PAGEFLEX® User Conference 2014

Successful Selling

A practical guide to adding value and selling a successful W2P Solution

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Jon Tolley

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- Chairman of Dscoop EMEA
- Employ 45 staff
- £4.6m T/O ($7.5m)
- Based in Nottingham (UK)
- 23 years as MD
- Passionate about sales & marketing

Should it be free?

Sales workflow

The 10 commandments

10 Measurements

4 Measurements

- Time
- Number
- Percent
- Value

6 measures to collect

- How
- Now
- Past
- Goal / Future
- Difference
- Over Time

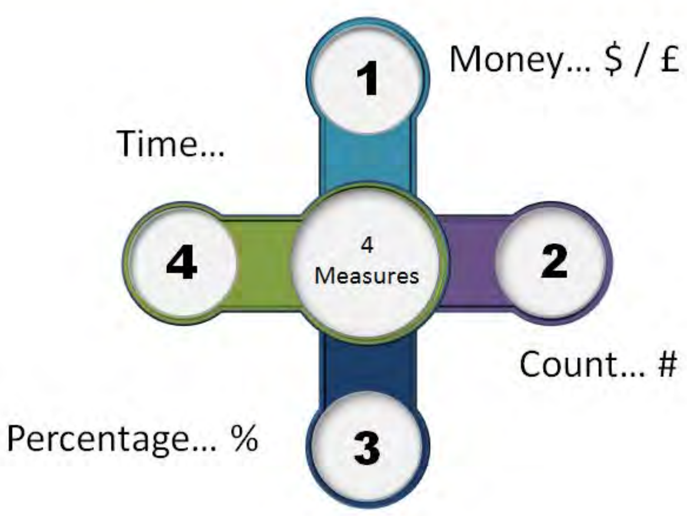
10 P's

Understand the 10 P's

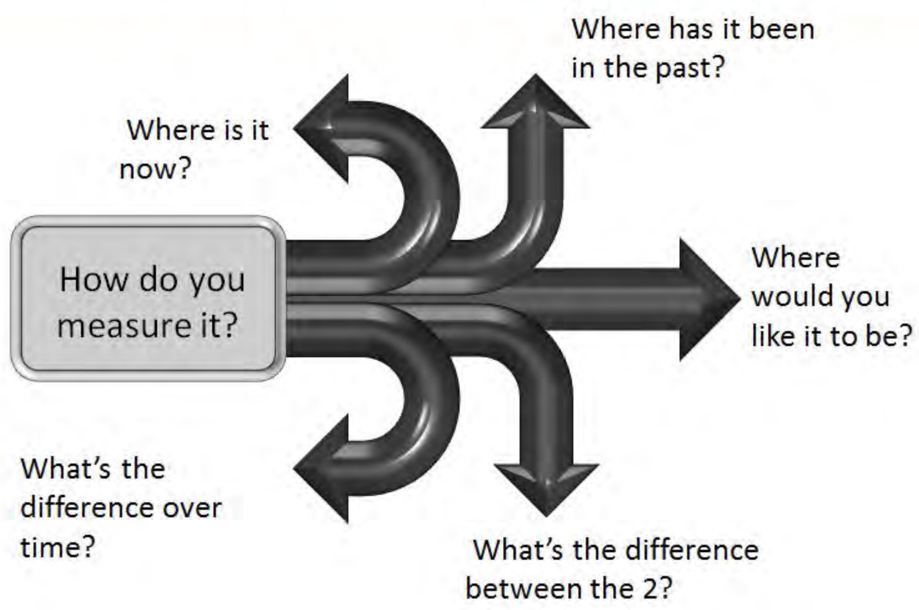
- Prospect (bonus one!)
- Pursuit of the result
- Pain / Problem
- Prioritize
- Prompt
- Processional Effect
- Proposition
- Proof
- Pay Off
- Proceed
- Personal Win

The 10 commandments

4 Ways To Measure



The 6 Measurement Questions



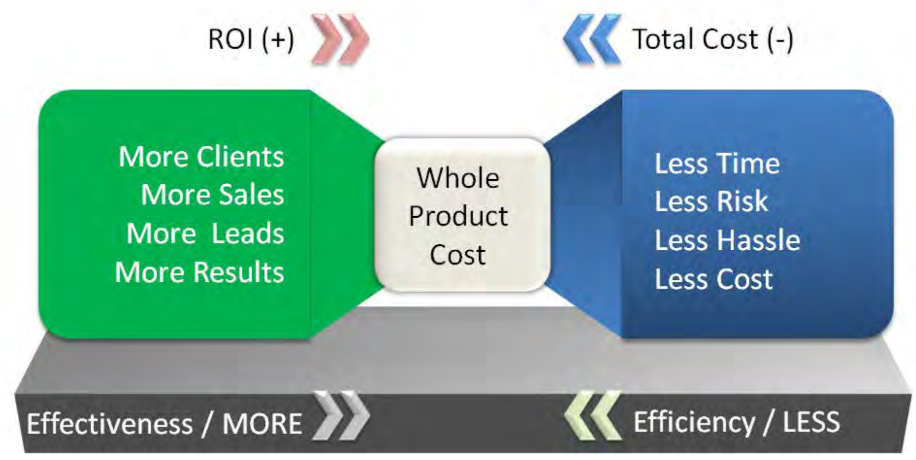
Understand the whole product Cost

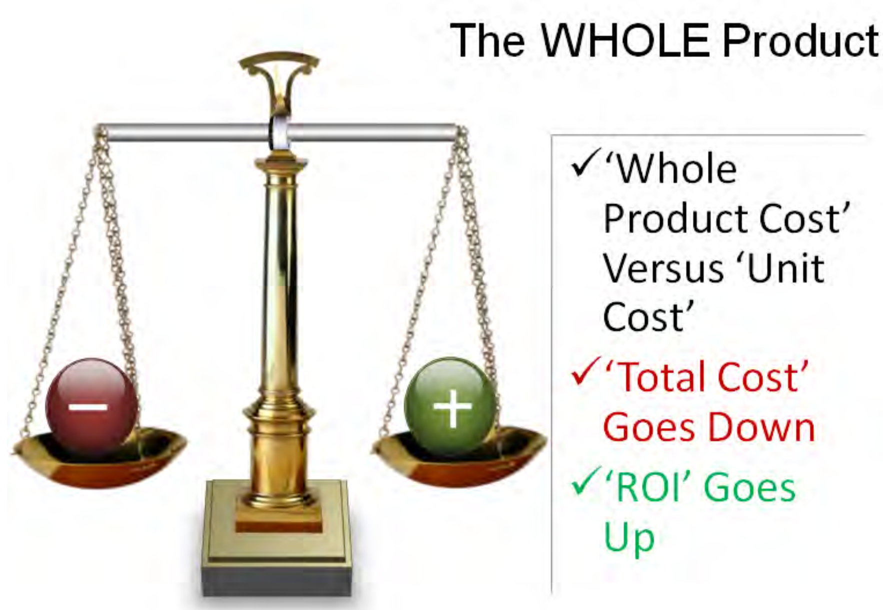
Whole Product Cost Pre-Empts Pricing Issue

The concept of 'whole product cost' incorporates all aspects of buying/owning a product/service over a reasonable business period, i.e., 3 years.

One simple way to think about how you calculate this would be to consider these two categories:

- ROI- This is an Effectiveness Question
- Total Cost of ownership- This is an efficiency question





Prospect- Your Ideal Client

Everything starts with your Ideal Client.

This is what is meant by **customer-centric selling.**

We have to move off of our products and solutions and move on to the customer and their issues.

Prospect- Your Ideal Client

Understand the 3 main types of buyer:

- **Economic Buyer-** The ones with the cheque book!
- **Technical Buyer-** The ones that will evaluate
- **User Buyer-** The ones using the platform

Have the right conversation with the right person!

Buying Influences Table

Business Buyer (Power/Economic)	
Decision Bias	**Considerations**
✓ Power to veto budget ✓ Can create budget ✓ Business results ✓ Business unit ✓ Customer focused ✓ Chasing revenues	✓ What is best for the overall organization? ✓ Business impact ✓ What is the 'whole product cost'? ✓ Veto power on any decision ✓ Does this help us 'get the job done'?

Technical Evaluator (Purchasing, Tech/IT, Department)	
Decision Bias	**Considerations**
✓ Bias towards personal/ department agenda ✓ Cost/service	✓ Will this help me achieve my objectives? ✓ Screening in/out based on technicalities (technical fit, ISO standards, approved supplier, financially sound…) ✓ Often working in service unit or lower level in business unit ✓ Service delivery issues

User Buyer	
Decision Bias	**Considerations**
✓ How will it impact my job?	✓ Can impact your projects before/after purchase if you do not get their buy-in

Inside Coach	
Decision Bias	**Considerations**
✓ What is good for the organization?	✓ Has influence ✓ Is trusted ✓ Can't make decisions, but can influence them ✓ Source of information/feedback…the inside track

61% of marketers feel overwhelmed or under pressure.*

***MARKETING WEEK**

Pursuing the result- What's the job to get done?

What Is The Job The Client Is Trying To Get Done?

What Is The **GAIN** They Are Targeting?

Example	
Capability	**Job to be Done**
Sales training is a capability	Its job is supposed to increase sales
A cross media campaign is a capability	Its job may be to acquire more clients or sell more of a product and service
Building a website is a capability	Its job may be to generate more enquiries for the business

"Jim, we REALLY need a safer way of putting up these signs"

Pain/Problem- What's stopping them?

The reason you are talking to the client is because they are experiencing an issue in their business, they suspect you can help!

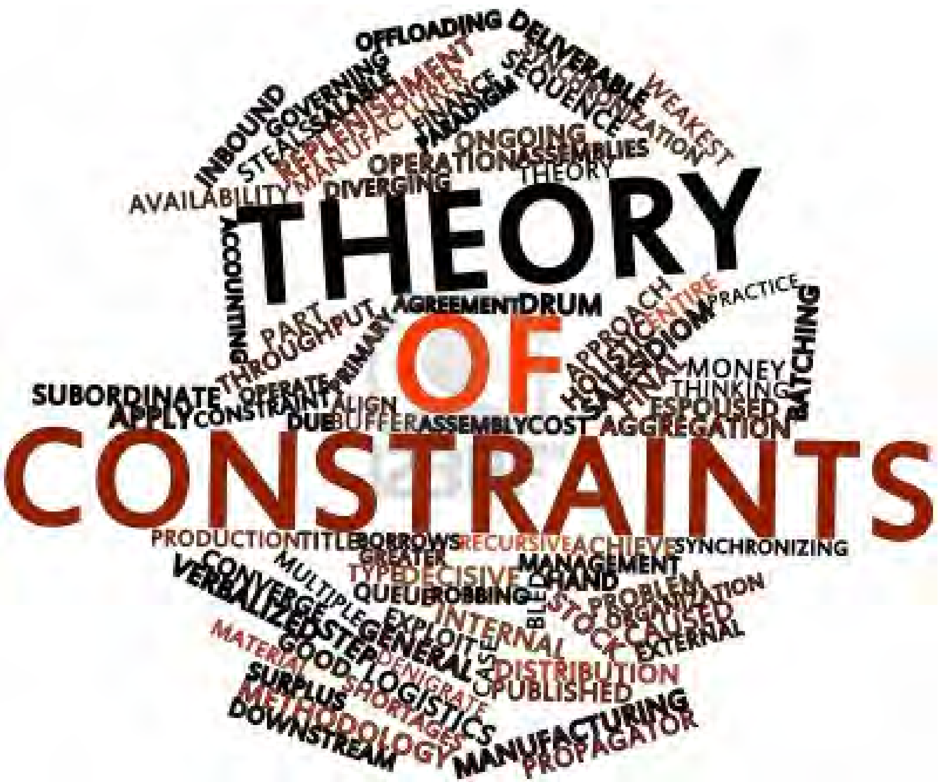
It's your job to fully understand and uncover them!

Typical Pain uncovering questions:

Q: How do you currently tackle localised marketing?

A: We struggle currently because we don't have enough resource in our department

Q: That sounds like it is causing issues at the moment, tell me, how many people do you currently have at the moment?



Prescription before diagnosis is malpractice!

Pain questions

Questions you might consider:

- ✓ **Who**…has to deal with the problem?
- ✓ **How**…does the problem show up in this process?
- ✓ **Where**…does the problem occur?
- ✓ **When**… you do experience the problem the most?
- ✓ How much disruption does X cause in the marketing department?
- ✓ Where would success show up in a project like this?
- ✓ What's causing this to happen?
- ✓ What are your biggest areas of concern as they relate to X?
- ✓ In which areas of X are you trying to get a better result at the moment?
- ✓ What's the biggest business challenge you have with the X at the moment?

We also need to understand why they have not solved these issues before. Did they not have the resources, technology, know-how, time, people, or money? Was it not a priority? Questions we could ask might include:

- ✓ **What has stopped you** from resolving this issue before now?
- ✓ **What stops you** getting the results you want?
- ✓ **What's getting in the way of** you solving this issue?
- ✓ **What is constraining/setting the speed?**
- ✓ Have you tried to solve this issue previously? What did you try? Why did it not work?

Prioritize

Master the art of prioritizing the client issues:

"You've mentioned a number of issues, which ones are most important to you right now?"

"Of these, what's most important, what's #1?"

"I've noticed you didn't mention x, do we need to talk about that?"

Prompt

How are we adding value?

Go to your meeting prepared to add value, prompt the customer to consider new ideas / approaches. Bring innovation to the table.

Become a trusted advisor

The Trusted Advisor Table		
	Traditional Seller	Elephant Hunter
Preparation	All about us/big slide deck/company brochure	Research: client sector, company, contacts
Goal	Get an opportunity to quote	Listen carefully, uncover issues, add value, find ways to help the client achieve measurable outcomes
Questions	Project/product focused	Insightful business questions that demonstrate an understanding of the client's situation
Results Bias	What is the client looking for in terms of product and service?	What business result is the client trying to produce? How do you measure those results?
Previous Projects	On time, in full?	Did you get the anticipated results? What was the ROI?
Focus	Get the job and keep the presses busy	Get the customer and continually move towards single supplier status
Negotiation	Negotiate on price, product, and service	Negotiate on value and whole product cost
Next Step	Provide a quote/estimate	Meet decision-makers. Show samples, proof, mock-ups. Build a business case. Demonstrate ROI/whole product cost
Benefits	Either ignored or generic Level 2	Level 3 - client specific
Ripple Effect	Ignores. Focuses on the person they are talking to	Explores broader context and impact. Who else is impacted and how is that impact measured?

Prompt

Prepared To Add Value	
Educate With Relevance	**Help Clients Avoid Danger**
Share relevant case studies with focus on results created	Alert client to dangers and how to avoid them
Bring new ideas to the table	Share lessons learned from others in similar situations
Share relevant and interesting research, such as white papers, articles, videos, webinars, and web links	Share ‘bad news’ examples
Share best practices	Offer guarantees to minimize client risk
Provide checklists	Guide Books
Give gifts of relevant books/special reports	Cheat Sheets/Process Maps/Checklists
Invite to ‘education’ events	Calculators
Create Differentiated Value	**Get Clarity Around Customer Results**
The client can’t do it in-house	Business case makes logical sense
The competition can’t do it	Create clarity around ROI – the numbers add up and make sense
It’s a perfect match for the client’s needs	Create measurable specificity around success criteria for the client project

Processional Effect: What is the Ripple Effect?

What is the broader impact of solving / NOT solving the problem?

“What effect does that have on…?”

“How often does that cause…?”

“What does that result in…?”

“Does that ever lead to…?”

“What is the impact of X on Y?”

Proposition- What is your system/blueprint?

What can your system (Pageflex) do to help get the job done and resolve their pains they are experiencing in pursuit of getting the job done?

LESS of what it does and MORE of what it does for them!

“The needs of the many outweigh the needs of the few." - Spock

The 3 levels of benefits

Think clearly about what is in it for the customer and what matters to them.

An example of this:
Car Air Conditioning:

Level 1 sales guy: (It has)
"This car has air conditioning"
This is a FEATURE and describes the characteristics of the product / service.

Level 2 sales guy: (it will/ it does)
"It will keep you cool / warm automatically"
Describes a GENERIC advantage- what it does

Level 3 sales guy: (job done / problem it solves)
"Which means that you will arrive at your meetings feeling refreshed"
Describes how it SPECIFICALLY helps the client in their situation.

Proof- Put your money where your mouth is

How would you prove your case?

- Money back Guarantees
- No Risk Guarantee
- Mutual performance
- Testimonials / case studies – WITH RESULTS!
- Samples
- Before and after
- Expert Endorsements
- Track Record
- Niche Expertize
- Media / PR
- Demonstration
- Awards
- Certifications
- Financial strength

Pay Off- What results can the client expect?

The client needs a clear picture of how their world improves as a consequence of working with you. And it's your responsibility to paint that picture. You need to be the artist in this relationship.

"Based on the results of our print audit, I would feel confident committing to a 14% saving in Year 1. We can achieve that by implementing the 7 core changes we outlined in our report to you. That would equate to a financial saving of £X in Year 1 and £Y over 3 years."

Proceed- What are the next steps forward?

Assume you've had a great meeting with the client. They have issues and you and your system can solve them. They're keen to keep talking and stay engaged with you. What would be the next step you would want them to take if you had it carefully planned out in advance? Would you want to?

- **Meet other stake holders**
- **Audit**
- **Proof of Concept**
- **Reverse engineer a project**
- **Demo**

Ask Timing Questions:

"By what date do you hope to have these results in place by?"

Personal Win- How does the individual win?

Only do this if you have a deep rapport with the buyer.

"We've discussed the business objectives in depth, I'm curious what you would hope to achieve on a personal front?"

"DAMN! This system made me look good!"

Successful Selling

Bill Nicholson - BlueSkyETO

Selling Pageflex Solutions - Overview

- If you give away the technology solution to get the print revenue, the technology has *no value* to the client
- In our experience, to sell Pageflex-based solutions you *must* have the buy-in and sponsorship of the marketing/business group – starting with purchasing/procurement is a dead end
- The print costs need to be a separate discussion from the technology implementation and support costs

Selling Pageflex Solutions - Overview

- The key objective as the sales cycle starts is to *define a value* for the technology solution
  - Time/labor savings on client side
  - Improve time to market/accuracy of work
  - Reduce outside costs, like freelance design
  - Improve the brand's "ease of use" reputation with the end users
  - Streamline support processes – reporting, billing, administration

Selling Pageflex Solutions - Overview

- 2008 PODi Case Study – Invisalign
- When we went through the process of identifying how the system could help them, we ended up with a potential cost savings in year 1 of $200,000, based on estimates.
- Our cost of $40,000 would be recovered in 10 weeks = easy to justify decision for client
- Actually delivered $400,000 in savings year 1 plus additional sales = big win for client

Selling Pageflex Solutions - Overview

- If your customer is involved in helping you define the value of the technology, and you can demonstrate that your solution has a definable ROI when you present your pricing, you should eliminate most of the pressure to compromise your pricing

Positioning

- BlueSky ETO – we position ourselves based on
  - Experience
  - Integration expertise
  - Onboarding and customer service/support
- We don't provide creative or marketing strategy services (except in very limited cases), but we do function as an "agency" focused on delivering the brand message via multiple channels

Positioning

- We do not aim to be the least expensive option available
- We focus on alleviating the customer pain points, using ROI to justify the costs of the solution we recommend
- Because we are integrators, we tailor the technology to the need – we use Storefront, Pageflex Server in conjunction with other technologies such as DAM, Content Management enabled web front ends, web service integration etc…

Marketing

- We actively market our services –
  - Website
  - Direct Mail campaigns to purchased lists
  - Videos and Case studies, used with prospects and existing customers
  - Open House, to give local clients and prospects a better look at what we do
  - Conferences and associations – PODi, dScoop, GraphExpo, DMA etc…

Selling

- Our keys to sales success
  - Contact with the client at the right level
    - Start at purchasing = dead end
    - Influencer (art director, creative services manager) = Ok if they have the ear of ultimate decision maker
    - Decision maker – VP Marketing or similar = best option
  - Have the ROI discussion with someone who cares!
  - Understand the problems that need to be solved and quantify their cost

Selling

- Direct Sales vs. intermediary (print broker, agency)
  - We support both, about 50/50 mix
- Pros
  - Opportunities you wouldn't otherwise get
  - Help with consulting and support
  - Client management
- Cons
  - Markup can make you seem expensive
  - Extra layer of communication can muddy the waters

Selling

- Sales Process
  - Needs assessment and overview type demos
  - What are they looking for vs. what do you have?
  - What do your other clients have?
  - More detailed demos/discussion to unpack features/functionality that client wants
  - Quoting without perfect information – listing your assumptions in price quotes and proposals