

Varnex Spring 2013 Selling Big Ticket Deals in Today's Economy

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What are Big Ticket Deals

Anything that gets the attention of the board of directors or the CEO

Anything that requires a committee review and approval

Anything that requires financial analysis

Anything that requires risk analysis.

What's Different in Today's Economy

Decision thresholds are lower

More risks, fewer rewards

Products

Customers

Markets

Compliance

Higher expectations

Intense competition.

Why Big Ticket Selling is So Important

Key market opportunities

Big data

Cloud

Mobility

Infrastructure refresh

Social interaction

How are these bought?

Can you sell it that way?

What's Required to Sell Big Ticket Deals

Your executive commitment

Big deals as a strategic goal

The infrastructure to deliver

Your team and their attitude toward big deals

Customer trust that gets you invited to the table.

How Customer's Buy Big

Top-down major objective

Crisis response

Usually mission critical

Team recommendations

Decision makers

Commitment makers

Commitment approvers.

Selling IT to the Executives

Techie: CIO

Money Person: CFO

Chief: CEO

Worker: End User

Ultimate decision maker: Board of Directors.

What the Techie Wants

Uptime

Accomplished by manageable, secure, & reliable technology

Criteria: Easy to buy, install, operate, maintain, & repair.

What the Money Person Wants

Cash flow & Compliance

Accomplished by reduced operating expense, improved cash reserves, credit, & security and data protection

Criteria: Low risk vendor, predictable cash flows, & reasonable good faith security policy.

What the Chief Wants

Profit & Growth or Mission

Accomplished

Accomplished by efficiency and risk management

Criteria: Effective, reliable, defensible, & manageable.

What the Worker Wants

Job's done

Accomplished by focus and efficiency

Criteria: Minimal disruption, fits their flow, & training.

What the Board of Directors Wants

Mission priorities: what, why, when

Governance and guidance

Accomplished by due diligence and confidence

Criteria: success metrics, risk vs. reward, shareholder value.

Working with Boards of Directors

"When you advise a prince, you should appear to be reminding him of something he has forgotten, rather than the light he was unable to see."

Baltasar Gracian

How to Approach Executives

Expertise and analysis doesn't build trust, face time and thought leadership does

Will they collaborate?

Map out the decision making process

Identify the objectives, priorities, and criteria for the decision making team.

Board Presentation Success Factors

Executives present

Your executive team

Functional roll matched to functional roll

Executive presence

Trust

Influence

Power

Relevance.

Research Their Hot Buttons

Corporate research

Public goals and challenges

Vernacular

Propensity

Competitive research

SWOT

Ask lots of high-gain questions.

Questions to Answer First

Is the problem significant?

How will this further their mission and goals?

Who owns the problem?

How dissatisfied are they with the current situation?

Do they trust you're the best solution?

Sample Executive Presentation

Business Expansion Action Plan

What to consider to make a low-risk decision

Non-Disclosure

This discussion is under our mutual nondisclosure agreement.

Purpose of Our Discussion

Decide if we should expand our relationship

Identify your questions and concerns about your system scalability, availability, and performance

Identify if your issues are within our expertise

Report our findings about any issues

Establish next-step recommendations based on your situation

Create an action plan for your consideration.

Introductions

Your team

Role, responsibility, experience

What would make this a valuable

meeting for you?

Our team

Role, responsibility, experience.

Why Bother?

IT is the engine of your business: when it's compromised, you're at risk

Protect your data because these assets have substantial value

With all of the technology changes, it's difficult to keep up.

Why Our Customers Choose Us

Experienced in delivering IT in all varieties: traditional, cloud, blended systems, mobile

Deep network of resources to solve unique situations

We take a holistic view and focus on growing our customer's business by judicious application of IT

Local, responsive, and concerned means we'll be there when called

We work until the the problem is resolved.

What's Driving I.T. Demands?

Exponentially increasing storage demands

"I have runaway demand for storage capacity, bandwidth, and IOPS."

100% uptime demands

"Downtime means lost customers and potentially my career."

Can't have service slowdowns

"I have impatient users, customers, and unforgiving management."

Disaster recovery and business continuity mandates

"Failover must be transparent.

Customers can't know we have a problem."

Why Choose this Solution?

Most Important Business Benefit

Support statement

Business Benefit

Support statement

Business Benefit

Support statement

2ed Most Important Business Benefit

Support statement.

What Would You Like to Have Happen?

What would it be like if everything worked correctly?

How will you know who to choose?

Our Recommendations

Assess your requirements

Look for what's missing

Plan future requirements

Plan for surges

Education strategy

What will the team routinely do

What do you need to do once

Implementation strategy

Non-disruptive

Monitoring strategy

No surprises.

Proposed Next Steps

Agree to an assessment

Our team will perform this

Meet for a review of findings

Decide the next step, if any.

Schedule the Next Meetings

Assessment

Who and when

Report of findings

Executive team

Two weeks later.

Proposal Components:

What Executives Need to Say "Yes"

Situation analysis

Objectives and proposed outcome

Risk factors and critical success factors

Success metrics

Value to the organization

Methods and options

Timeline and milestones

Joint responsibilities

ROI, cash flows, price.

Board Presentations...

Start with your conclusions

Often, less is more

Most executives don't care about the "how."

Always preview your findings and recommendations with your executive sponsor

It's not always about the numbers

Rational

Emotional

Political.

Rehearsing the Board Presentation...

Assign the lead executive

Master of ceremonies

Watch and direct

Assign roles, responsibilities, and expertise

Clear team and individual objectives

Anticipate and answer the top 3 – 4

concerns and objections

Run through the presentation looking for any that will break trust

Rehearse with your board

Rehearse with their board proxies

Focus on what went well and what to adjust.

How are You Going to Make This Work?

What are you going to do first?

How can you sustain this?

What is it going to mean to your career?

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