

3 DAY SOLUTION SELLING® WORKSHOP

Delivered by:



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3 day Solution Selling® Workshop – Topical Agenda

What companies think of their sales teams

Accenture recently released a 12-page research report that boiled down to two claims: Sales forces are critical to their companies' success, and most sales forces are delivering disappointing results.

When Accenture asked executives to rate the value of corporate functions in terms of their worth to the overall company, sales received the highest rating.

Yet at the same time, 53 percent of executives said their sales forces perform only as well as or worse than the competition's. 56 percent called their sales forces' performance mediocre; 26 percent said it was below average; and 2 percent called it catastrophically bad. So 84 percent are unhappy with the performance of the sales team. The problem? An inability to effectively manage sales opportunities, according to most respondents.

Accenture is not alone in its findings. Forum Corporation, a consulting firm based in Boston, and Proudfoot Consulting, headquartered in Palm Beach Gardens, Florida, also issued reports recently that found that sales forces are largely underperforming against company standards and goals. This, despite the fact that demanding customers and aggressive competition have left companies more reliant on sales productivity than ever. Indeed, it is a problem that won't go away by itself. But some managers are rising to the occasion by guiding teams towards not just doing the right things, but doing the right things in the right ways.

Selling Sciences' Background

Selling Sciences founded in 1994 helps sellers win more business and make a measurable improvement to sales performance.

Selling Sciences uses Solution Selling® as the foundation for sales process methodology.

In excess of 500,000 professionals worldwide have been trained using this process.

Selling Sciences has won **The Top Producer Award** for the last two years, and has over 120 clients in most major markets worldwide including; IBM, CA, SAS, Nokia, Sony, and BT.



Selling Sciences – *Top Solution Selling Performer*
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Solution Selling® Workshop Outputs

At the end of the Solution Selling® workshop, attendees will have an understanding of:

- The pitfalls of traditional selling behaviour
- How risk adverse non-expert organisations buy products and services they don't fully understand:
 - How needs develop in the minds of the buyer
 - How needs can be developed across an organisation
 - How they make the decision to buy
- The key skills needed to succeed in high difficulty selling situations
- How to establish personal credibility, trust, confidence, power and control throughout the sales cycle
- How to get the customer to give the salesperson an in-depth understanding of their problems, real needs, and how others are impacted
- The concepts of Team Selling - the roles of the salesperson, sales support, support and management
- How people buy - the three levels of need, and the buyer's psychological buying phases:
 - Changing concerns over the buying process
 - Anticipating the buyer's behavior
 - Why risk objections are positive and how to handle them
- How to match their selling behavior to the buying phases
- How to create value for the customer by:
 - Getting the prospect to understand early the value of what they are buying
 - Showing a prospect the salesperson understands their business
 - Getting the prospect to admit and focus on problems the your company can help them address
 - Diagnosing their problems with a bias towards your companies capabilities
 - Put responsibility on the buyer to solve their problems with your product and services
 - Create a vision of a solution in the buyer's mind using your capabilities
 - Reduce demonstration / pilot / trial times by having the buyer want to buy
- How to gain access to and establish credibility with senior executives
- How to confidently negotiate the final agreement without giving away discounts
- How to manage their sales pipeline and improve predictability of forecasting
- How to avoid being trapped with people who cannot say "yes"

Benefit for Sales Managers

If Sales Managers adopt and implement the Solution Selling® process they will:

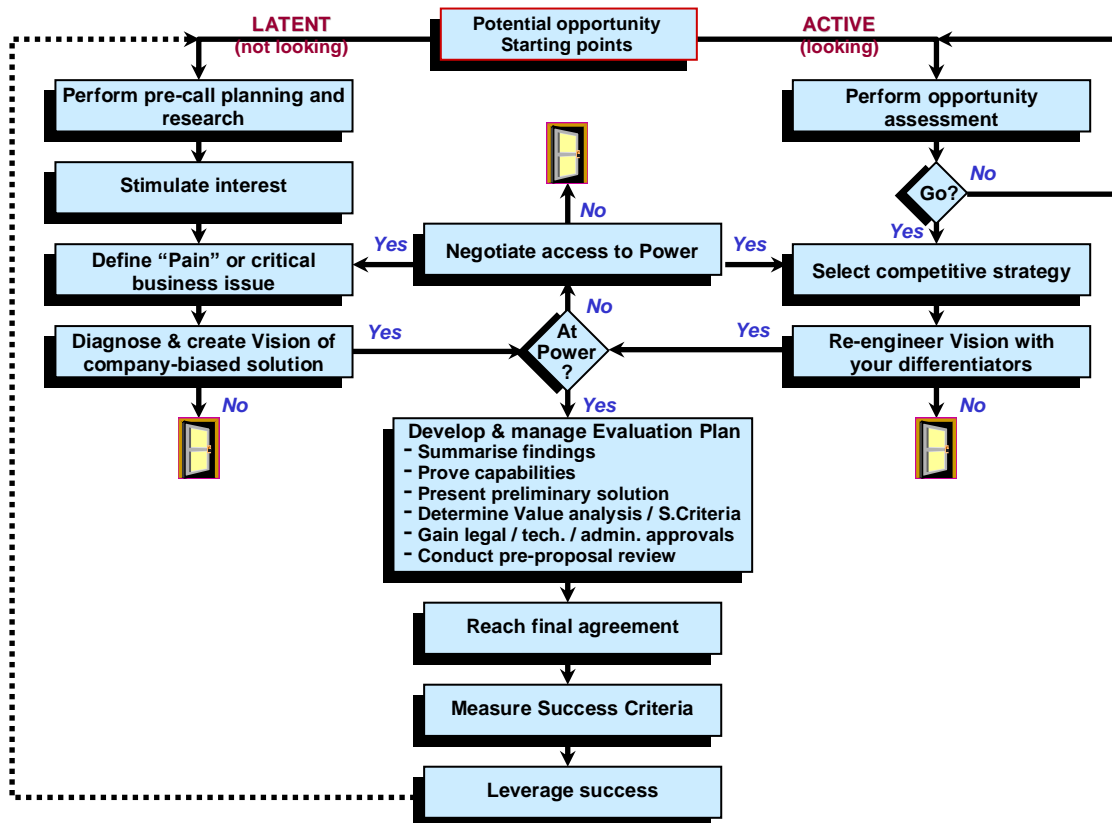
- Know how to isolate differences in markets from differences in sales skills and approach
- Have salespeople able to give post-salespeople specific measures for customer success so that they can manage and develop accounts over time.
- Have a consistent basis for the allocation of time and other key resources to sales opportunities
- Be able to determine whether a lead has a large or small potential
- Be able to adapt to changes in the market such as new competitors, new buying criteria
- Be able to communicate locally and with remote offices in a way that minimises expense and maximises effectiveness
- Have a common nomenclature that indicates where the salesperson is in the sales process compared to where the customer is in their buying/evaluation cycle

Solution Selling® Sales Process

A sales process is a documented set of repeatable inter-related sales activities from market awareness, through the selling activities, to servicing the customer that can be communicated to anyone in the company. Each activity can be measured for throughput and efficiency. Each activity has an owner who executes the activity. The result of each activity has a standard deliverable that is checked for quality and consistency. Each deliverable can be assessed so that improvements can be made to either the people performing the activities, or to the sales process itself.

The result is consistent and predictable revenue production.

Sample Sales Process Flowchart



Behavioural model

Solution Selling® is **behaviourally**-based; founded on extensive research as to how people buy and how they like to be sold to, and why many salespeople often ignore the traditional sales training they are given. The program takes this behavioral model and, through a series of practical exercises, teaches students **how** to initiate and control a sales cycle and behave in a way that makes the **buyer** want to buy from them.

Skill-Based

To execute a sales process successfully demands competencies found instinctively in some and missing from many others. Most sales development programs prescribe "**what**" to do and leave it to the attendee to figure out the "**how to**". In the Solution Selling® methodology, having defined the most effective behavior and selected a process that leads to success, attendees identify the practical skills they need to succeed and start to develop them.

Day 1

- **Introduction**
 - *Exercise (individual):*
- **Key Concepts**
 - Describe key selling skills and terminology
 - Analyse how organisations buy
 - Discuss how buyers' concerns shift over time
- **Pre-call Planning and Research**
 - Conduct research for new / existing accounts
 - Job aids to initiate a sell cycle
 - *Exercise (Case Study):*
- **Stimulate Interest**
 - Learn how to initiate sell cycles by generating interest for your offerings
 - Describe how to use past successes to stimulate interest
- **Define Critical Business Issues**

- **Diagnose and Create Vision**
 - Develop buyer needs biased to your offering(s)
 - Get buyers to own a "Vision of your solution"
 - Enhance the buyer's Vision by articulating the Value of the solution's capabilities
 - Elicit buyer emotion
 - *Exercise (Role Play & Debrief):*

- **Evening Exercise: Case Study (1)**

Day 2

- **Diagnose and Create Vision (continued)**
 - Develop action Visions around capabilities
 - *Exercise (Case Study):*
 - *Exercise (Case Study):*
- **Buyer / Process Qualification: "Sponsor"**
 - Understand the different types of approval
 - Qualify the buyer to determine their ability to buy
- **Buyer / Process Qualification: "Power Sponsor"**
 - Determine the buyer's buying process
 - Negotiate the steps of the sell cycle
 - *Exercise (Case Study):*
- **Elements of an Action Plan**
 - Stay engaged with buyers
 - Help buyers through a transition stage
 - *Exercise (Case Study):*
 - Describe how to conduct analysis to demonstrate the quantifiable value that your offering provides to the buyer
 - *Exercise (Case Study):*
 - Discuss tactics for (post and pre) proposal delivery to exhibit control over the sell cycle
- **Reach Final Agreement**
 - Use process to manage making concessions
 - Standing firm, saying no

- **Evening Exercise: Case Study (2)**

Day 3

- **Active Opportunities**
 - Recognise active opportunities
 - Conduct an opportunity assessment
 - Select the correct competitive strategy
 - Reengineer buyer needs biased to the strengths of your offering(s)
 - **Exercise (Role Play & Debrief):**
- **Managing Your Territory**
 - Manage yourself by using sales process
 - Measure progress via sales process milestones
- **Case Study Review & Action Planning**
 - Review case study work – understanding and content
 - Action planning for the case and personal action planning
 - **Exercise (Case study Role Play & Debrief):**
- **Sales Meeting – Final Practice**
 - Run through a complete sales meeting using case study materials
 - **Exercise (Individual Role Play & Debrief):**
- **Getting Started**
 - Thoughts on getting started with Solution Selling®
 - Discuss how to be successful with implementation of Solution Selling®
- **Workshop Close**
 - Announce case study winner

WHAT OTHERS HAVE FOUND

We can provide senior management references if required but here are some comments from other sales executives on the outcome of their teams working with Selling Sciences:

- *Even in what has been described as a difficult market we grew our revenue by 59% by using Solution Selling®.*
- *I started out looking for a sales training program, then realised after meeting with you that Solution Selling® might offer even more in terms of a real process and finally discovered through the programme itself that we can systematically and successfully approach a fundamental redesign/re-engineering of our sales philosophy and organisation by using Solution Selling®.*
- *We have already noted better qualification and better value justifications techniques in the sales force. The programme is reducing long expensive sales cycles and improving our negotiation stance.*
- *Our people have bought in 100% and are using the skills they learnt. Compensation plans for next year will be tied to the use of the techniques.*
- *Our win rate has gone from one in four to one in two and our sales cycle has decreased at the same time.*
- *I have never been more than 5% adrift in my forecasting since attending the workshop.*
- *This has taught my team “how” to sell; I wish I had adopted the Solution Selling® process ten years ago. This is the best workshop I have ever attended.*
- *They say selling is instinctive yet what you have managed to do is to replace the bad instinctive behavior with the Solution Selling® process that has now become the way we work. The two major impacts for me are on revenue growth (up 30% in a tough year) and forecasting accuracy (now almost always spot on).*