builds sales skills within its clients’ organizations, but also builds the marketing message around which the sale will be driven—from the client's own intellectual property. The overall objectives are to have a sustainable content creation process and to build the skills of individuals who sell.

Corporate Visions provides a path for sales efficiency through training the client's personnel and licensing a methodology that works for both the content developers (e.g. Marketing) and the content deliverers (e.g. Sales). Alternatively, Corporate Visions can serve the client in a content creation role.

Reduced to simplest terms, Corporate Visions performs three distinct functions:

1. Develop the customer-focused, selling messages;
2. Deploy them in buying cycle-relevant selling tools that support the sales process; and
3. Deliver the customers’ messages through sales skills training on customer conversations.

This is a very different model from most other sales training providers.

Because the model includes content creation, Corporate Visions is moving into what it calls “situational training” with a new product for 2011 called Power Tools. These include coaching and job aids served up as Brainshark multi-media coaching tools. Additional tools are provided on a packaged micro-website for easy access by reps.

Corporate Visions recently introduced two solutions aimed directly at the customer acquisition, early-stage activities in the buying cycle: The Point of View Pitch (content) and Power Deal Creation (skills training). The objective is to transform prospecting from 20-question assessments to a more consultative, value-added conversation.

The company reported a 44 percent growth in revenue, a 50 percent increase in bookings, and more than 36 percent growth in profitability in 2010. This follows on the heels of a previous record year with 23 percent growth in 2009. The firm attributes that financial success to the fusion of sales and marketing training, something many ESR clients need badly.

Eighty-five percent of Corporate Visions was acquired by a private equity firm in 2010. Fifteen percent is now owned by Corporate Visions employees. We see a smart and motivated team that has a clear business strategy and knows how to execute.

Corporate Visions perceives that there has been no fundamental change in the buying process over the past ten years; however, the roles and responsibilities of the participants in the selling process have changed. The firm believes buyers automatically assume that all sellers are equal until proven otherwise. It also believes that delivery of information via the Internet, as opposed to salesperson delivery of information, is just a shift of medium. The salesperson's fundamental role—to close the sale and service the client—has remained unchanged. Fundamentally, buyers like to assume, according to Corporate Visions, that all players are equal, because that means a decision based on price.

Corporate Visions gets selected because of its proven integration of marketing with sales. The client gains, and learns how to deploy, a complete, end-to-end process for building messages.

The firm tends not to get selected in situations where the client does not appreciate the value of how a set of tailored marketing messages can elevate the effectiveness of the sales rep through more effective conversations with the client.

Capabilities Ratings:

(This set of ESR capabilities ratings has been developed for “niche” training providers.)

(5) Industry leading (4) Very strong (3) Competitive (2) Adequate (1) Inadequate or not available

Effectiveness: 5

The value from the Corporate Visions offering is derived from significantly improving client business outcomes as a result of improved interaction and alignment among Sales and Marketing.

Innovation: 4

While many sales training firms have offerings for the Marketing function within their clients’ companies, Corporate Visions’ approach and technique is particularly innovative.

Differentiation: 4

While there are a few other firms that provide content and training (in one form or another) around the conversation between seller and buyer, it is Corporate Visions’ entire focus.

Internationalization: 4

Through its relationship with Simitri Group International, Corporate Visions offers its content and training in Europe, Asia, the Middle East, and Australia.

Strengths

Corporate Visions is one of only a few providers focused on the development of sales-ready marketing messages, and the firm does it very well. We are pleased to see this provider’s continued investment in its people, products, and services.

The longevity, success of the company from a financial perspective, and loyal following underscores that Corporate Visions delivers high value to its clients.

Challenges

Corporate Visions is limited in its technology capability, using fairly basic training technologies.

When to Consider this Firm

If you understand, appreciate, and value the integration of Marketing and Sales into a unified force to support the selling effort at the customer conversation level, then Corporate Visions is one of the few logical candidates for your training needs.

When to Consider Alternatives

If you are not specifically looking for training and tools that support the fusion of sales and marketing around sales-ready messaging, then there are many alternatives to Corporate Visions.

To the Point

Corporate Visions has successfully carved a niche for itself in the fusion of sales and marketing training and is one of the few firms that specialize in this area. Its success and growth during, and especially coming out of, the recession underscores that this approach evidently works. Corporate Visions relies mostly on human contact in client engagements, using technology only sparingly.

If your goal is to generate a set of unified sales/marketing messages, then Corporate Visions should be at the top of your short list.

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