



SERVICES - FOCUSED SELLING: *IS IT THE RIGHT APPROACH FOR YOUR COMPANY?*

2017 BTA National Conference
April 16-18, 2017



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TRANSACTIONAL SELLING— THEN AND NOW



THEN



Price

Comparisons based on which dealer reps came to their office



Availability

Driven by the same product source options upstream



Product Knowledge

Relied on you to provide knowledge and advice



Logistics

You often delivered the product



NOW



SERVICES – THEN AND NOW



THEN

Early outsourcing focused on:

- Maintenance
 - Landscaping
 - janitorial
- Resource management
- Recruiting
 - Temps
- Workflow
 - Payroll



NOW

New enablers:

- IoT
- Cloud
- Big Data Analytics

Create new opportunities:

- Range of outsourced services
- variable with consumption and/or predictable monthly expense

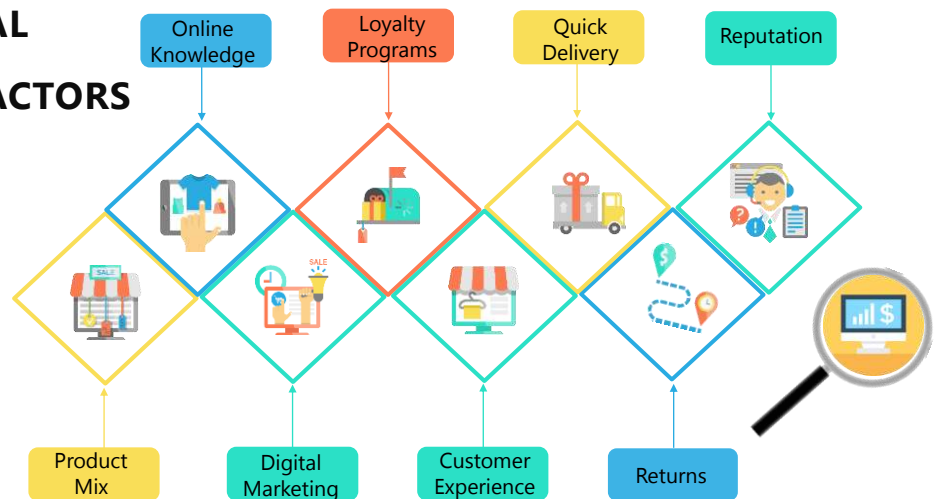
Customer Benefits—enabling flexibility (start up costs, scale up/scale down, less resource commitments, etc.), low/no capital



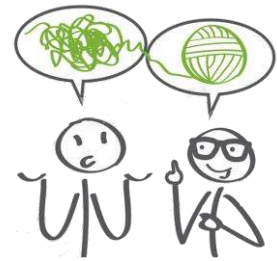
KEY SUCCESS FACTORS— THEN AND NOW



TRANSACTIONAL SELLING – KEY SUCCESS FACTORS



SERVICES SELLING – KEY SUCCESS FACTORS



Transactional

Product mix
Online knowledge/navigation
Digital marketing
Loyalty programs
Customer experience
Quick delivery
Returns

Services

→ Value-added outsourced services
→ Knowledgeable, consultative Sales (C-level access)
→ Digital marketing—communicate value proposition, process
→ Annuity-based model, driven by QBRs
→ Customer experience—care and feeding, billing, etc.
→ SLAs
→ Deal with issues even before they arise

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MANAGED SERVICES – KEY QUESTIONS

Managed Services (Print, IT, Energy, etc.) promise growth in revenue and profits, but:

- What new assets (tools, systems, resources) are needed?
- What new competencies (skills, knowledge) are needed?
- Who are the necessary vendors and/or partners?
- What “real time” analytics/information do you need to navigate effectively?

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MANAGED SERVICES – KEY ASSETS NEEDED

- CRM
- Information
- Analytics
- Environmental data
- Assessment/analytics & proposal tools
- Services-focused financing resources
- Project management tools
- Service focused ERP



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SERVICES – KEY COMPETENCIES NEEDED

- Lead generation—C-level appointments
- Consultative selling skills
- Assess environment, uncover pain
 - Customized solutions to eliminate or mitigate pain
 - Financial skills to “package” solution offering
- Implementation, change management processes and workflow
- Technical skills to manage/analyze environment data
- Bill and reconcile services
- Analyze profitability at the asset, system, solution level within accounts



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TRADITIONAL VS. CONSULTATIVE SELLING

Traditional Selling

- Traditional selling focuses on the features, benefits, and pricing of the product or solution being sold
- Typically sold to department manager or purchasing

Consultative Selling

- Consultative selling focuses on identifying customer pain points, then proposes a customized solution that eliminates or mitigates these pain points—clearly generating value for the customer
- Typically sponsored by the C-level of the company



CONSULTATIVE SELLING APPROACH



Why? Why are we speaking with you (C-level) today?



How? How do we help you?



What? What do we offer?



CONSULTATIVE SELLING APPROACH



Example: "Our company works with business owners and executives in the development of strategies to bring visibility and control of the last unmanaged expense in your organization—document output costs."



Example: "We've worked with other companies like yours to assess your existing document infrastructure costs and related workflow needs."



Example: "We then collaborated to develop a plan to monitor and optimize the environment to streamline document output, improve reliability and uptime, and control costs."



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CONSULTATIVE SELLING—THE DIFFERENTIATOR

Transactional Selling



- Customer self-diagnosis
- They own the buying process
- Reseller views seller as "vendor"
- Often delegated to lower levels for execution

Consultative Selling



- **You** diagnose as part of the engagement
- The buying process is collaborative, interactive
- Reseller views seller as "partner"
- Engagement is at the C-level

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THE TARGET DECISION MAKER

A "C" Level Executive

- Start with the CFO—Why?
 - Authority to make decisions to bridge budgets and management positions
 - They can sponsor you across multiple organization heads, increasing the opportunity for a thorough assessment (facilities, IT, purchasing, department heads, etc.)
 - Can sign multi-year, strategic contracts



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APPEALING TO THE C-LEVEL EXECUTIVE

What's in it for the C-Level Executive?

- They will want to immediately answer 2 questions:
 1. Is this just a transactional sales person who has gotten through to my phone and I can pass them back down to the line level?
 2. What can this person do for me?



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KEY INFORMATION AND ANALYTICS NEEDS

- Quantify pain during environment assessments
- Create “best practice,” customized solutions to solve/mitigate identified pain
- Deliver *known* profitable solution proposals
- Identify and resolve environment changes to maintain/improve solution effectiveness
 - Real time
 - Over time
 - At asset, system, solution level



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VENDOR/PARTNER VIEW FOR SERVICES

VENDOR

“Commodity” components for solution offering. No (or little) differentiation in:

- Price
- Quality
- Availability

PARTNERS

Value-added components for solution offering:

- Value (to you and your customers) over cost
- Source of asset and/or competency needs
- Accelerate time-to-market, revenue
- Reduce business risk, streamline, automate

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SELL SERVICES, CONSUME SERVICES

- Aggregate services components like you did hardware-based offerings
- “Customer facing” solutions
 - Best-in-class
 - Focused applications
- Operational solutions
 - Speed to market
 - Improve efficiencies



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AMAZON A QUICK CASE STUDY

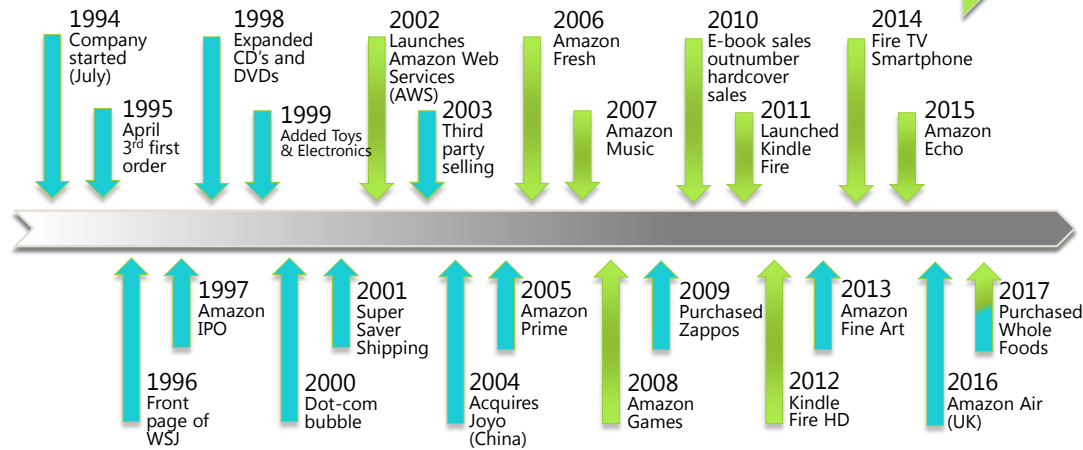
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AMAZON

TRANSACTIONAL
or
SERVICES FOCUSED



YES!



TRANSACTIONAL CONSULTATIVE

IS IT REALLY ONE OR THE OTHER?

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OR MULTIPLE PATHS TO SUCCESS?

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