

Value Focus = Sales Enablement

Case study



Abstract

A global technology supplier wanted to increase its pipeline and win rate by demonstrating more clearly its business value to its customers.

Its offerings were analysed and the most valuable selected. Value focused sales tools were created including a solution proposal template with a business case section. The new value based approach was communicated to the sales teams in an intensive, hands-on engagement.

Validation of the new approach was rapid. The pipeline immediately increased fourfold, and subsequent wins amounted to millions of additional dollars.



Background

A global technology supplier wanted to sell more by increasing its pipeline, deal size and win rate. To achieve this it decided to focus more explicitly on the value it could provide, helping the sales teams better to understand its customers' business problems and building sales tools, marketing collateral, solution proposals and account plans that demonstrated the value more clearly.

Evaluate and articulate

First the company *evaluated* its offerings and fixed on the one where it could most clearly deliver customer benefit at low risk and was best differentiated from competition. It then defined an improved set of sales tools and marketing collateral that better *articulated* the value the customer would experience. These tools reflected the way in which value is perceived differently by people in different buying roles and focused not only on making benefits tangible, but also on risk mitigation.

In addition to business problem definitions, pain chains, meeting set-up copy and so on, key new sales tools included an enhanced account planning approach and a sophisticated solution proposal template. Both included sections on the business case for adopting the offering, with financial benefits clearly expressed, and risk mitigation material. Business case development was supported with new tools that enabled the sales rep to work with the customer to put a cash value on benefits.

The ValueCYCLE™

ChangeBEAT provided the concept and the framework of the *ValueCYCLE* to give structure and method to the assignment.

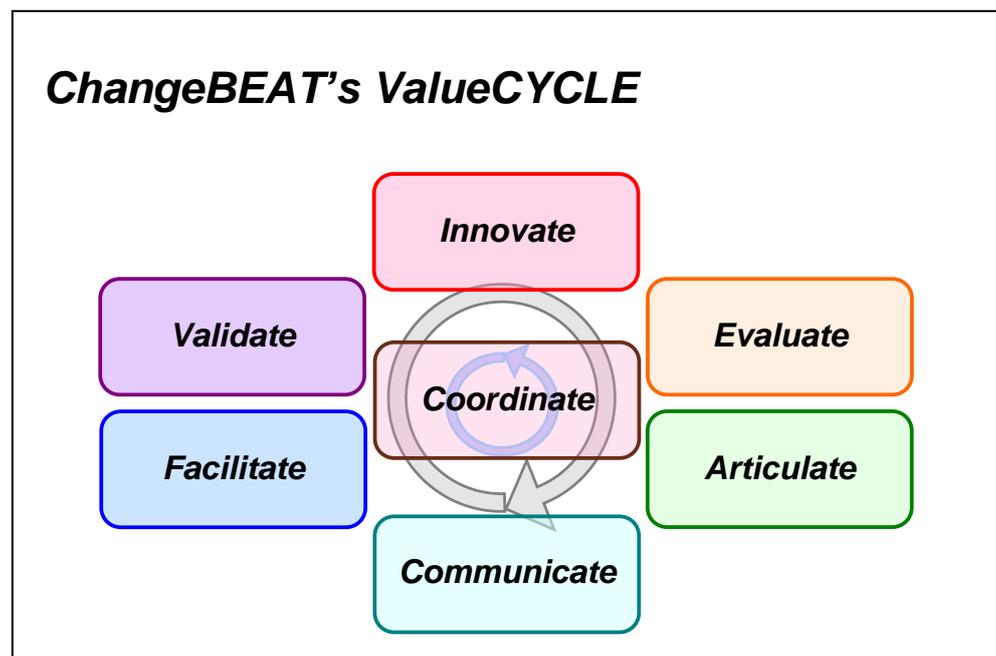


Fig One: *ChangeBEAT's ValueCYCLE* which provided a structured approach.



ChangeBEAT also provided tools, templates and processes from the *Evaluate* and *Articulate* phases of its comprehensive *ValueENABLER* toolkit. *ChangeBEAT* worked with the company's team to *Evaluate* its offerings, by performing a value analysis, and then to *Articulate* the value by defining and creating the sales tools, templates, methods and training workshop material.

Communicating with an on-site *Accelerator*

The joint team then decided that the best way to *Communicate* the new approach to the global sales team was first to create an internal reference. The best way to get the attention of sales professionals is to show them how colleagues elsewhere have been successful!

Using the *RevenueACCELERATOR* and *TrainingDEVELOPER* tools from the *ValueENABLER* toolkit, *ChangeBEAT* developed a high impact, hands-on, targeted engagement which was delivered in two of the company's leading districts, one in the US and one in Europe. The approach included preparatory communication, a two-day training workshop and intensive follow-on work by the teams to create either high-quality solution proposals (where a clear opportunity could be identified) or longer term account plans. *ChangeBEAT* also provided subsequent on site and virtual coaching to the teams as they went about putting the approach into action.

As instances of the completed sales tools, solution proposals and account plans were created, they were harvested for future reuse and to generate success stories. These examples provided an internal reference which would be used to encourage other parts of the business to implement the new approach more rapidly.

Day 1 am	Status check and management discussion Team forming			
Day 1 pm	Start 11.00 Day One. Hands-on <i>Value Accelerator</i> workshop.			
Day 2 am	Attendees: District/country leadership sales, pre-sales, technical consultants, professional services and technical people that will need to work on the solution proposal creation.			
Day 2 pm				
Day 3 am	Solution proposal (1) Team working Account A	Solution proposal (2) Team working Account B	Account planning for Account C	
Day 3 pm	Individual working	Individual working		Management briefing
Day 4 am	Solution proposal (1) Team working	Solution proposal (2) Team working	Account planning for Account D	
Day 4 pm	Individual working	Individual working		Sales review workshop
Day 5 am	Solution proposal (1) consolidation	Solution proposal (2) consolidation	Account planning consolidation	
Day 5 pm	Management review Summary of week Overview of solutions Overview of account plans Agreed actions			

Fig 2: Timetable for the on-site element of the *Accelerator*.



The results

The results were spectacular with an increased pipeline of between \$16m and \$54m. Immediate wins resulted.

Within the year, the account managers delivered on the promise with major new sales into accounts previously considered to be “in the pocket” of competition.

What the customer said

A Senior Business Consultant said, “We used the new techniques to turn around an opportunity at our customer which until then was lost. The team got back with the customer and started to talk ‘value statements’. As we stick to the methods we have learned we have turned from a non-player (literally lost the RFP and asked to leave) to agreement on our approach to the solution worth millions of dollars.”

An Account Director said: “*ChangeBEAT*’s work on key account management was outstanding! Using the new approaches and tools that they gave us, we were able to break into accounts where we had been unable to make headway at a technical level, accessing new business opportunities worth millions of dollars.”



ChangeBEAT works with technology companies to enable their sales teams to sell more for less investment. We provide a flexible, highly skilled team equipped with our *ValueCYCLE* model and *ValueENABLER ToolSET* which enables you to put customer value at the heart of everything you do.

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