



The Accredit Sales Programme

Helping businesses drive sales

Maximising the opportunity

In an extremely competitive market, the old adage that you won't get a second chance to make that important impression, to give the customer sufficient confidence that your company is the best one to meet their needs, is more relevant than ever.

When introducing a new proposition to the market or taking an existing proposition to a new market, the way that the sales teams present the offer to their customers is absolutely crucial.

Accredit understand, not only that our clients are making a significant investment in supporting and training their people but that the ability of the sales team to deliver is mission critical. The Accredit approach comprises a number of elements which can be built into a flexible managed programme that will give organisations the confidence they need to know that those people who are engaging with customers have proven:-

- that they represent the proposition and the company appropriately
- that they can manage a meeting that positions the offer against the real business needs of the customer
- that they can generate the confidence of customers such that they want to take the conversation further.

What does this mean in practice?

Key elements of such a programme could include:-

Stage 1 - ensuring that the sales teams understand the messages in terms of being able to listen out for the "triggers" which indicates the customer has a specific need which will result in the proposition delivering quantifiable value (benefit). (Note that Accredit will assume that prior to this stage, the sales teams will have already been briefed and possibly assessed on their knowledge of the offer. This stage is about how they link that offer to customers in a compelling and relevant manner)

- Review of all material available to identify the "triggers"
- Creation of sales engagement material - These typically include:
 - Identification of the key customer triggers
 - Creation of Call guides for initial contacts (Both acquisition and retention accounts)
 - Meeting guides - How to effectively engage with the customer to identify need and agree how to move forward
 - Hints and tips on objection handling, competitive positioning and where to negotiate on the proposition
- Workshop (either face to face or webinars) taking the sales team through the content and how to engage with the customers

Stage 2 - Practical assessment and simulation of customer engagement for new proposition.

This stage is designed to give the sales teams the opportunity to practice positioning the offer in a role-play but realistic sales environment. The assessors (role playing the customers) can be supplied by Accredit or by the organisation's own senior sales managers that Accredit will train. The combination that works best is one from each organisation.

A typical assessment programme will start by briefing the salesperson on the process through a workshop to help sales teams understand and practice linking the offer to a customer's explicit needs and will typically include a "how to prepare for assessment" session. They will be provided with the background to the 'customer' (or can use their own customer as the case study). The meeting will typically last 45 minutes and will be followed by feedback to the individual on their performance.

The practical assessment typically consists of:

- Creation of a sales scenario (based on live accounts) which provides all of the background for the sales engagement
- A role play, made up of an external assessor (i.e. from outside the sales team) and the sales manager. The external assessor will role play a business level decision maker (e.g. Operations Director) and the sales manager will role play a technology level (e.g. IT Director)
- Objective scoring system - Accredited provide an online scoring system, linked to the objective of the sales engagement, which allows the assessors to score the role play and deliver a Red, Amber, Green result which demonstrates the sales person's results and, therefore, whether they are accredited to sell the proposition
- Feedback from assessors including coaching tips on how to improve their performance

Stage 3 - Continuous Improvement

Accredit passionately believes that long-term success is only achieved by embedding the required behaviours so that they become habits.

Continuous assessment - Accredited builds on the on-line assessment application used in Stage 2, through the addition of additional scoring models to cover all aspects of the sales cycle. The scoring tool is made available to the sales managers so that they can observe the sales people in the field on a regular basis and use this as a basis for identifying coaching and development needs. To support this the application includes coaching and development material which the sales manager can use to improve performance, sales behaviours and habits

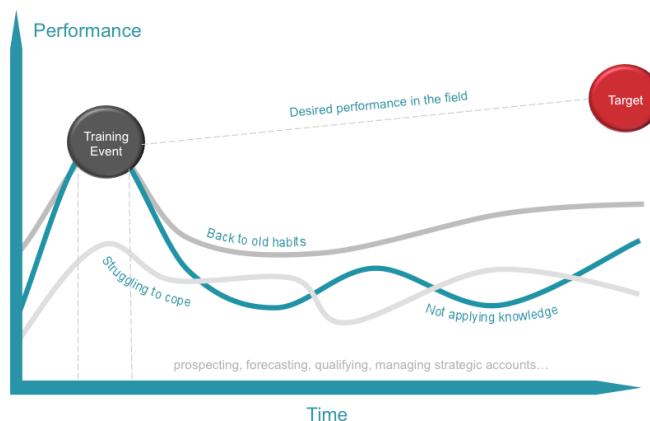
Coaching is a key requirement of sales managers and although many have attended courses on coaching methodologies, this rarely translates into the application of effective coaching. Accredited drives the implementation of coaching via:

- Workshops to identify the initial coaching objectives (based on the outputs of the initial assessment). These result in each sales manager identifying and committing to (with dates) a range of activities to develop their people
- Provision of coaching content, these are short modules which the sales managers can use to drive the effectiveness of their people in engaging with their customers more effectively. Modules include; Planning, Creating opening messages, Qualification, Objection Handling, etc.
- Ongoing support - Accredited arrange follow up calls with each individual sales managers (on a monthly basis) to ensure that coaching is taking place and to identify what impact it is having and providing advice

The assessment methodology has been endorsed by the ISMM (Institute of Sales & Marketing Management) and Accredited's Directors have had articles published in a range of sales focussed magazines and web sites

Assessment driving continuous improvement (plus Proof of learning)

Training will nearly always provide an initial boost in performance, but unless this is supported by continuous evaluation and measurement, backed up by coaching, the performance boost will quickly tail off as people tend towards more comfortable behaviour. Accredited is passionate in its belief that in order to drive the appropriate behaviours in the sales force, Sales Managers must become more comprehensively engaged in regular development. The reality of life as a Sales Manager is that these tasks (such as field visits, coaching, setting and reviewing objectives) tend to be pushed down the priority list as superficially more urgent tasks increasingly fill the diary.



The focus of Accredited is to drive the performance of sales teams by creating an environment that encourages sales managers to continuously assess their people by attending meetings and listening to calls and then scoring the performance of their people.

Our main aim is to empower sales managers (or internal coaches) by giving them the tools and resources they need to identify and track strengths and weaknesses, coach their teams and drive the desired sales behaviours.

We support this by providing coaching resources and an objective tracking system, as part of an intuitive and simple online set of tools. As an organisation we believe in pragmatism, and rather than invent new sales methodologies, jargon etc. we focus on building on what

our clients have already invested in and look to build a culture of effective evaluation and measurement within the sales organisation which will re-enforce and drive the behaviours promoted by the chosen sales methodology.

Our approach is not to assess what they know or, indeed, their attributes. It is absolutely focussed on how they behave and their skills in managing a sales meeting/call and achieving the objectives that the client organisation believes are appropriate for their people and their roles.

Ongoing structural benefits

- Provides a structure for sales managers to assess the effectiveness of their sales team, beyond sales numbers, allowing the organisation to have an unbiased view of the strengths and weaknesses of their people and teams.
- Makes sure that sales managers attend calls with their team, ensuring they carry out one-to-one reviews regularly (we recommend monthly) and embed the desired behaviours through feedback to the sales team. Creates a coaching culture, which will improve the effectiveness of the sales organisation.
- Provides an evidence-based process which can be used to drive the development of those with potential in the sales organisation and highlighting the weaknesses of those who may not truly be sales people but may simply be in the wrong job.
- Moves Sales Coaching beyond the evaluation stage to a developmental model that provides regular and clear evidence of behaviour “on the job”.
- Helps to build a culture of continuous improvement and provides empirical evidence to support personal development plans and performance appraisal.

“We now have clarity about where improvements need to be made on a highly objective basis. We can benchmark all of our people in terms of their fitness to communicate our IP transformation strategy and their ability to translate that into business for us.”

Head of Learning & Development

For the **Corporation** as a whole – as the business is realigning to address new or changing opportunities, the **Accredit Sales Programme** will enable you to be certain that you have a sales organisation that is up to the task, giving you the confidence of knowing that it is consistently and accurately delivering the right messages.

For the **Sales Director** – the **Accredit Sales**

Programme will ensure that sales teams, managers and individuals are all doing what they are paid to do. By measuring their effectiveness in real time, the processes will enable you to more confidently commit to targets and the launch of new programmes or products.

For the **Marketing Director** – All the benefits of the detailed work to

create products, promotions and propositions to meet customer needs will be lost if these are not being accurately delivered at the sales front. The **Accredit Sales Programme** will not only ensure alignment and consistency but also give you feedback on the effectiveness of the approach and of key campaigns.

For the **HR Director** – by providing feedback on actual behaviour, the **Accredit Sales Programme** will uniquely help the organisation pre-evaluate candidates for new roles and provide an ongoing, evidence-based foundation to assessing the development path for the people already in place.

There are clear benefits for the **individual** sales person. An ongoing **Accredit Sales Programme** will ensure that they are getting the support, coaching and development they need; to maximise their ability to reach higher sales, recognition and reward.

Our unique approach of unobtrusive assessment and ongoing management means that our clients have a sales organisation that has been benchmarked against the best and a clear and unambiguous path to sales improvement.

Accredit Price Book

Stage 1 - Creating the Sales Message

Assumptions

The client has already created the proposition and the overall marketing message. Accredit will review the existing material and use these as the basis for the deliverables

Deliverables

- Review of all material available to identify the “triggers”
- Creation of sales engagement material for one sales audience- These typically include:
 - Identification of the key customer triggers
 - One call guide for initial telephone contact
 - One meeting guide - How to effectively engage with the customer to identify need and agree how to move forward
 - Document on hints and tips on objection handling, competitive positioning and where to negotiate on the proposition
- Webinar taking the sales team through the content and how to engage with the customers

Price

A fixed fee of £6,000

Stage 2 - Practical assessment and simulation of customer engagement for new proposition

Assumptions

The client has already tested the product knowledge of the sales team

Deliverables

- Creation of assessment scoring system - Accredit provide an online scoring system, linked to the objective of the sales engagement, which allows the assessors to score the role play and deliver a Red, Amber, Green result which demonstrates the sales person’s results and, therefore, whether they are accredited to sell the proposition
- Creation of a structure for the simulated customer engagement (typically this will be based on live accounts)
- One assessor who will do a maximum of 5 assessments per day, the client will be expected to provides a second assessor. The Accredit-provided assessor will give coaching feedback at the end of each assessment
- Administration support for the assessment days, including sending out of invites, contact for any questions prior to assessment day, help on use of assessment tool. There will also be pre-programme briefings for both those being assessed and also the client provided assessors
- Provision of the assessment tool for 90 days post the assessment for managers to use to assess live meetings.

Price

- Set-up and provision of assessment tool - £3,000
- Provision of assessor - £1,500 per day
- Cost per assessed sales rep - £166

For a programme of 30 sales reps, the overall costs would therefore be £16,980 (£566 per head) made up of

- Set-up £3,000
- Provision of assessor for 6 days £9,000 (5 assessments per day)
- 30 sales reps at £166 each - £4,980
- Use of assessment tool for 90 days - FOC

Stage 3 - Continuous Improvement

Assumptions

Sales Management are expected to coach their teams, based on a pre-identified range of competencies and behaviours

Deliverables

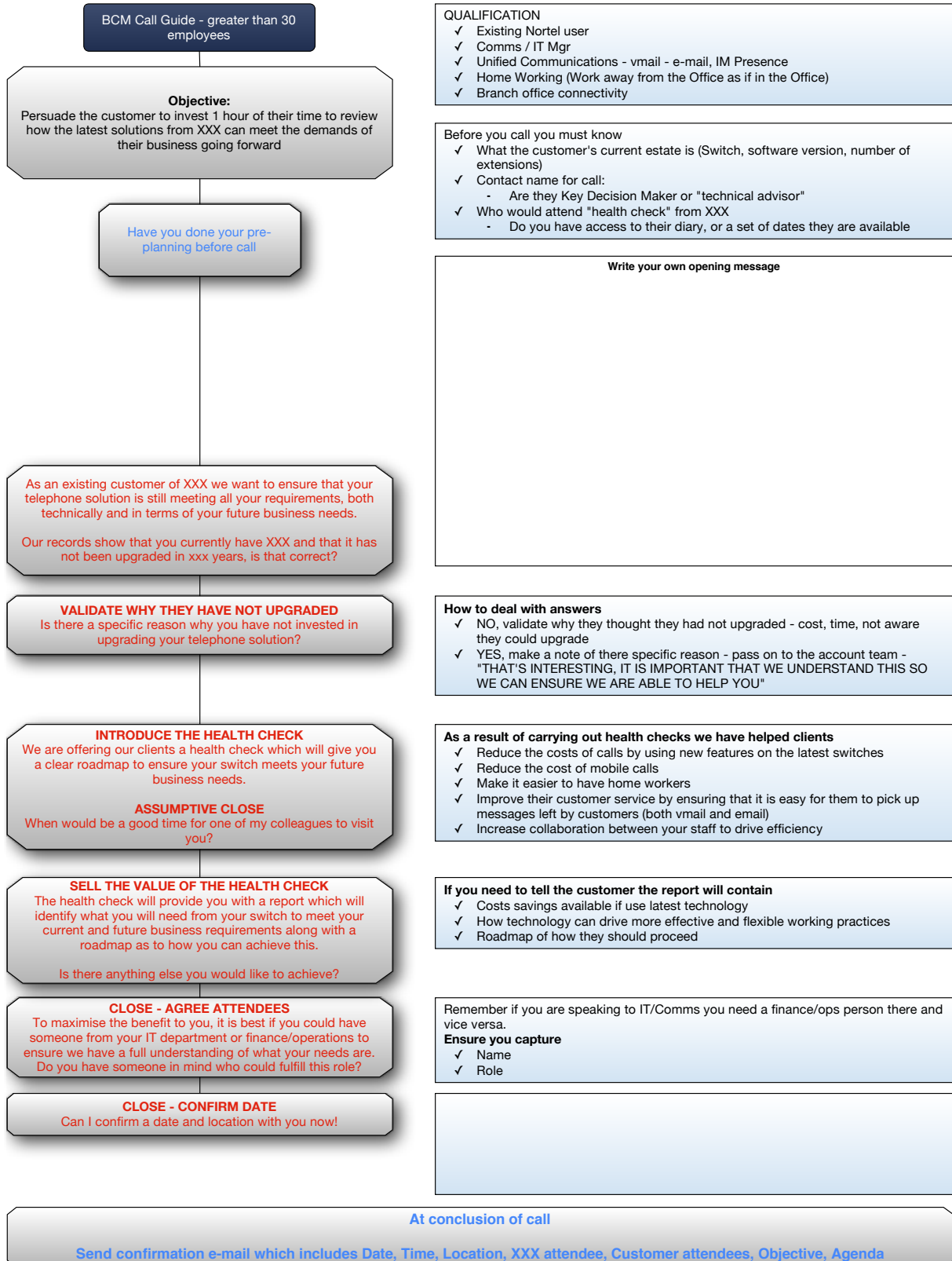
- Continuous Assessment
 - Provision of the assessment tool so that sales managers can objectively assess sales reps in a live environment. The tool will include the scoring schema used as part of the proposition assessment plus generic scoring schemas for the following meeting/call types
 - Uncovering Need
 - Positioning the Offer
 - Closing the deal
- Coaching Programme
 - One-day workshop to identify the initial coaching objectives (based on the outputs of the initial assessment). These result in each sales manager identifying and committing to (with dates) a range of activities to develop their people. There will be a maximum of 8 delegates per workshop
 - Provision of coaching content, these are short modules which the sales managers can use to drive the effectiveness of their people in engaging with their customers more effectively. Modules include; Planning, Creating opening messages, Qualification, Objection Handling, etc. All modules are accessible via the assessment tool
 - Ongoing support - Accredited arrange follow up calls with each individual sales managers (on a monthly basis) to ensure that coaching is taking place and to identify what impact it is having and providing advice

Price

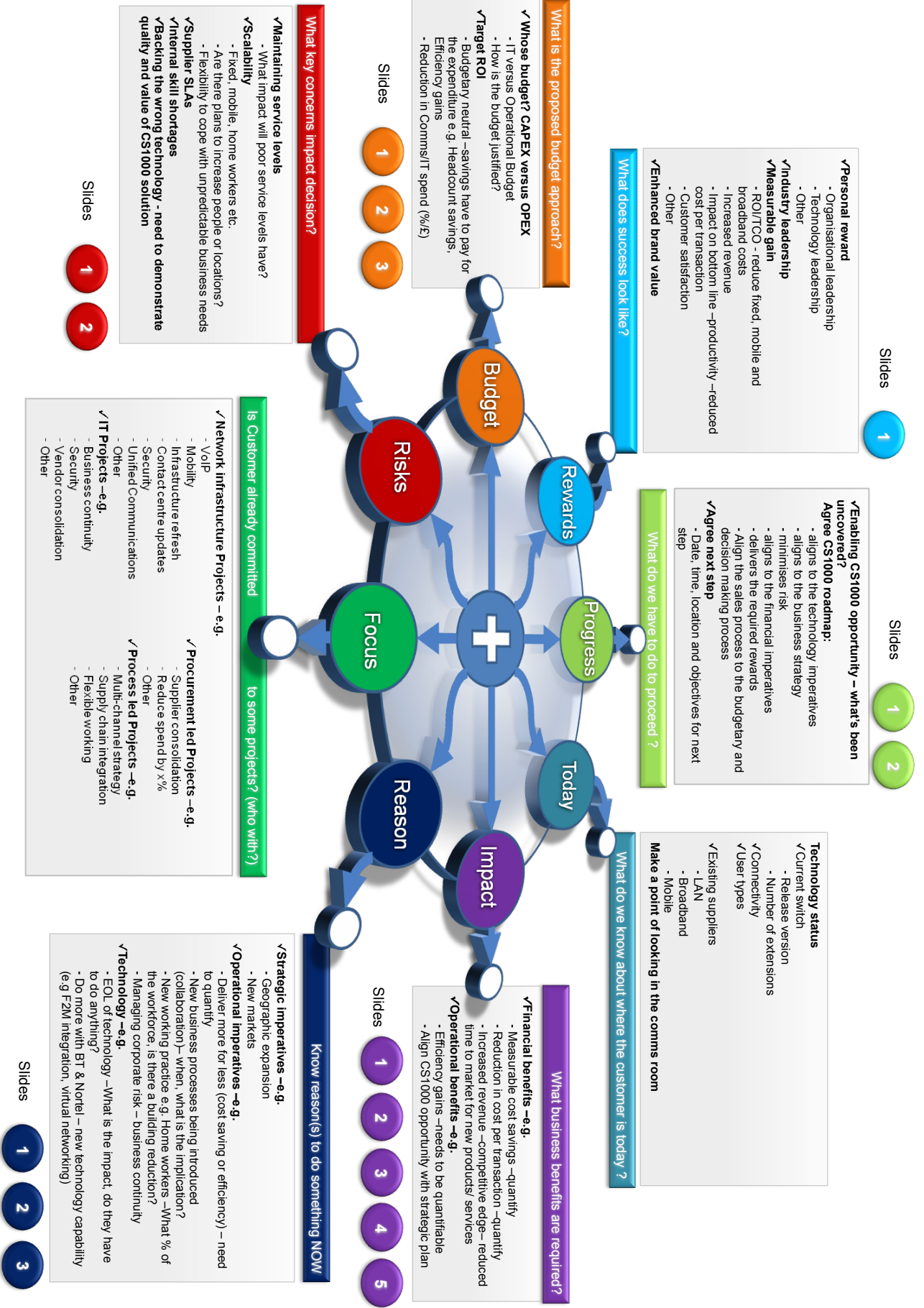
- Provision of Assessment Tool - £90 per month per sales manager - minimum of 6 months
 - Additional scoring schemas £3,000
- Coaching Programme
 - Workshop - £1,500
 - Existing Coaching Content - FOC
 - Ongoing support - £1,500 per day, minimum 1 day per month

Stage 1 - Example Sales Engagement Material

Example Call Guide



Example Meeting Structure

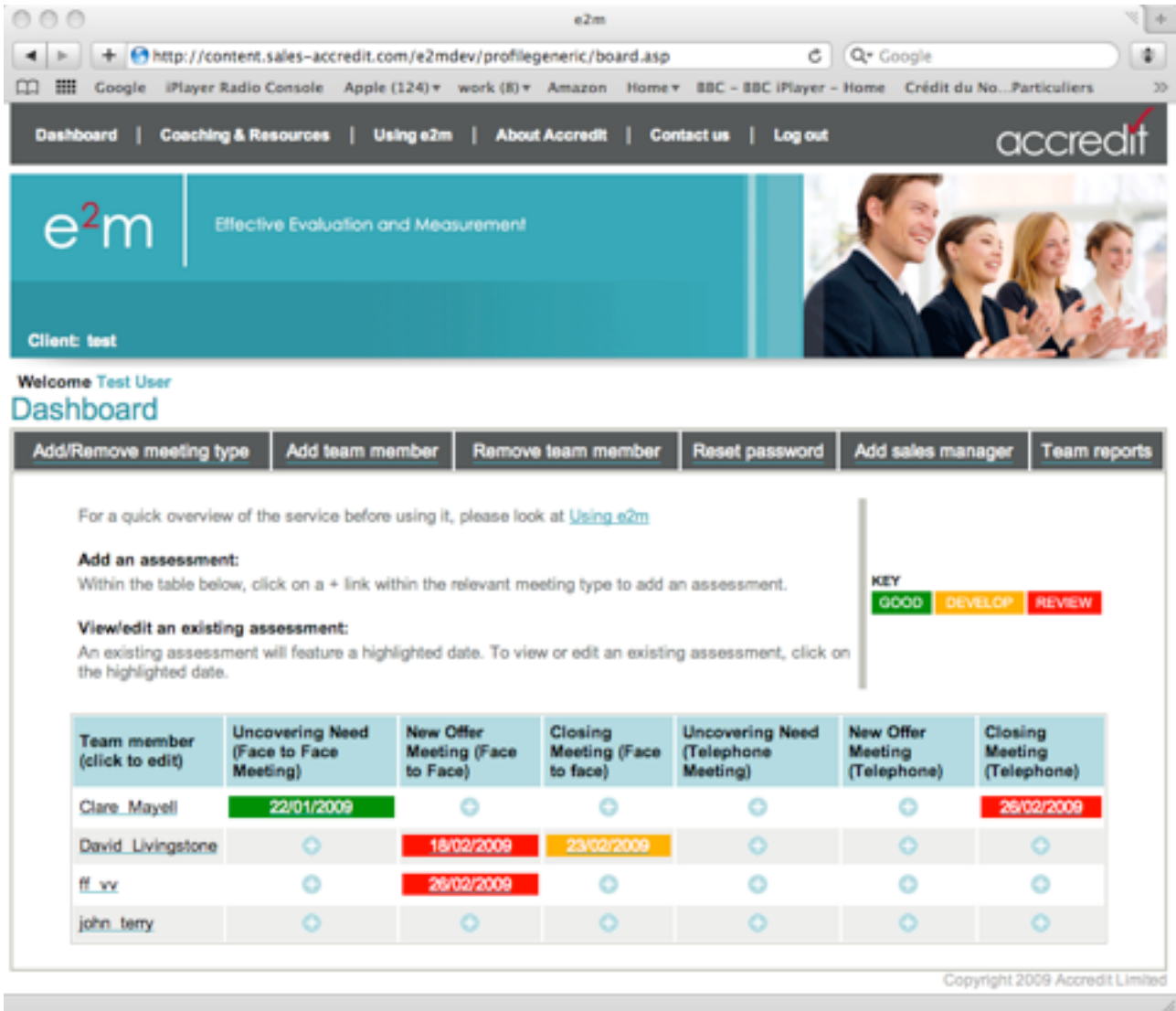


Example Objection Handling

Objection Customer Issue	Customer Issue	Answer
I already have a service team	How do I justify my service people	By using Lenovo warranty services you free up your service people to focus on mission critical issues
Isn't it easier to just have some spare hardware	Isn't it easier to just have some spare hardware - It's as simple as that	<p>If you are comfortable to manage all aspects of distributing the hardware (or you people can come to a central location) then this is completely valid.</p> <p>If, however you are looking to offer a service to a dispersed user base then the Lenovo Warranty services can reduce your overheads and risk. Remember you can have different warranty level against different "user groups"</p>
I have no additional budget for this	I cannot justify the expense of extending the warranty	<p>Is this a budgetary issue, i.e. no money, or are you struggling to see the value of changing to a higher/longer warranty</p> <p>Expand the warranty - if you are under pressure to deliver improved service levels, Lenovo warranties can you help you do this and reduce your risk</p> <p>Extend the warranty - What would be the cost to you if your users did not have access to their PC for an extended period of time. Do you have the budget to buy replacement hardware?</p> <p>Add Accidental Damage Protection - Accurately predict your service costs, with no surprises for accidental damage maintenance costs. plus save up to 28% as compared to paying for additional parts and labour costs.</p> <p>You do not have to buy now - you can always extend/expand your warranty levels at a later date, perhaps we could include this in next year's budget.</p>
Why should I worry about protecting against accidental damage?	I cannot justify the expenses of taking out ThinkPad Protection	<p>Are you aware of the potential costs associated with accidental damage to a ThinkPad</p> <p>In the event of spillage, a fall or power surge damaging a Thinkpad you could have to replace</p> <ul style="list-style-type: none"> ✓ System Planer - up to \$1,300 ✓ Keyboard - \$63 ✓ DVD Drive - \$300 ✓ Display - \$502 ✓ Hard Disk - \$194 ✓ Wireless Adapter - \$143 <p>ThinkPad protection on average saves up to 28% on maintenance costs</p>

Stage 2 - Delivering on-line assessment - E²M service

At the core of Accredited's assessment is the **E²M service** a dashboard which allows the Sales Manager to see the status of the most recent assessment of their team. This dashboard is fully configurable by the Sales Manager allowing them to decide which assessment schemas they wish to use and to add/remove sales reps in line with the natural churn of the business.

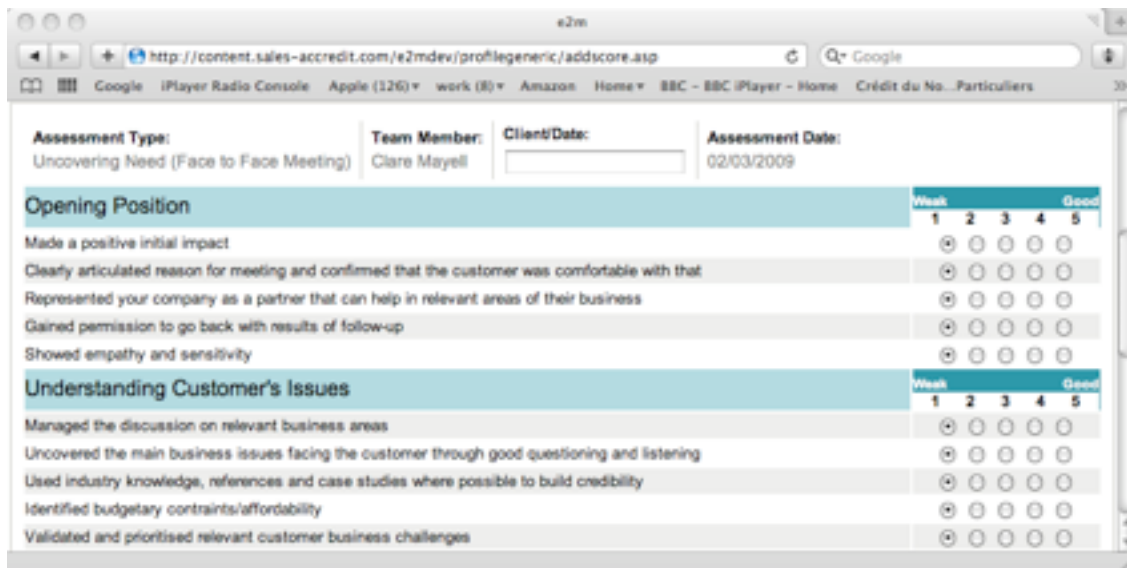


The screenshot shows a web browser window displaying the e2m dashboard. The browser address bar shows the URL: <http://content.sales-accredit.com/e2mdev/profilegeneric/board.asp>. The dashboard header includes navigation links: Dashboard, Coaching & Resources, Using e2m, About Accredited, Contact us, and Log out. The main content area features the e2m logo and the tagline "Effective Evaluation and Measurement". Below this, there is a "Client: test" label and a "Welcome Test User" message. The dashboard is titled "Dashboard" and contains several action buttons: Add/Remove meeting type, Add team member, Remove team member, Reset password, Add sales manager, and Team reports. A key indicates the status of assessments: GOOD (green), DEVELOP (yellow), and REVIEW (red). The main content area includes instructions on how to add and view/edit assessments. A table displays the assessment data for four team members: Clare Mayell, David Livingstone, ff vv, and john terry. The table columns are: Team member (click to edit), Uncovering Need (Face to Face Meeting), New Offer Meeting (Face to Face), Closing Meeting (Face to face), Uncovering Need (Telephone Meeting), New Offer Meeting (Telephone), and Closing Meeting (Telephone). The dates in the table are highlighted according to their status: Clare Mayell's Uncovering Need (22/01/2009) is GOOD, her Closing Meeting (26/02/2009) is REVIEW, David Livingstone's New Offer Meeting (16/02/2009) is REVIEW and Closing Meeting (23/02/2009) is DEVELOP, ff vv's New Offer Meeting (26/02/2009) is REVIEW, and john terry has no highlighted dates.

Team member (click to edit)	Uncovering Need (Face to Face Meeting)	New Offer Meeting (Face to Face)	Closing Meeting (Face to face)	Uncovering Need (Telephone Meeting)	New Offer Meeting (Telephone)	Closing Meeting (Telephone)
Clare_Mayell	22/01/2009	+	+	+	+	26/02/2009
David_Livingstone	+	16/02/2009	23/02/2009	+	+	+
ff_vv	+	26/02/2009	+	+	+	+
john_terry	+	+	+	+	+	+

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Assessment scoring schemas are available as downloads which can then be inputted onto the assessment tool via a browser.

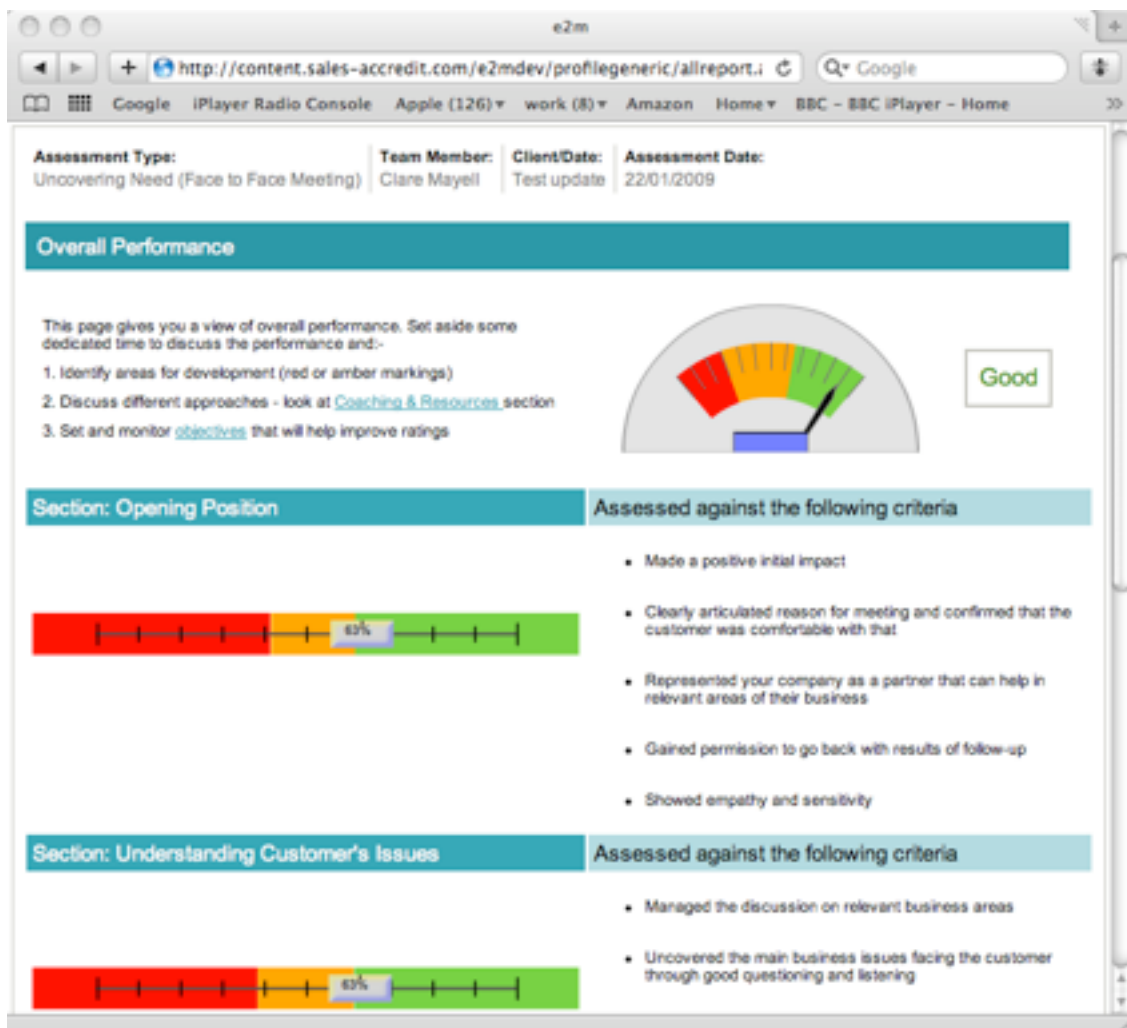


Assessment Type: Uncovering Need (Face to Face Meeting) | Team Member: Clare Mayell | Client/Date: | Assessment Date: 02/03/2009

Opening Position	Weak	1	2	3	4	Good
Made a positive initial impact	○	○	○	○	○	○
Clearly articulated reason for meeting and confirmed that the customer was comfortable with that	○	○	○	○	○	○
Represented your company as a partner that can help in relevant areas of their business	○	○	○	○	○	○
Gained permission to go back with results of follow-up	○	○	○	○	○	○
Showed empathy and sensitivity	○	○	○	○	○	○

Understanding Customer's Issues	Weak	1	2	3	4	Good
Managed the discussion on relevant business areas	○	○	○	○	○	○
Uncovered the main business issues facing the customer through good questioning and listening	○	○	○	○	○	○
Used industry knowledge, references and case studies where possible to build credibility	○	○	○	○	○	○
Identified budgetary constraints/affordability	○	○	○	○	○	○
Validated and prioritised relevant customer business challenges	○	○	○	○	○	○

Overall results are then created and an individual report generated highlighting the strengths and weaknesses of the assessed client engagement.



Assessment Type: Uncovering Need (Face to Face Meeting) | Team Member: Clare Mayell | Client/Date: Test update | Assessment Date: 22/01/2009

Overall Performance

This page gives you a view of overall performance. Set aside some dedicated time to discuss the performance and:-

1. Identify areas for development (red or amber markings)
2. Discuss different approaches - look at [Coaching & Resources](#) section
3. Set and monitor [objectives](#) that will help improve ratings

Good

Section: Opening Position

Assessed against the following criteria

- Made a positive initial impact
- Clearly articulated reason for meeting and confirmed that the customer was comfortable with that
- Represented your company as a partner that can help in relevant areas of their business
- Gained permission to go back with results of follow-up
- Showed empathy and sensitivity

Progress bar: 63%

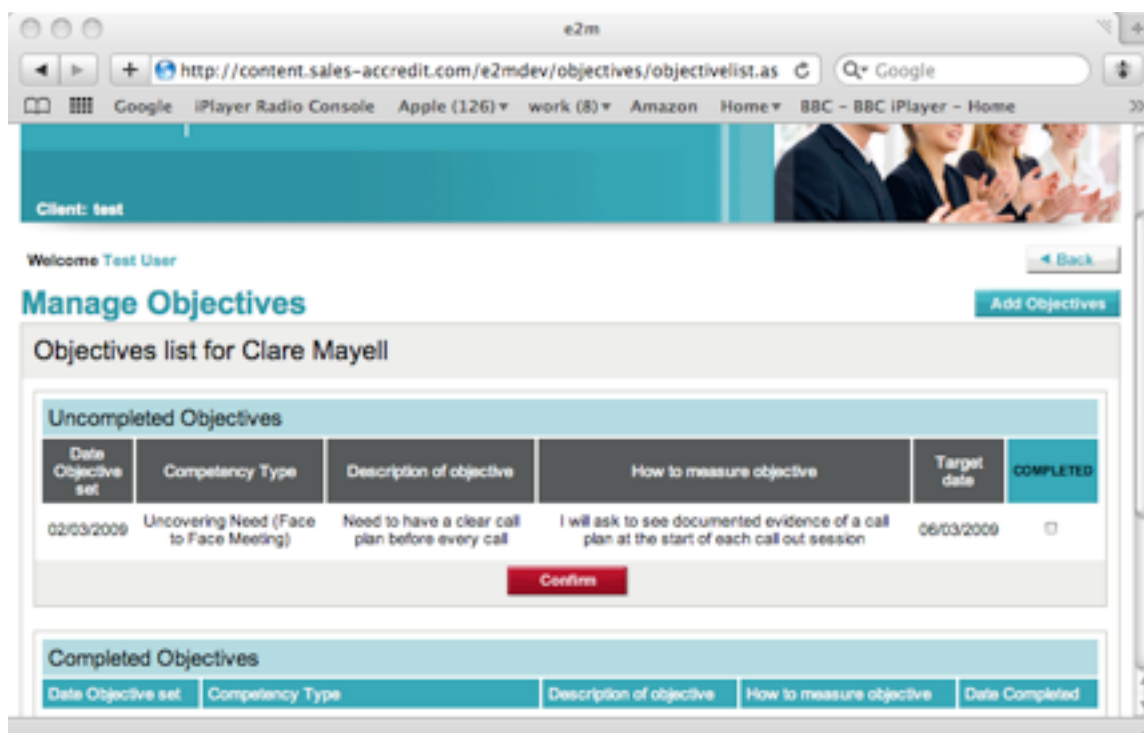
Section: Understanding Customer's Issues

Assessed against the following criteria

- Managed the discussion on relevant business areas
- Uncovered the main business issues facing the customer through good questioning and listening

Progress bar: 63%

The Sales Manager will run through the results of the assessment and then agree objectives (Measurable with a Timeframe) with the sales person.



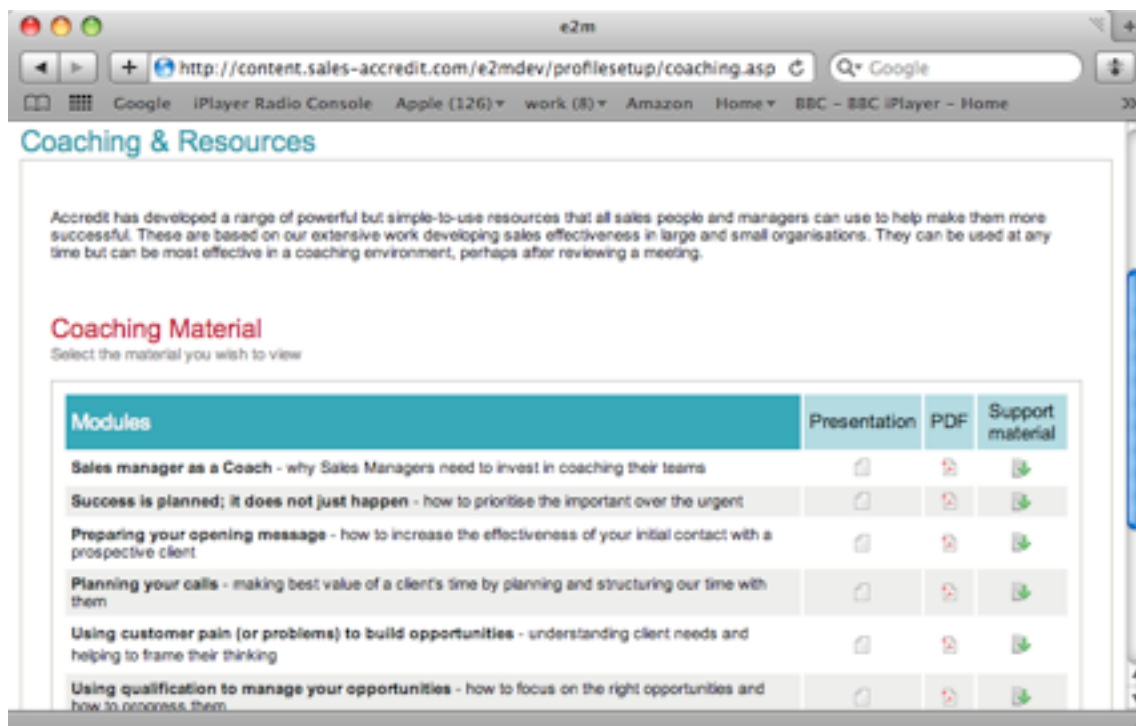
Uncompleted Objectives

Date Objective set	Competency Type	Description of objective	How to measure objective	Target date	COMPLETED
02/03/2009	Uncovering Need (Face to Face Meeting)	Need to have a clear call plan before every call	I will ask to see documented evidence of a call plan at the start of each call out session	06/03/2009	<input type="checkbox"/>

Completed Objectives

Date Objective set	Competency Type	Description of objective	How to measure objective	Date Completed
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The Sales Manager can then use the coaching material to aid in the continuous development of their team

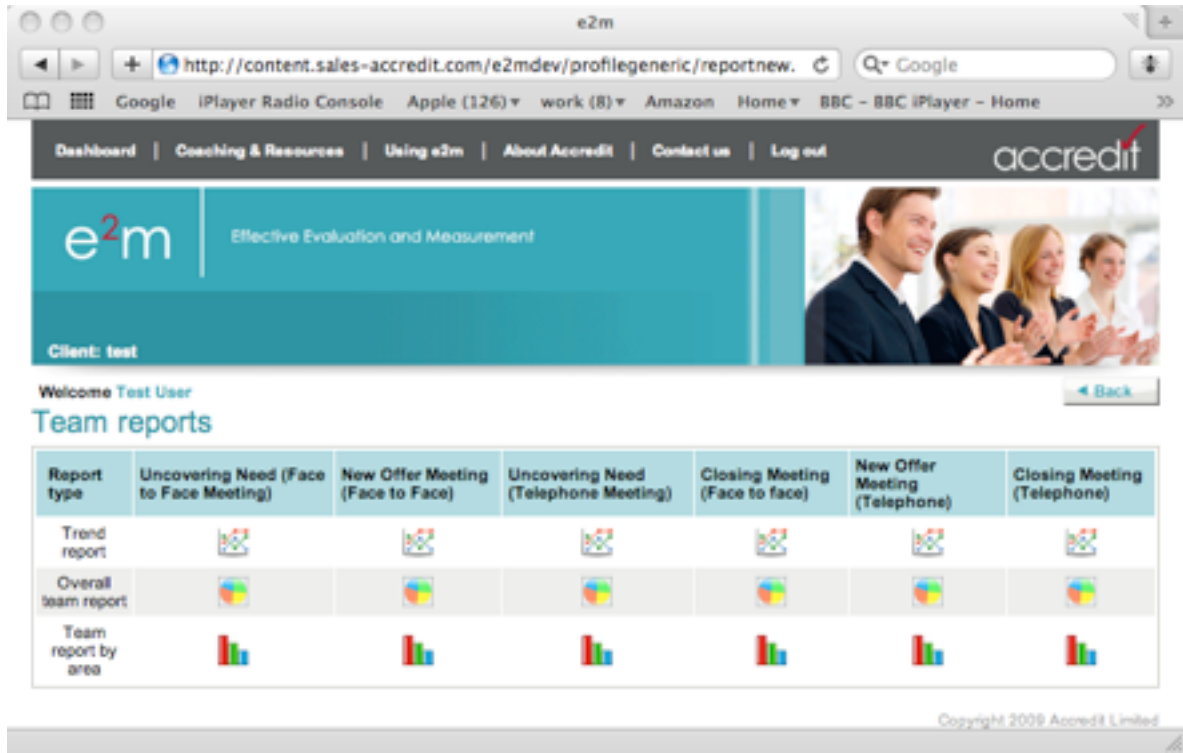


Coaching Material



















Select the material you wish to view

Modules	Presentation	PDF	Support material
Sales manager as a Coach - why Sales Managers need to invest in coaching their teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Success is planned; it does not just happen - how to prioritise the important over the urgent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preparing your opening message - how to increase the effectiveness of your initial contact with a prospective client	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning your calls - making best value of a client's time by planning and structuring our time with them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using customer pain (or problems) to build opportunities - understanding client needs and helping to frame their thinking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Using qualification to manage your opportunities - how to focus on the right opportunities and how to process them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

At all times the Sales Manager has access to both individual trend reports and team reports



The screenshot shows a web browser window with the URL <http://content.sales-accredit.com/e2mdev/profilegeneric/reportnew>. The page header includes navigation links: Dashboard, Coaching & Resources, Using e2m, About Accredit, Contact us, and Log out. The main content area features the e2m logo and the tagline 'Effective Evaluation and Measurement'. Below this, a 'Client: test' label is visible. A 'Welcome Test User' message is followed by a 'Team reports' section. This section contains a table with the following structure:

Report type	Uncovering Need (Face to Face Meeting)	New Offer Meeting (Face to Face)	Uncovering Need (Telephone Meeting)	Closing Meeting (Face to face)	New Offer Meeting (Telephone)	Closing Meeting (Telephone)
Trend report						
Overall team report						
Team report by area						

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Example Scoring Schema

REDTRAY

Career sales – telephone call		Redtray Call type A				
Team member:		Date:				
Manager/Assessor:						
Opening Position		Weak		Good		
		1	2	3	4	5
Ensured the customer was in a position to deal with the call		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Clearly articulated reason for the call		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provided brief outline of the offer to establish context		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Made positive initial impact		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Showed empathy and sensitivity		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding customer's issues		Weak		Good		
		1	2	3	4	5
Understood the role training could play in the prospect's life		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uncovered the main issues facing the prospect through good questioning and listening		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Identified affordability status		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Validated and prioritised relevant prospect's personal objectives		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understood the prospect's views on the competition		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Building the opportunity		Weak		Good		
		1	2	3	4	5
Linked prospect's challenges and objectives to Redtray solutions		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrated the real value of Redtray's offer		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gained prospect's agreement that the Redtray offer was a potential solution		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Positioned financing options		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gained understanding of what further information would be required to confirm opportunity and how they would make a decision		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Summary & Closing		Weak		Good		
		1	2	3	4	5
Summarised key points of discussion		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconfirmed benefits of Redtray offer and value of an interview		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confirmed they understood what documentation was required		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gained commitment to next actions and timeframes		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assessor's comments						

Stage 3 - Example Coaching Material

Negotiation is just advanced objection handling

- ▶ Listening to and understanding the thoughts behind the "price" objection
 - Financial reasons - I have a fixed budget
 - Emotional reasons - on a matter of principal I always negotiate
 - Personal target - Procurement has a target of reducing costs by x%
 - They have not accepted the value of your offer
- ▶ Start the negotiation by asking questions
 - Uncovers real issues
 - Helps you position your negotiation offer against their issue
 - Enables you to drive towards a win-win solution
- ▶ Do not be afraid to uncover objections
 - Helps you engage with the client and negotiate effectively
 - Provides an opportunity to show how your offer delivers value
 - Identifies the "walk-away" position quickly



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What are my negotiation tactics

- ▶ Decide on a "walk away price" and "walk away terms and conditions" such as service guarantees
- ▶ Plan your negotiation stance and evaluate your position and your customer's.
- ▶ Understand each others bargaining areas - If you both understand each other's win/win position then you can negotiate
- ▶ Set expectations and never agree to first offers (unless they achieve a win/win for both parties)
- ▶ Never give concessions away - trade them. You will always have "tradables" that you can offer in exchange for price discount or additional after sales service. This win/win element is key as it demonstrates that both parties gain from the deal.



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What tradables are available via the December RTC



Available Tradables

- You mentioned that support was important, an extension to the warranty to give you on-site support this will free up your technical staff.
 - But won't that take me well over my budget?
 - Well, you will save ongoing costs against support and I can also offer you a 5% discount on the hardware.....
- Use pre-priced bundles to give "discounts", e.g. mobility packs (case, mouse, battery)
 - Take advantage of Computrace offer
 - 3 years for price of 2
 - 10% discount on upgrade to full 3 year Computrace Protection
 - 10% off deployment costs to installed base
 - Use finance offers as tradables
 - Buy now pay in 3 months
 - Asset Recovery - Use the value of existing assets to contribute to new offer
 - Include Warranty services in the price (high margin), you can then afford to discount the package price

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The steps for Closing



Remember

- Sales person positions the customer for a close
- The customer decides to activate the close

- Pre-close
 - Validate that you have addressed all the clients issue
 - Ask the client if they are happy to buy - verbal commitment
- Formal Close
 - Agree Terms & Conditions
 - Legals
 - Payment schedule
 - Sign Off Process
 - Agree delivery timescales
- Deal won
 - Formal order received
 - Delivery schedule in place
 - Customer signed off payment

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