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# Doubling your B2B Sales. Creating and Winning Big Opportunities

*Tips and Scripts*

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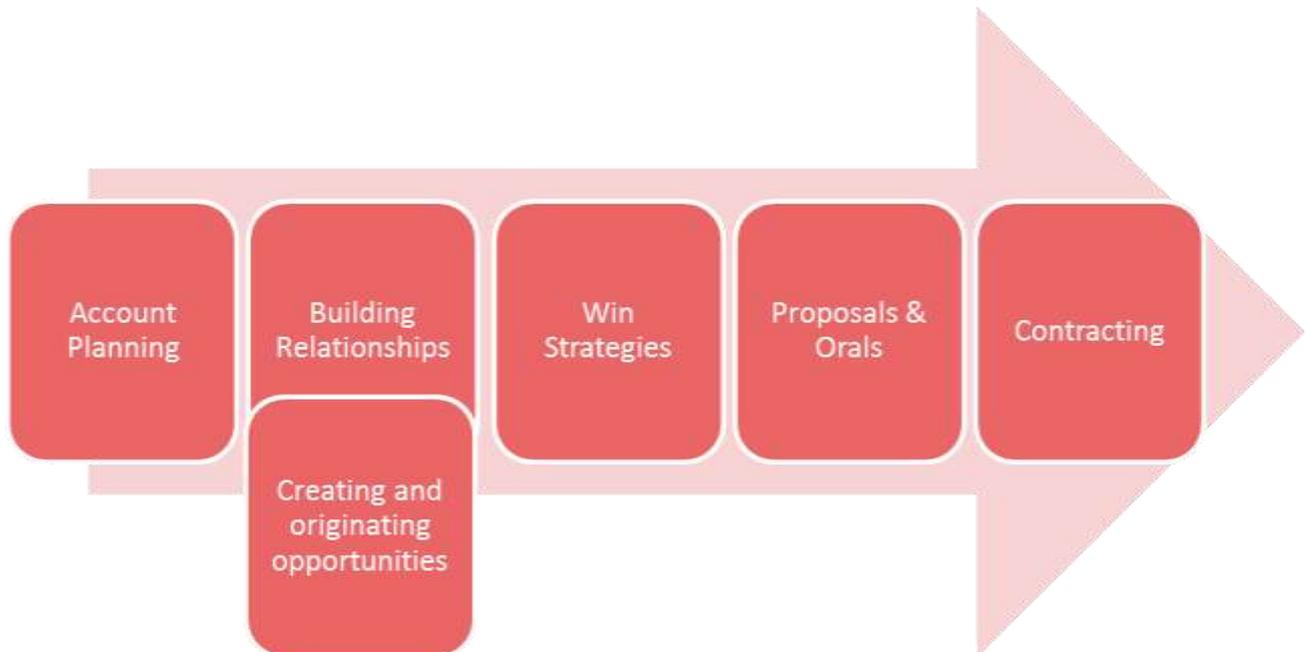
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@buildthepipe

# Tips and Scripts

## Our B2B Sales Blueprint



## Account Planning

- When building the Account Plan (powermap) don't forget outsiders who may heavily influence key executives (e.g. the Board). TECH STARTUPS: don't forget the CIO...
- Learning how the key buyers prefer to interact with those outside of the company structure, will help you to avoid mistakes that could undermine the relationship (e.g. knowing that the client forbids its employees to accept gratuities of any kind from a vendor).
- We must not get carried away with the desire to win! We don't have to win every opportunity. Trying to do so, is in fact the best way for us to lose our focus and all other opportunities.

## Building Relationships

- The majority of unsuccessful meetings with clients fail due to a lack of correct planning (the Account Plan is the starting point, followed by preparation of the meeting).
- The preparation of a meeting with a client is not simply about pitch decks. It is more important to understand the specific issues faced by the customer you are pitching to.
- On many occasions, clients can doubt our capacity since we don't have sufficient credentials. If they doubt our credentials, they won't hire us. If they don't hire us, we can't generate

credentials. So how can we avoid this vicious circle? A good option is to use our network to get a meeting. If a meeting is requested via a third party with whom the client has a good, professional relationship, then the matter of credentials fades into the background. Use your mentors or advisors.

- In the event that you decided to meet the Director without advising his deputy and the deputy joins the meeting (an unpleasant and complex situation), we have two scenarios:
  - The deputy doesn't know us and we haven't mentioned anything to him/her about the meeting. We can apologize whilst explaining that, although we don't know him/her, we are of course very interested in his/her opinion and gaining his/her trust. We are not responsible for having requested the meeting with his/her Director, without mentioning it to him/her beforehand.
  - The deputy actually knows us, but we haven't mentioned anything to him/her about the meeting. In this case, we have a bit of a problem. To avoid this type of situation, it is very important to evaluate the risks associated with requesting a meeting directly from high level Directors of a company (C Level, for example). The best way to move up the company's levels is to use the "Sales Team" concept: teams made-up of senior people who regularly meet with the top executives of the company but who do not know people from a lower level, together with the rest of the team that manage the relations between them and people at a lower level. This concept is applied very successfully by huge, multinational consulting companies.
- In the event that the client has had something unexpected come up and can only dedicate five minutes to us, it is better to postpone the meeting for another day. The client will "owe us one" and we won't "destroy" the meeting due to lack of time. If however, the client insists on going ahead with the meeting, we should focus on a brief introduction about what we can offer and the proposal we have prepared for the next steps (including holding another meeting with more time). Even though this is not the best scenario, you'd be surprised to learn just how many 5 minute sales meetings are actually successful!
- If our credentials and documents refer to experiences with other clients, then we must ensure that they can be shared with third parties and that they are in fact, correct (many clients will call others to enquire about their experiences with us).
- In the event that the meeting will deal with "delicate" matters, it is important for us to contemplate the use of "fictitious" names of clients or projects in the preparatory documentation. For example, it is not the same to distribute a document which speaks about the "Victoria Project" for our client "The Finance Bank", than the "Human Resources Cost Optimization Project" for "the name of the client".
- If you intend to present a professional collaboration proposal to the client during the meeting, then it is better you take two documents with you: one which includes a technical focus and another with a price estimate. This way, you will only present the possible price if the client agrees with your technical approach and focus as set out in the technical document.
- In some cases, it is not necessary for you to leave copies of the documents presented, especially for example, in cases where the client is already working with a competitor upon the subject presented or the meeting is not going very well. You can just think of a simple excuse to not leave a copy of the documents with the client.

## Win Strategy

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- We need to spend the same amount of time defining the solution as we do on our relationships plan. They are equally important.
- Any component of our value proposition which is not related to the buyer values will have no value at all for the client.
- Win themes should pervade our proposal.

## Proposals

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- The Account Plan and the Win strategy are the bases of a good proposal.
- The proposal is our company's image. We must be certain that its form and background are adequate.
- In some cases, it could be necessary and/or interesting that our proposal be read by the client's top executives. Therefore, an executive summary should be prepared (and distributed to the client's interested executives, together with the proposal).
- It is becoming more frequent to enrich key opportunity proposals with videos and other additional material which help to better illustrate our abilities and/or our value proposal.
- In the event that a client has not requested the proposal in a specific format, the use of Powerpoint or Word to develop the offers will depend upon the type of business. Generally, Powerpoint is the best format for a services proposal and Word for a products proposal.

## Orals

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- We must always thank the client for the opportunity given, both at the beginning and end of the orals.
- It is important to always take paper copies of the proposal with you to the orals. In some cases, it is the most practical way to discuss certain points contained in the same.
- In the event that the Orals will be held in a language different to the native language of part of the team, it is important to guarantee that team members who are fluent in this second language, participate. If not, it will be a guaranteed disaster.
- It is key to identify who will exclusively argue the point of price during the orals, with a maximum of two people responsible for this. It is the best way to avoid any contradictions regarding such a sensitive matter.

- Any price variation in the proposal must be adequately justified by variations in the scope and/or will to invest by our company.

## Contracting

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- Fraction the negotiation into different parts or sections of the contract with the aim of reaching separate agreements to close the process. It is the best way not to break the negotiation due to a disagreement regarding one or more parts of the contract. For example, it is possible to negotiate Intellectual Property separately from payment terms.
- Agree the rules and working procedures: define the deadlines to be set and the signing of the contract (and therefore of course, the negotiations). Define who our negotiation team will be, who the client's negotiation team will be and where the contracting and procedures to agree upon decisions and/or final content of the contract will be carried out. Additionally, it is also necessary to agree upon the implications of a non-justified finalization of the contracting or the non-compliance with the confidentiality clauses.
- Take control: it is important to be proactive during contracting. Anticipate problems where possible so you can be the first to provide solutions (for example, the first draft contract). It is the best way to be in control of contracting until its completion, with all the advantages this offers.
- Prioritize. When you negotiate a contract, you need to know what your top priorities are and which parts of the contract you are prepared to cede upon, with the aim of assuring that other parts are covered (the "hard lines").
- Letter of Intent: In some cases, it could be important to agree the foreseen date for the signing of the final contract (and a clear willingness to do so) in a Letter of Intent prior to contracting. This means we can either avoid or be protected against situations where the client could negotiate with our competitor before closing the contract).
- Disclosure Agreement: it is very important for the entrepreneur to explain his or her credentials to potential clients, since it is the only way to break the vicious circle where clients don't hire due to lack of credentials and no credentials are available because clients won't hire. It is important to regulate the Disclosure Agreement during the contracting process.
- Confidentiality: this is a necessary and critical part of negotiations. It is important to comply with the client's confidentiality requirements. However, we must not forget that it is equally important to include our own in the contract with the client.
- Intellectual and Industrial Property (IP): this is a necessary and critical part of negotiations. It is important to comply with the client's Intellectual Property requirements, but remember that ours are equally important and should be included in the contract. On many occasions in the case of start-ups, the only value their company has is the value of their IP. We should not share this without having a compelling business case. This point must be explicit and extremely clear in the contract.

- Payment Terms: you must define the payment terms for services and/or products. It must be expressly stipulated in the contract (30, 60 or 90 days, for example), in accordance with the client's availability and our company's financial needs. Payment conditions proposals should be based on the industry or current market standards.
- Question rather than demand and vice-versa. If you become aware that the client is establishing a "hard line", then ask why. If you understand the other party it will be easier to reach a compromise suitable for both.
- Dealing with burnouts and ultimatums. If the other party decides to threaten you (i.e. "you either agree to these terms and conditions or there's no deal"), you'll have to decide if the deal is really worth it to you or not. On some occasions for start-ups, one could be willing to sacrifice for example, exclusivity, just to close the deal. Simply think about this: if the client really wants you, they will return to the table. If not, you can move on to more interesting negotiations with other clients.

## Origination

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- It is important to include our product and/or services experts in our discussions with the client, to demonstrate greater experience and guarantee that our company has the abilities required to meet the client's requirements.