Sales Guidelines

Problem, Consulting, Solution

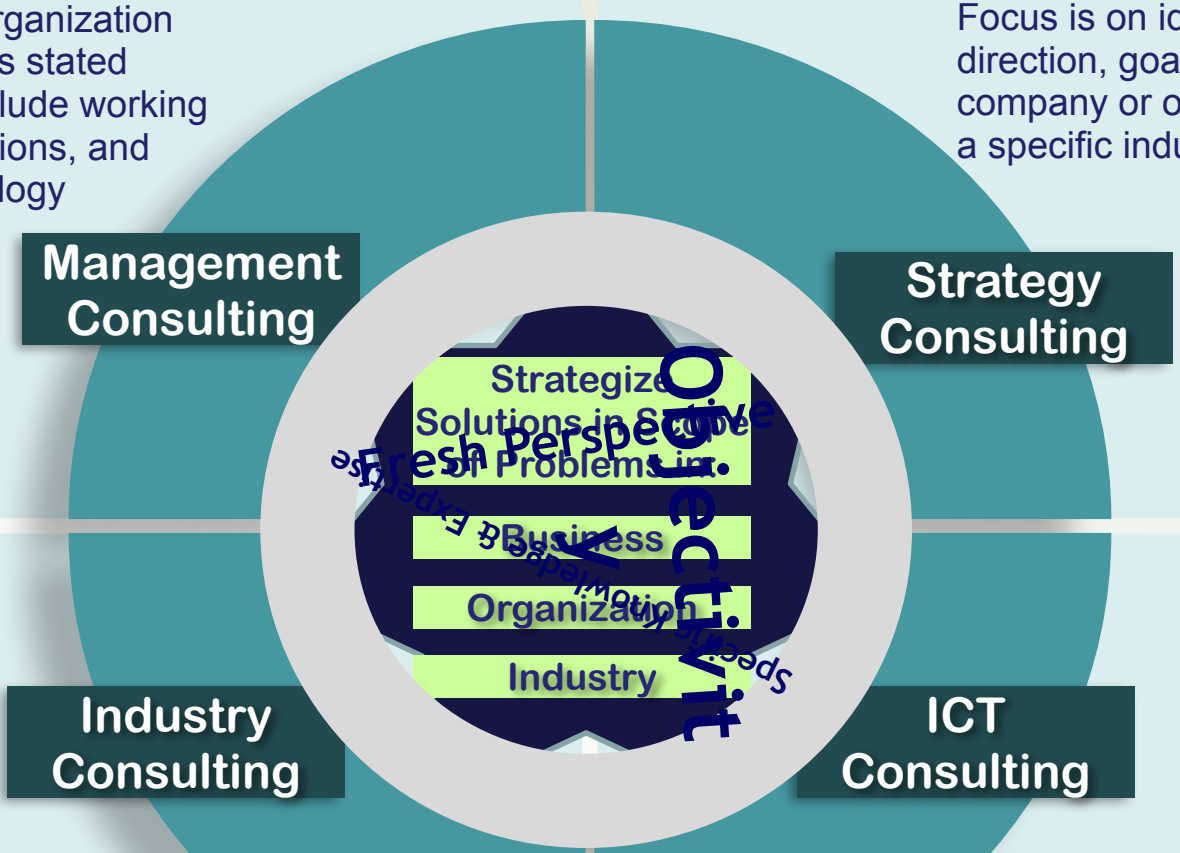
First Draft

FAIRWIND ALLIANCE INTERNAL

Consulting Content Scope

Focus is on how organization works to achieve its stated goals. This can include working on strategy, operations, and information technology

Focus is on identifying the direction, goals, and growth of a company or organization within a specific industry



Focus is on a specific industry and can include strategy, management, IT, scientific or technical consulting

Focus is on using technology to help an organization become more efficient and achieve its goals

Purpose of Management Consulting



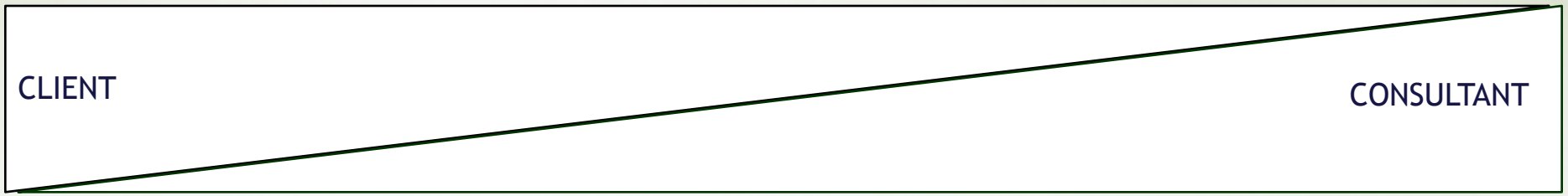
Management Consulting Focus Areas

- **F**ive Management Consulting sectors have cause-effect relation between themselves
- **S**trategically it must be clear what are the starting / leverage points
- **C**hallenge underlies in not becoming too scope / expertise oriented vs. customer problem oriented in an objective way
- **A**ny of these areas can serve as a backdoor to an other area. This becomes relevant already during the sales stage

Consultant's Role

Multiple roles of the consultant

Reflector	Process specialist	Fact finder	Identifier of alternatives	Collaborator in problem solving	Trainer / educator	Subject matter expert	Advocate



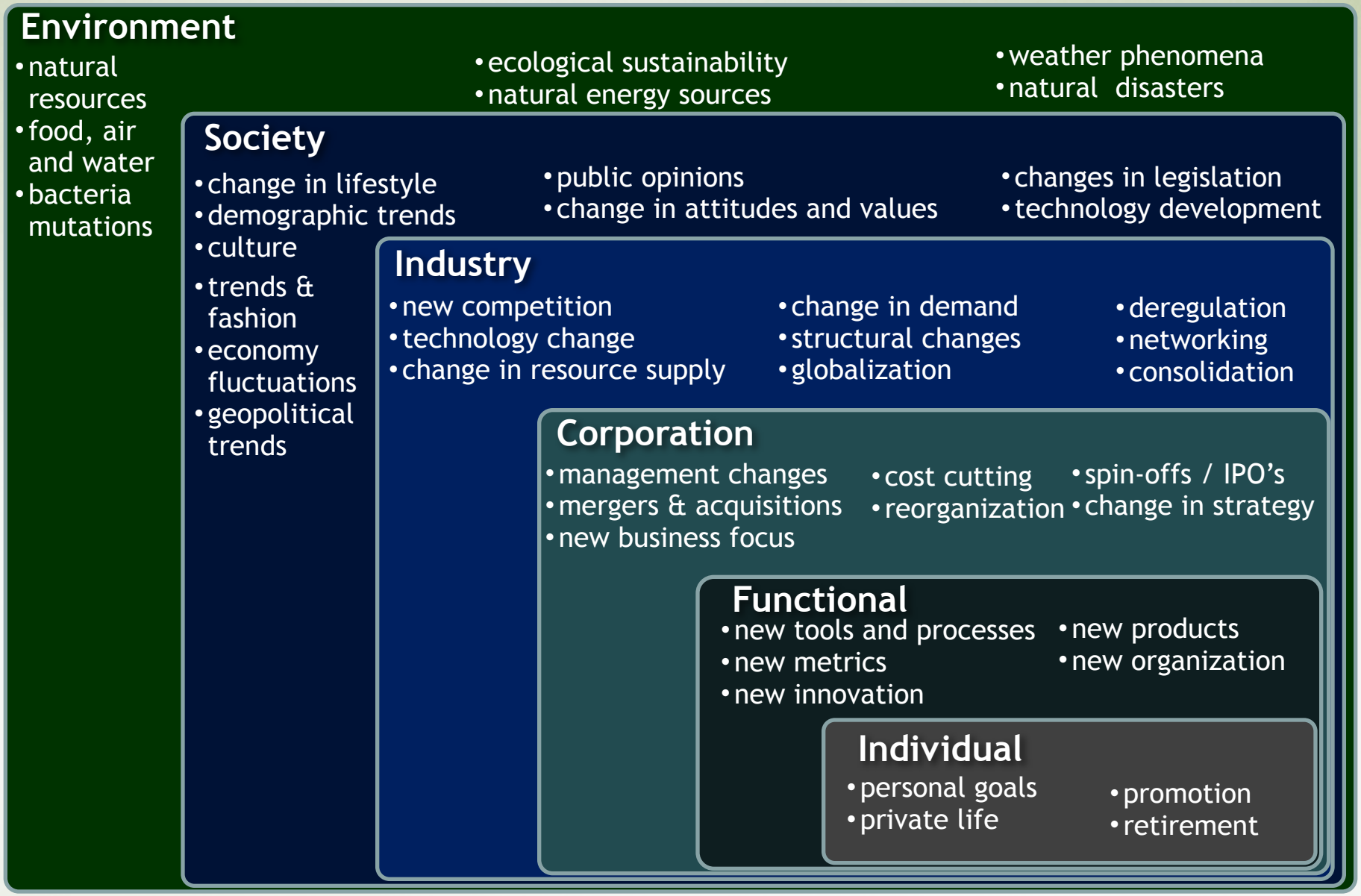
Level of consultant activity in problem solving

Non-directive — Directive

Raises questions for reflection	Observes problem solving processes and raises issues mirroring feedback	Gathers data and stimulates thinking	Identifies alternatives and resources for client and helps assess consequences	Offers alternatives and participates in decisions	Trains the client and designs learning experience	Provides information and suggestions for policy or practice decisions	Proposes guidelines, persuades, or directs in the problem solving process


Going to market

Scope of Opportunities



Mapping the Opportunity with Client's Organizational Areas



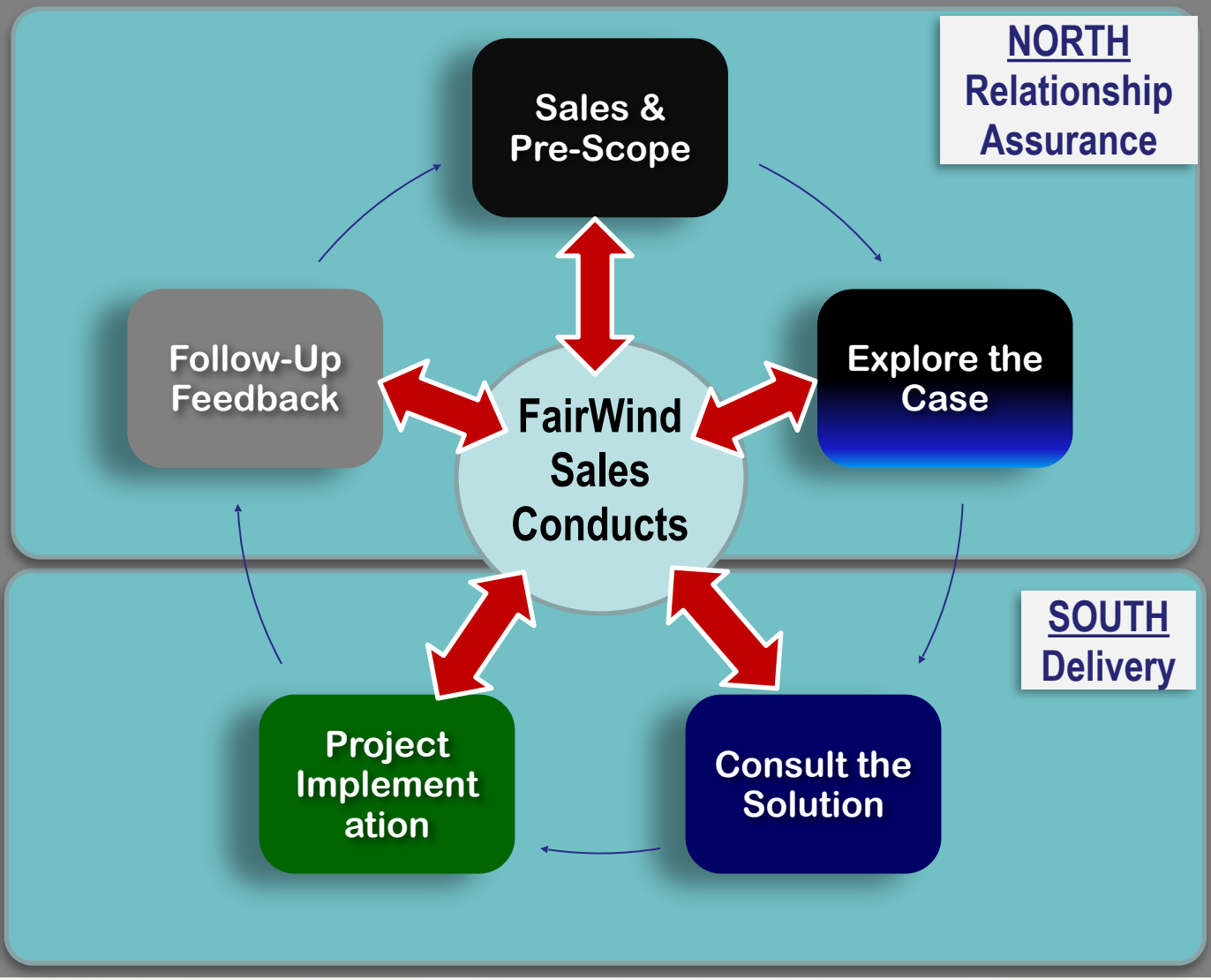

Bridging the Case

The line between selling consulting and actually providing consulting is almost non-existent as often the consulting starts already during the sales engagement.

ALIGNMENT BETWEEN SALES AND CONSULTING IN TERMS OF PROCESS AND INFORMATION IS CRUCIAL AS IT (CONSULTING) IS MOSTLY ABOUT TRUST AND VALUES

Sales & Customer Relation Process

Stages for conducting the Client engagement to build and maintain a relationship of TRUST




Going to Trust
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Evolution of Interaction



Making an Impression



Types of Client Interaction

Seller Centric:

Sales Objective Based Interaction



Products & Features → Need / Benefit → Relationship → TRUST

Buyer Based:

Trust Based Interaction as Objective

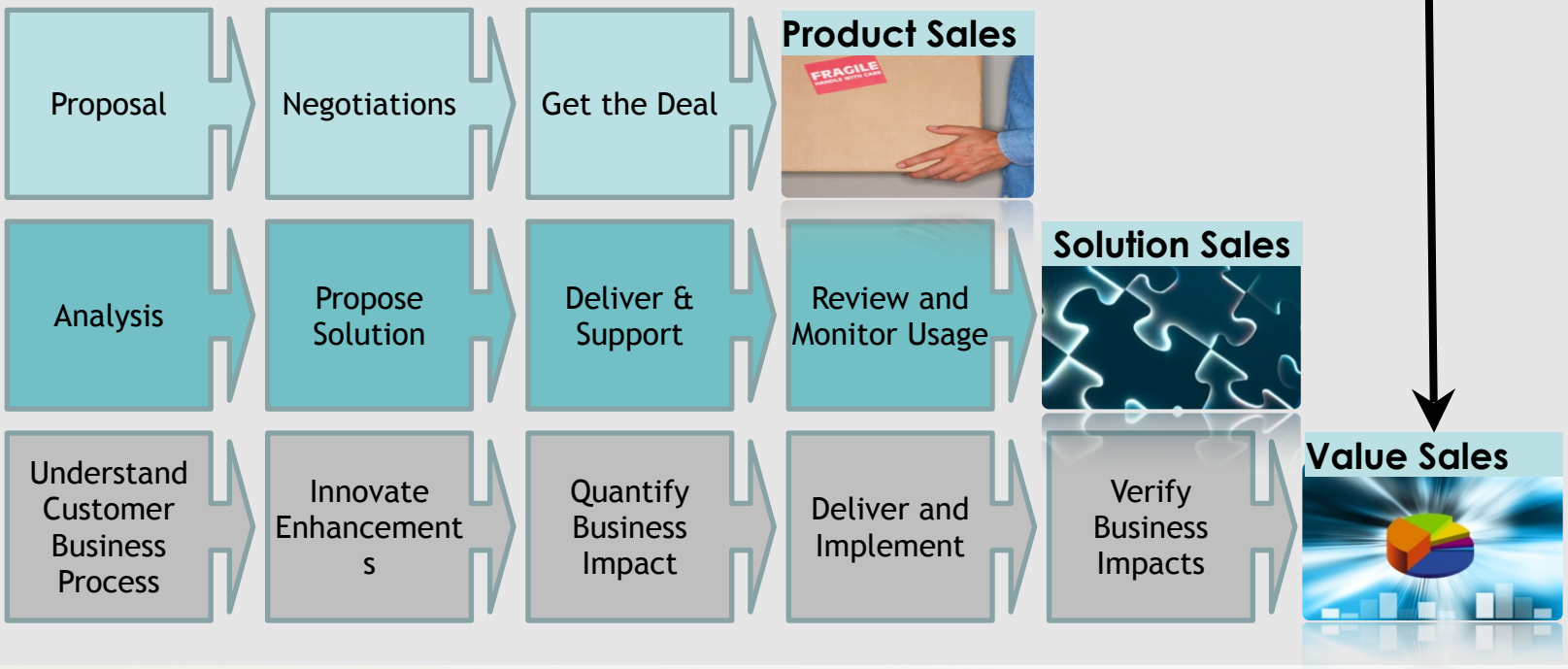
Selling Products, Solutions, Value and Trust



Trust?

Don't give it away (or forget it) behind your best solution…

This is not enough



	Self Sufficient	Need for Expertise	Need for More Value	Solve Problems
Knowledge of problem area, product & scope of usage	Client has sufficient knowledge of product and application	Supplier has superior knowledge in product area	Supplier has superior knowledge of scope of usage & financial impact	Supplier has an attitude of holistic listening and thoroughness
Price orientation	Focus on product cost	Focus on total cost	Focus on total cost in longer term & positive bottom line	Focus on long term relationship as the value, financial benefits will follow
Client's relationship dynamics in business operation	Arms length attitude	Co-operative attitude in specific field of application	Open attitude – willing to utilize supplier's known expertise in broad sense	Trust in that supplier is genuine for the best interest for the Client
Trust in supplier	Trust in product	Trust in supplier	Trust in supplier as partner for several functions	Direct discussion in all areas also over suppliers so far focus areas
Openness to share key business issues	Closed	Restricted to certain function	Willing to share in expectation of good return	Open and trust based interaction over all issues, more than just a need based relationship

Product Purchaser Solution Seeker Value Seeker **Trust Based**

Trust and Decision Making

- Trust is not a business process but it is part of all the business.

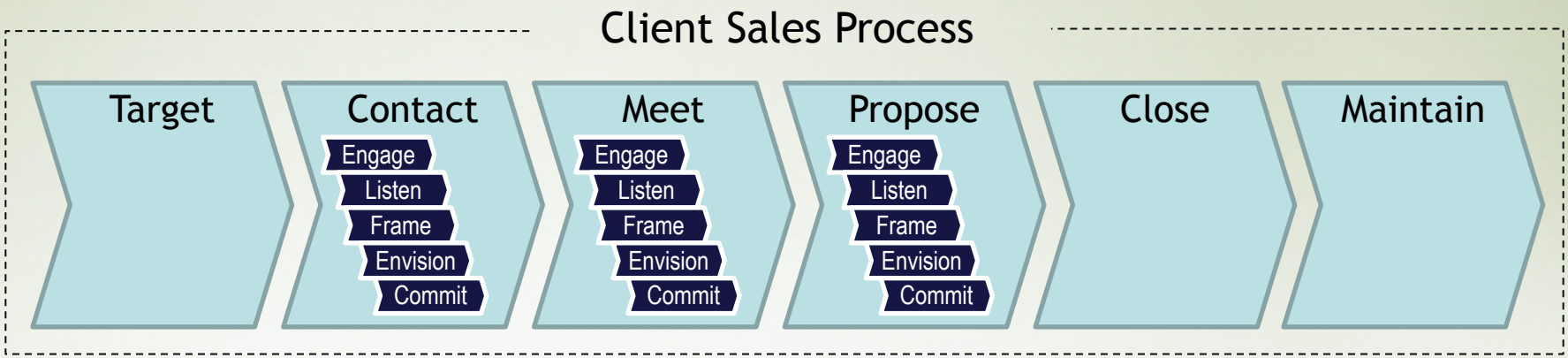
- Clients trust themselves, thus it is crucial to understand how they buy / bought and make personally decisions. The best way to influence this is by creating genuine trust.

- Trust is not seen, but it is all that counts between the two parties

Japanese say: “whenever a westerner uses the word BUT in a sentence, you can forget everything that preceded the word BUT”

BUT… THERE IS A DIFFERENCE BETWEEN *PUSHING* SOLUTIONS AND *PROVIDING* CONSULTING

Sales Main Stages



Trust Promoting Process:

1.Engage Understand what the **Client** values and be prepared to discuss one of those issues

2.Listen Listen to the themes and issues that are important and real to the **Client**

3.Frame Frame the true root issue, problem statement or opportunity statement in terms that **Client** & Supplier agree to

4.Envision Envision jointly an alternative end-state how things will look if the issue was resolved

5.Commit Commit in terms of offering specific actionable steps that are agreed upon by **Client** & Supplier

Applying Trust Values to the Sales Process

Sales process

	Living by Self Focused Values	Living by Trust Values
Target	• Screen by fit with seller's offering • Quantitative criteria • Analyze data to define issues	• Screen by buyers level of pain • Relationship criteria • Pick issues by reading/asking buyers
Contact	• Leading with seller offer • Time spent rehearsing pitch • Time spent writing and scripting	• Lead with buyers need • Time spent rehearsing listening • Time spent role-playing
Meet	• Present an agenda • Show how much you know • Show answers	• Present agenda for discussion • Be candid about what you don't know • Focus on problem definition
Propose	• Write proposal at the office • Focus - qualifications approach • Meet to present proposal • Write winning proposal	• Write proposal at client site - with clients • Focus - hypothesis, benefits, outcomes • Meet to review pre-discussed document • Build winning relationship
Close	• Seek specific outcome • Answer objections • Build up to make case for price • Make the best case for seller	• Seek buyer-preferred outcome • Understand objections • Raise price issues earlier in process • Make the best case for the buyer
Maintain	• Suggest follow-on solutions • Pass leads to internal subject matter experts • Stay your competence zone	• Ask about issues • Explore related issues yourself • Acknowledge your limits, then explore

Trust Creation in the Sales Process

	Contact: Step 2	Meet: Step 3	Propose: Step 4
Engage	• We've noticed that [point of view] seems to be the case for your firm; might we talk about that?	• Reiterate earlier call • Share agenda • Is what we talked about still of interest	• Here's an issue • Here's a perspective • Is this worth discussing?
Listen	• Is that a big issue? • If not, what is? • Paraphrase	• In our experience with others… where are you? • Open-ended; personal • Paraphrase, empathy	• Restate findings • Ask for concerns, incorporate • Identify individuals' stakes

Frame	• Sound like it might be useful for us to discuss:
	  • Our idea?
	  • Your Idea?
		• What are key issues you see arising here?
		• I think what I see is….
		• Sounds to me like…
			• Propose problem statement
			• Check for buy-in
			• Check for concerns
			• Restate problem statement

Envision	• Check agenda • Would you prefer just me at meeting? Purpose?	• I would imagine that… • What's at stake here? • Does that mean if…	• Restate benefits • Restate changes implied • Measures of success?
Commit	• I'll bring X content • Agree time contract	• Sis this powerful enough to move on?	• POV on staying coordinated • Roles, responsibilities, critical success factors

Looking for an Answer

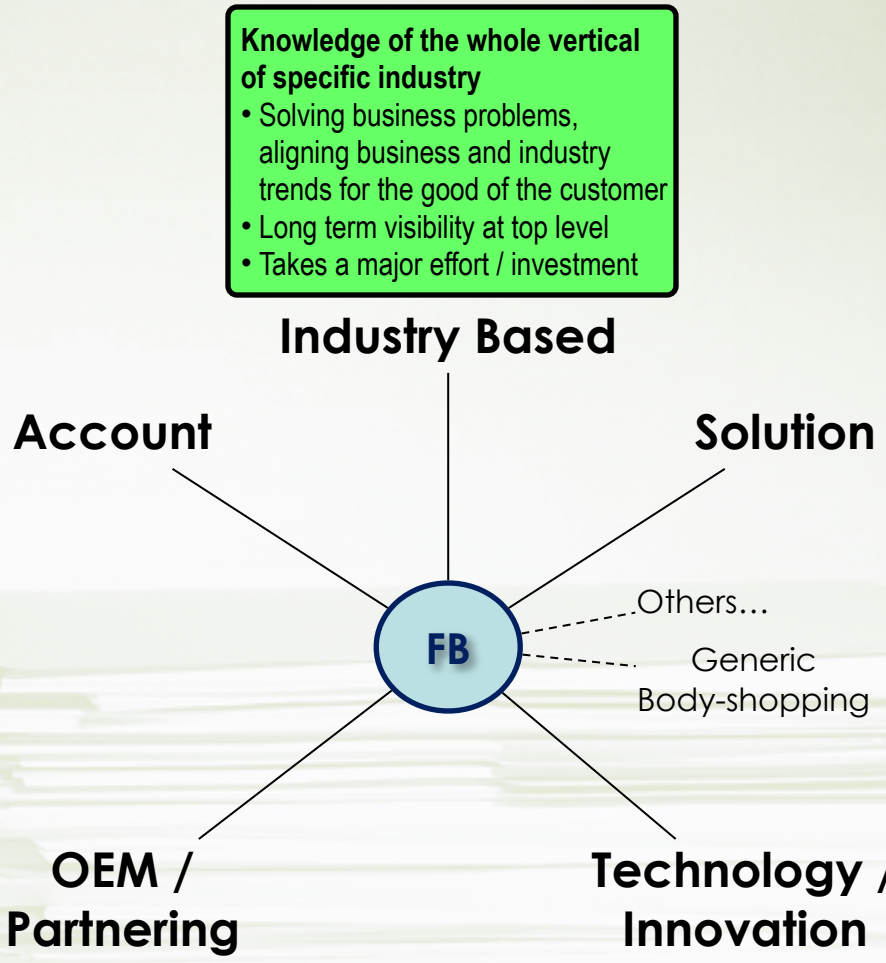


Backup Slides

Stacked view on building blocks: Client Evolution Conducts



Focused Consulting Strategy: Options



Knowledge of the whole vertical of specific industry
- Solving business problems, aligning business and industry trends for the good of the customer
- Long term visibility at top level
- Takes a major effort / investment

Do anything customer asks
- Project Prime / Main point of contact for subcontractors
- Understand account's structure and strategy
- Business depends on customers trends

Specialists in Solution Concepts
- Best in breed, easy to customize for customers
- "Solution Portfolio"
- Requires PUSH type of sales & marketing
- Has to be aligned with market / customer demand

Channeled business through Systems Integrator or Solution / Technology Provider
- Possible big volumes
- Sales by priming party
- Poor visibility / influence to end customer
- Business depends highly on Prime parties' decisions

Do anything constrained to the Technology
- Can be unique advantage
- Understand deeply the technology
- Hard to get to higher levels of value chain
- Hard to change the "image" / brand once you get there

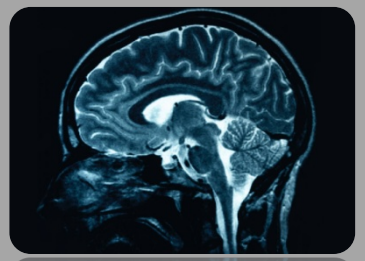
Balancing the Reality

Cause:
Quality





Being a Human is About Understanding Oneself



Effect:
Quantity



Working with Humans is About Understanding Others Through Oneself