SPA MASTERCLASS:

SAFEGUARDING MARGINS AND VOLUME

- **Protecting Our Margin:** Value Propositions
- **Preparing Negotiables:** Never Give - Always Trade
- **Increase Loyalty:** Creating Win-Win Solutions

HOSTED BY SENIOR CONSULTANT, EMILE HALL

SHEET PLANT ASSOCIATION

SBRConsulting

CATEGORIES OF THIRD PARTY VALIDATION: BEST PRACTICE

Golden names.

Articles.

Reviews.

Case Studies.

Awards.

Testimonials.

Feedback reviews.

Relevant
+ Tell the story

Size.

Geography.

Industry.

Personal.

Issue / challenge.

THE MAGICAL SCIENCE OF STORYTELLING

BUILDING YOUR REFERENCE STORY

Who – title and industry (demonstrate relevance to them)	
Business Issue they were dealing with	
Cause of business issue	
What they did (non-specific)	
Outcome (specific)	

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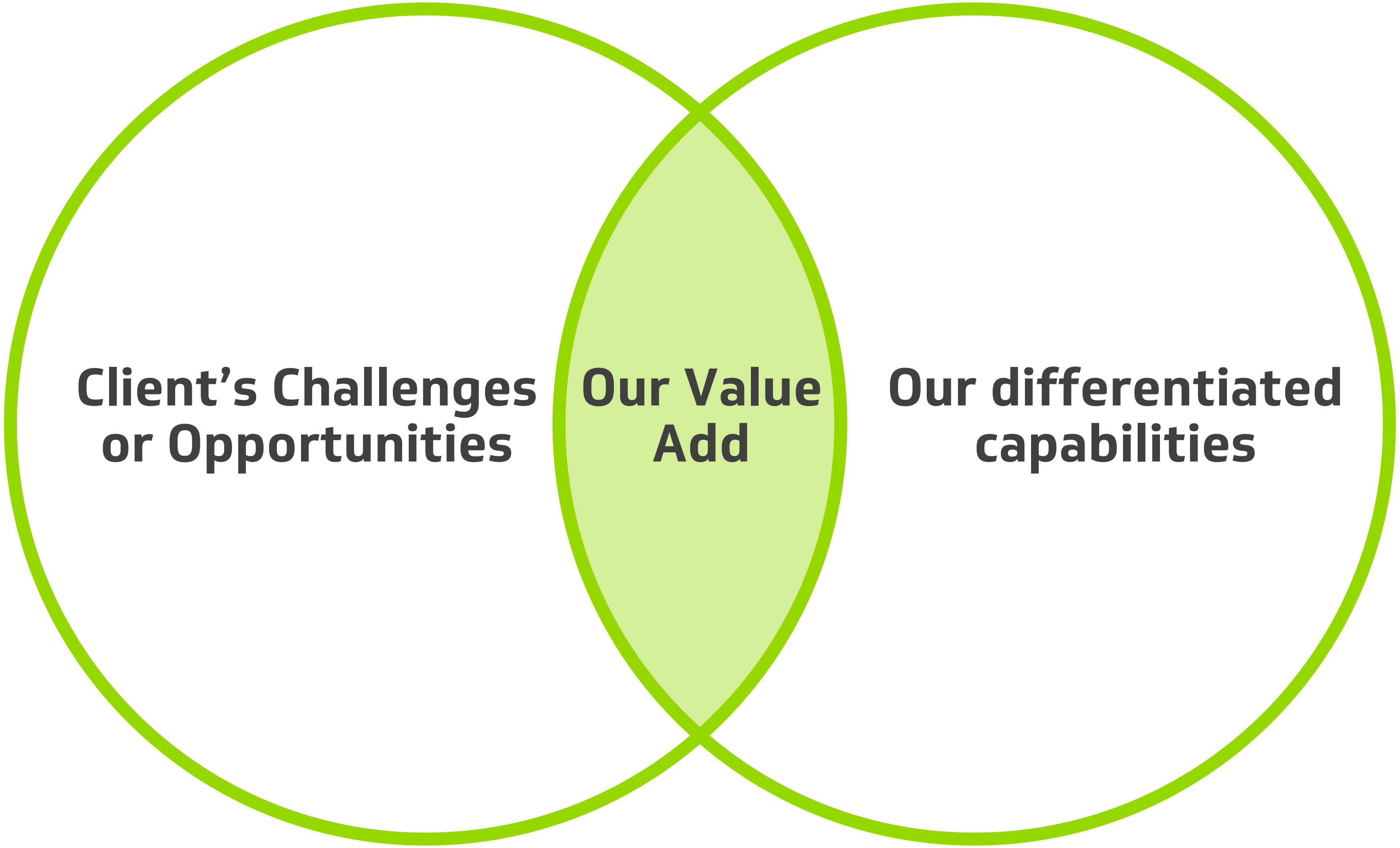
PREPARING POTENTIAL VALUE ADD

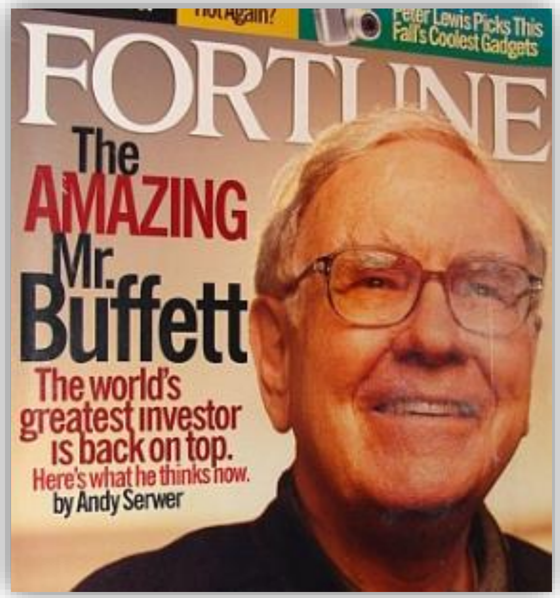


What is value?

VALUE = BENEFITS - COST

"You can tell me what you want, and I will tell you how much it is, or you can tell me how much you want to spend, and I will tell you what you can buy. However, you cannot tell me what you want and how much you want to spend."

Anon



"Price is what you pay, value is what you get."

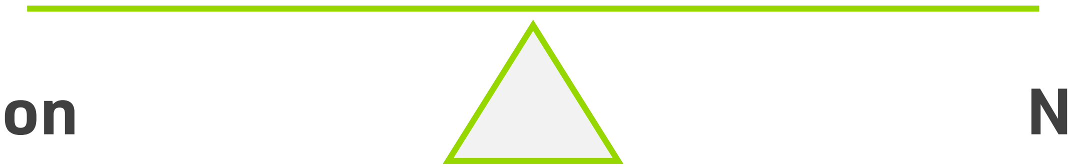
Warren Buffett

PRESENTING THE VALUE: TIP THE VALUE EQUATION

- Business
- Personal

- Money
- Time
- Risk

Benefit **Cost**



Action **No Action**

We need to maximise the perception of benefits and
minimise the perception of cost

FEATURE VS. BENEFIT

What are the benefits of working with us for clients?

Feature

= a specific element of your offering

Advantage

= relates to the generic value, where possible should be used to differentiate with the competition

Benefit

= relates to the specific value that the prospect that you are addressing explicitly wants

EXAMPLE CLOSE QUESTIONS

What is going through your mind as I am covering this?

Can you see how we may be the right fit as a partner?

What do you think the team will like most about this approach?

Does that give you enough confidence that we might be the right partner for this project to help you achieve your goals?

ARTICULATING OUR VALUE-ADD

1. Feature

- "We have . . ."

2. Advantage

- ". . . which means. . ."

3. Benefit

- ". . . so you can. . ."

4. TPV

- ". . . as proved by. . ."

5. Trial close / commitment question

- "Does that give you enough confidence that we may be the right continued partner for your business to achieve (relevant outcome)?" SUAL

BUYING ATMOSPHERE

Knowledge Atmosphere | **Buying Atmosphere** | Selling Atmosphere

Control

- Ask questions so that they **TALK.**
- Give them choices (diary dates).
- Ask Permission.

Language

- Could vs Should.
- Share vs Tell.
- May vs Will.

Make them feel off the hook

- It's ok to say no

TPV

- Third Party Validation

Non-verbals

- Mirror body language.
- Use of Silence.
- Open facial expressions.
- Smile.
- Be conscious of eye contact.
- Leaning forward.

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3 NEGOTIATING POINTS

Constants:

You or client are unwilling or unable to trade

1. Minimum contract length
2. Minimum number of boxes

Variables:

Anything you can change with client:

1. Quality Upgrade
2. Sustainability Package
3. Payment terms

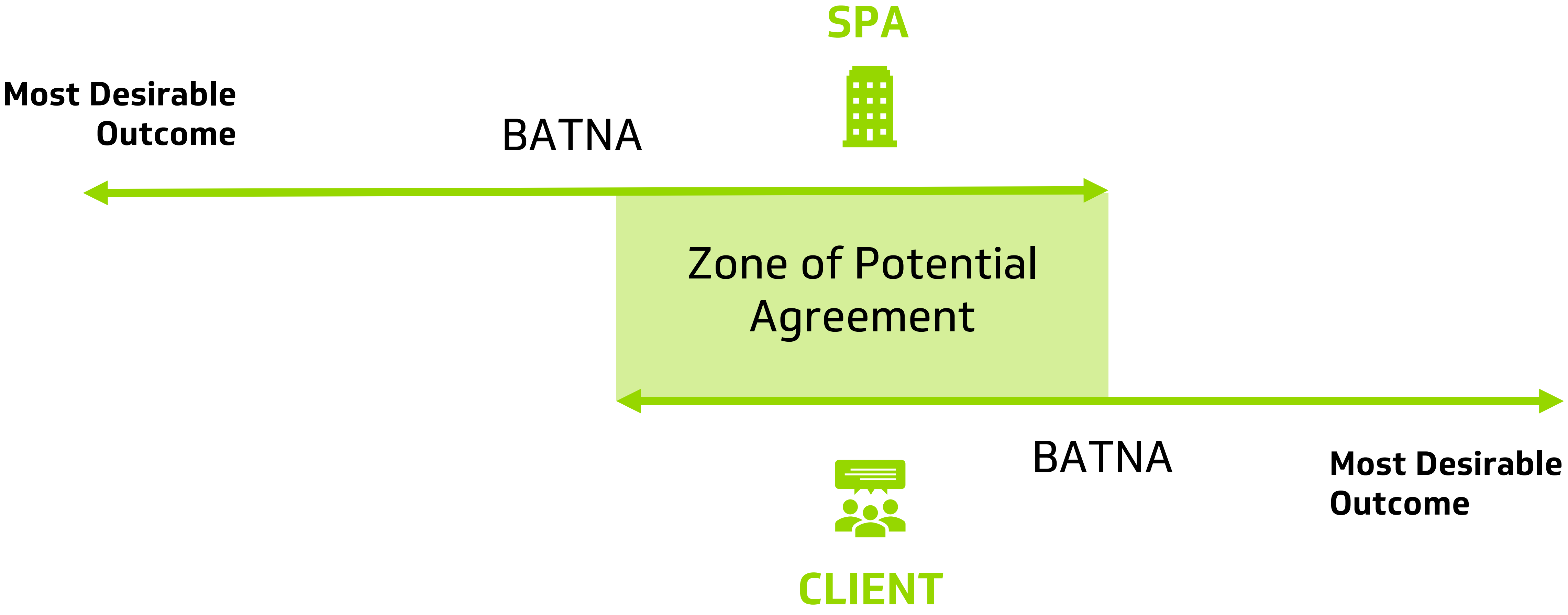
Coverts:

Sufficient value to you to warrant or justify a concession

1. Decision today
2. Future Business extension
3. Exclusive relationship

NEGOTIATING CONSTANTS / VARIABLES / COVERTS

BATNA / ZOPA


SPA
Most Desirable Outcome
BATNA
Zone of Potential Agreement
BATNA
Most Desirable Outcome
CLIENT

Techniques that you may encounter…

Typical squeezes include:

1. Competitive pricing
2. Prestige brand
3. Columbo
4. Exploiting the relationship
5. Sympathy
6. Absconding from responsibility
7. Good cop bad cop
8. Positioning
9. Cornering
10. False deadlines
11. Speak to your boss
12. Split the difference
13. Cherry Picking
14. Salami slice

THINK WIN / WIN

“Win-win is a believed in the Third Alternative. It’s not your way or my way; it’s a better way, a higher way” – Stephen Covey

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ARE VENDOR SALESPEOPLE FREQUENTLY PREPARED FOR YOUR MEETINGS IN THE FOLLOWING WAYS?

Base: 319 executive-level buyers at global companies with 100 or more employees. Source: Q4 2013 North America and Europe Executive Buyer Insight Online Survey.