SHEET PLANT ASSOCIATION

SPA MASTERCLASS:

EXPANDING OPPORTUNITIES THROUGH VALUE, RATHER THAN NEGOTIATING ON PRICE

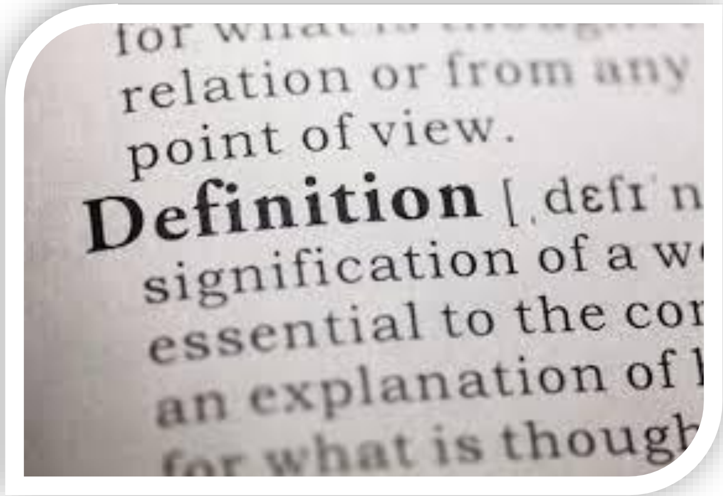
Expansion: Leveraging referrals and customer review calls to win more business

Value / price: Executing value-led negotiations in a crowded marketplace

SBRConsulting

THE SALES CONTINUUM ©

WHAT IS ACCOUNT DEVELOPMENT?



A team sport (internal and external) focused on mutual value and mutual benefit – *SBR Definition*

THE SALES JOURNEY FROM REACTIVE TO PROACTIVE

"Hope is not a Strategy!"

REACTIVE MINDSET

HOPE → HEAR → ASK → INFLUENCE

PROACTIVE SALES

SHEET PLANT ASSOCIATION

HOPE STRATEGIES CHANGE WORDS

HOPE

- There is no ‘Plan B’.
- Missed opportunities.
- The client may not recognise the value you have added.
- You are more likely to over-deliver [Scope Creep], therefore reduce margin.
- They may not recognise the impact and benefits you have driven which hurts you when coming to project renewal.

HEAR STRATEGIES

HEAR

- Put yourself in a position to 'Hear' – where possible go to client site.
- Walk the floor.
- Google Alerts, follow on Social Media (LinkedIn), Company and Annual Reports at a market level.
- Join Social Forums relevant to your market.
- Join board meetings, department kick-offs and project wrap up/lessons learned meetings.
- HARBs – Hear And Report Back.

SHEET PLANT ASSOCIATION

ASK STRATEGIES

ASK

Proactively ask for a coffee, lunch and drink with your sponsor or other members of their team.

“Never have lunch alone.”

Ask for a meeting to talk about the bigger picture (K.I.Ts)

Questions To Potentially Ask:

- What projects are you working on at the moment?
- What is new?
- What is slowing your project down?
- What are the main priorities you are working on?
- What does the roadmap look like (tech/strategic)?
- Are you recruiting at the moment?
- Business context; growing, investment.

Be curious and ‘Be Interested, not Interesting’.

S.U.A.L (Shut Up and Listen).

INFLUENCE STRATEGIES

INFLUENCE

Basic:

Once you have earned the right to be a Trusted Advisor you can:

- Educate
- Disrupt (Challenge)
- Advise
- Share

Advanced:

- Proactively propose (Offer a Solution)

SHEET PLANT ASSOCIATION

THE SALES JOURNEY FROM REACTIVE TO PROACTIVE

REACTIVE MINDSET

HOPE

HEAR

ASK

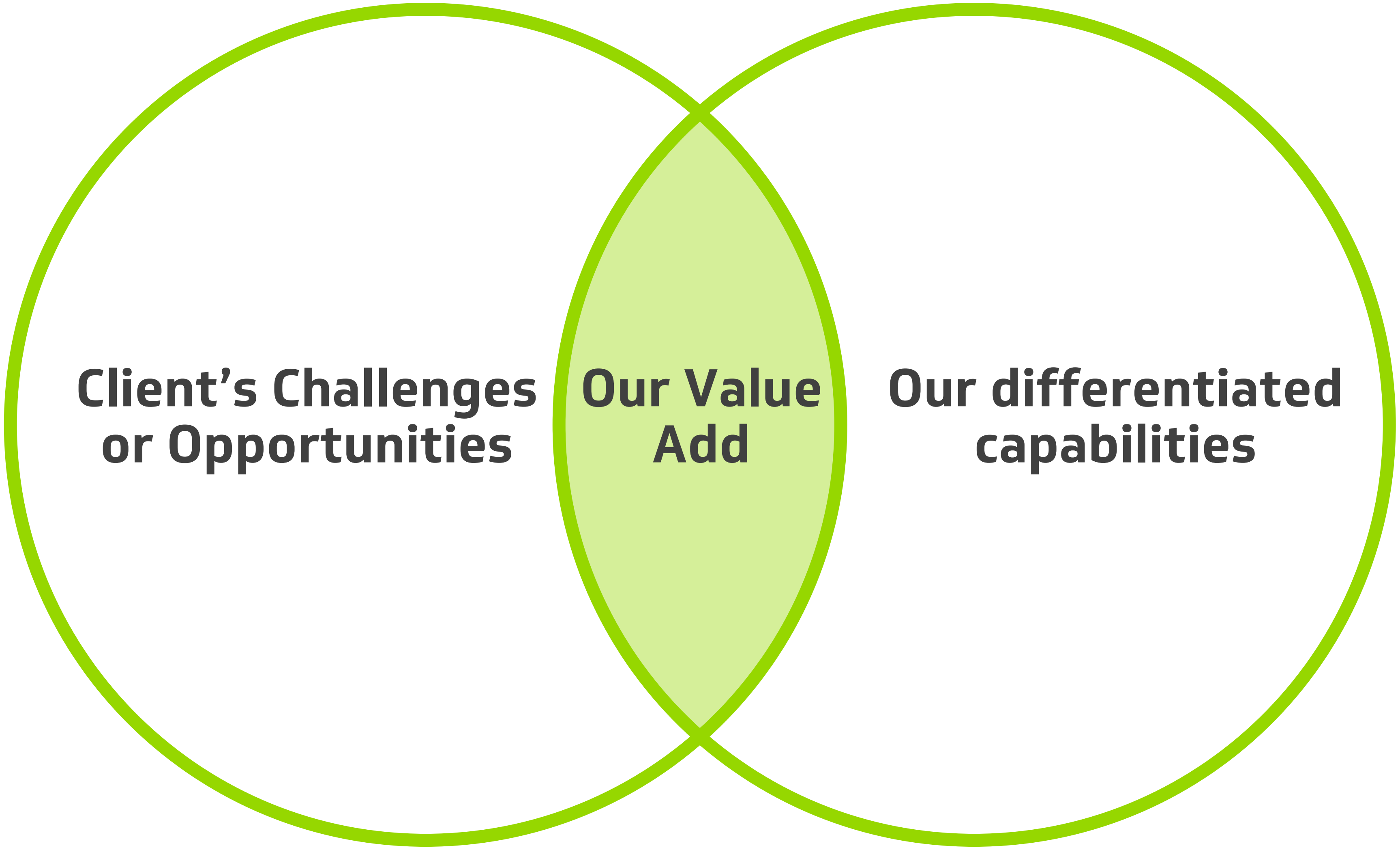
INFLUENCE

PROACTIVE SALES

Minimum we can all do

SHEET PLANT ASSOCIATION

PREPARING POTENTIAL VALUE ADD

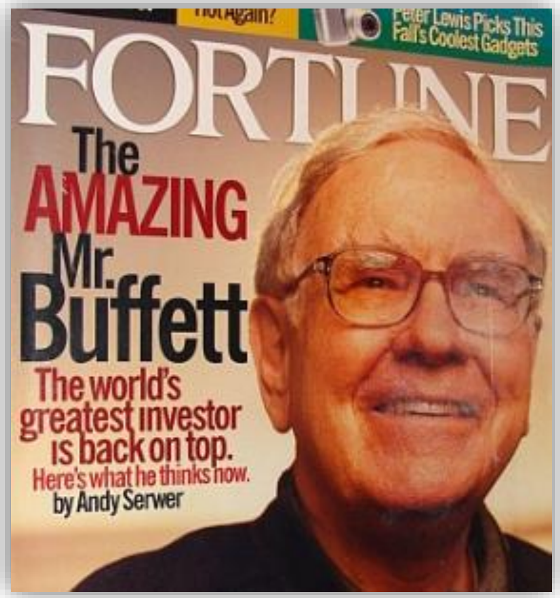


PRESENTING THE VALUE

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

SHEET PLANT ASSOCIATION

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

SHEET PLANT ASSOCIATION

QUESTION CATEGORIES

Status
Help you to uncover facts and details.

Issue
These are questions that relate to business issues, i.e. problems or opportunities that a company or individual in a company is facing

Consequence
These are questions that explore the effect that issues are having.

Value
These are the questions that uncover the value perception that the customer has of resolving the issue and consequences

QUESTIONING FUNNEL

Expand

Issue
Reasons?
How long?
Already tried & results?
Options considering?

Logic

Explore

Consequences
What's it costing?
Not acting?
Who else & how?

Emotion

Value
Business
Personal

SHEET PLANT ASSOCIATION

ISSUE QUESTIONS

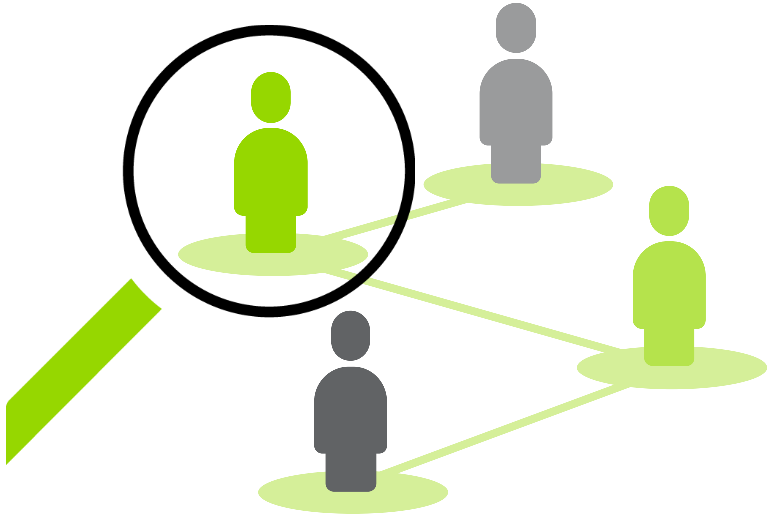
These relate to either CHALLENGES or OPPORTUNITIES.

Ask what they are doing regarding issues that relate to your VALUE PROPOSITION to generate INTEREST and DIRECT thinking.

SHEET PLANT ASSOCIATION

EXAMPLES OF POSSIBLE ISSUE QUESTIONS

- “How satisfied are you with …”
- “How long does it take …”
- “How accurate …”
- “Is … something that you feel could be improved?”
- “What are you doing in response to …”

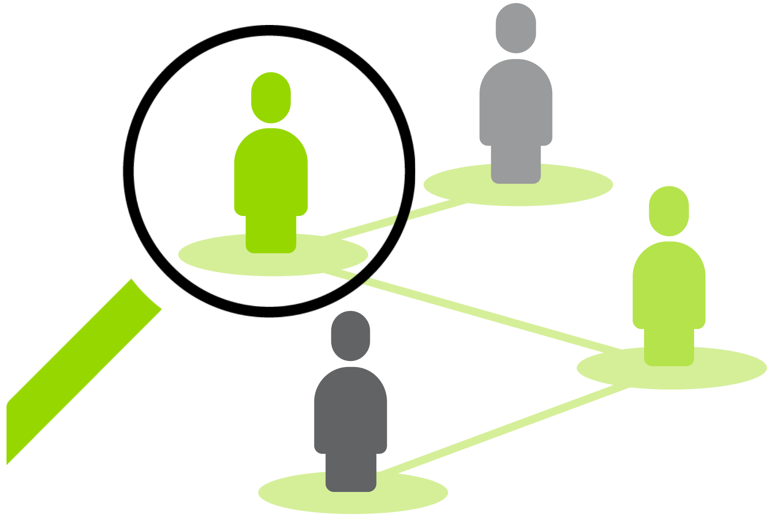


CONSEQUENCE QUESTIONS

Develop the client's perception of the significance of the challenge / opportunity by exploring possible consequences.

EXAMPLES OF POSSIBLE CONSEQUENCE QUESTIONS

- “What effect does that have on …”
- “How often does that cause …”
- “Does that ever result in …”
- “Does that ever lead to …”
- “What impact does that have on …”



VALUE QUESTIONS

Gets the prospect thinking about the potential value of dealing with a challenge/opportunity and helps you to understand their perception of value.

FRAMING

- Previous words from the client – U.C.O.W.
- TPV
- Research
- Empathy
- Humbling disclaimer
- Value

Material originally created by A.Morton & S.Lotherington, updated in conjunction with E.Hall

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