INTRODUCTION TO
SOLUTION SELLING

ABC stands for your company
XYZ stands for the type of solution your client is looking for

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The Sales Process takes a potential client along six clearly defined phases with the aim to create a superior proposal, win the deal and minimise sales costs.

1. **Qualification**
   - Identify client business issues
   - Qualify client’s intent to solve and spend
   - Create interest and desire in ABC’s value proposition
   - Build relation with client’s buyer network

2. **Needs Assessment**
   - Identify client’s target business processes
   - Assess client’s functional and technical needs
   - Determine client’s buying criteria and decision process
   - Qualify ABC own capability to deliver

3. **Solution Design**
   - Design a solution that satisfies client’s exact needs
   - Demonstrate ABC superior ability to build and deliver the desired solution
   - Strengthen relation with client’s buyer network

4. **Solution Scoping**
   - Assess client ‘IT infrastructure and implementation requirements
   - Define the Scope of Work
   - Develop the joint approach to implement the designed solution
   - Negotiate the conditions for obtaining client’s final approval

5. **Proposal**
   - Create a proposal for the delivery, implementation and support of the designed solution
   - Formalise the contract for delivering, implementing and supporting the approved solution

6. **Finalising Contract**
   - Obtain the client agreement for executing the provided contract
The business potential of a prospect is analysed by creating an account plan and updating it along the sales cycle.

### Account Business Profile
- In what business is the Account and how do they make money

### Account Infrastructure Profile
- What XYZ applications is the Account using and for what business purposes

### Account Business and Infrastructure Objectives
- What are the account main XYZ investment and saving areas and for what business reasons

### ABC Account Position
- What is ABC’s position within the Account

### Short Term Account Plan
- Short-term sales actions to address identified opportunities

### Long Term Account Plan
- Long-term business objectives to establish long-lasting and profitable relationship

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An Account Plan should typically contain the following information, including a thorough SWOT analysis.

1. Account Business Profile
   1.1 Business Profile
      1.1.1 Vision, Mission and Strategy
      1.1.2 Key Business Activities
      1.1.3 Value-Chain Processes
      1.1.4 Competitive Forces
   1.2 Business Operation
      1.2.1 Business Organisation
      1.2.3 Key Executives
   1.3 Business Performance
      1.3.1 Business Performance
      1.3.2 Financial Results

2. Account Infrastructure Profile
   2.1 Account Profile
      2.1.1 Vision and Strategy
      2.1.1 Organisation structure
   2.2 Account Operation
      2.2.1 XYZ Applications (in place)
      2.2.2 Share of Wallet per XYZ supplier
   2.3 Account Tender Process (per application)
      2.3.1 Acquisition process
      2.3.3 DMU and key influencers

3. Account Business/Infra Objectives
   3.1 Business Investment/Saving areas
      3.1.1 Short and medium term
      3.1.2 Long term
   3.2 Account Investment/Saving areas
      3.2.1 Main needs and key buying criteria
      3.2.2 Budget indication

4. ABC Position Analysis
   4.1 Service Offerings History
      4.1.1 Service Offerings in place
      4.1.2 Service Offerings terminated
      4.1.3 Service Offering lost
   4.2 Contact Map year-to-date
      4.2.1 Relation map
      4.2.2 Satisfaction map

5. Sales Account Plan
   5.1 SWOT Analysis
      5.1.1 Short/Medium term SWOT
      5.1.2 Long Term SWOT
   5.2 ABC Objectives
      5.1.1 Short/Medium term sales objective
      5.1.2 Long Term business objectives
   5.3 Action Plan
      5.3.1 Short/Medium term sales plan
      5.3.2 Long-term business plan

ABC stands for your company
XYZ stands for the type of solution your client is looking for
The activities of each sales phases should be aimed at answering 4 key questions prior moving to the next phase:

1. Does the client understand their business issues?
2. Does the client intent to solve their issue and spend money on it?
3. Does the client feel ABC is credible to address the identified issues?
4. Does ABC consider the client as a profitable opportunity?

Account Plan

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A different approach is required for obtaining an answer to the 4 key questions:

1. Business issues
   - Reasons
   - Impact
   - Solution in mind
   - Value statement

2. DMU
   - Key Influencers
   - Decision Process
   - Time-Line
   - Budget
   - Buying Criteria

3. Interest in ABC solutions
   - Interest in ABC services

4. Strategic fit
   - Able to solve
   - Able to deliver
   - Able to compete

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Proposing a solution in a consultative way demands for a throughout understanding of the pains behind the identified needs.

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Typical buyer behaviour:
- Doctor? I need a Antibiotic Cure
- Supplier? I need a Contact Centre
- System Integrator? I need a CRM solution

Typical box seller:
- I herewith prescribe you a antibiotic cure
- Take a look at our beautiful Contact Centre
- We have plenty of terrific CRM solutions

Diagnose before you prescribe!
And always talk the language of the customer!
The Solution Selling Matrix is a perfect tool to define an initial solution for addressing the pains of a prospect.

<table>
<thead>
<tr>
<th>Pain</th>
<th>Open</th>
<th>Control</th>
<th>Confirm</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is causing you to have this pain?</td>
<td>Besides yourself, who else is impacted by this pain and how?</td>
<td>What is it going to take you to solve this pain?</td>
<td>So the reasons for your pain are …?</td>
</tr>
<tr>
<td>Is it because …?</td>
<td>Is this pain also causing …?</td>
<td>What if there would be a way for you to …., would that help?</td>
<td>From what I just head, this isn’t just your problem, but a problem that is affecting …. ?</td>
</tr>
<tr>
<td>Diagnose Reasons</td>
<td>Explore Impact</td>
<td>Visualise Capabilities</td>
<td>Solution</td>
</tr>
</tbody>
</table>

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Another easy way to advise the most appropriate solution required by a prospect is to use a Value Statement Template

• Currently you are facing .................................................................
  *market segment motion*
• Which causes .................................................................
  *market segment pain, desire, need*
• You need to be able to .................................................................
  *do or gain*
• As a result of .................................................................
  *our solution*
• You will be able to .................................................................
  *business improvement result*

This is differentiated from other options available to you by

.................................................................
  *how Philips is differentiated*
The sales approach should be aligned to the shifting concerns of a typical prospect.
This example illustrates the paradigm of shifting buyers concerns.

Need Definition

Evaluation of Alternatives

Taking action within risk considerations

<table>
<thead>
<tr>
<th>Level of Concern</th>
</tr>
</thead>
<tbody>
<tr>
<td>I need a XYZ system because of these pains ...</td>
</tr>
<tr>
<td>which may not cost more than 200.000EUR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is ABC as good as they claim?</td>
</tr>
<tr>
<td>Do I really need a XYZ system?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>The ABC price is rather expensive!</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>YXZ of ABC seems to be a good solution</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>which may not cost more than 200.000EUR</td>
</tr>
</tbody>
</table>
Hints and Tips about cold prospecting
How to make a successful prospecting call

- Prepare a script at a reasonable pace, no longer than < 20 sec.
- Think of a problem the prospect is likely to have
- Do not bore the prospect with your company history
- Seek only to gain one thing: *curiosity*
- Be prepared for a positive response
Example of a prospecting call to the manager of a hospital responsible for patient care

- My name is Eric van ‘t Hoff, account manager at ABC. As a System Integrator of XYZ solutions, we have been working with Hospitals for the past 10 years. One of the chief concerns we are hearing from other Patient Care Managers is their frustrations with tracking the history of their patients across multiple departments. We have been able to help various hospitals with this issue and I would like an opportunity to share with you how.

- Tell me more!
End of Presentation

Evaluation