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Marketing and Selling to Large Enterprises

BUSINESS 251 - GA

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Introductions

- You
- Me (@brooklynrob)

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Please walk out remembering this:

- Don't waste your time ...
 - ... on dead ends
 - ... on pipe dreams
 - ... on people without power (imposters, hobbyists)
- Follow the money
- Be selective
- Be careful of chasing the “sexy” names for quals
- Plan and coordinate every interaction

Why Large Enterprises are Complex

- Diffused Decision Making
- “Imposters” – People representing themselves as having more power than they really do
- Role of IT vs. Role of Business (vs. Role of Procurement)
- Budget allocation processes
- Personal relationships and history

Branding and Awareness Basics

- You need an evangelist inside
Who will “table pound” for your technology or services?
- Partnering may be your best way in
- Advertising will likely only work if very targeted
- Consider viral selling
- Be focused on what trade shows you attend, and what follow-ups you do
Use follow-ups to PRUNE and DEVELOP

Basic Qualifications

- Viability

Can you prove you'll be in business in 3 years?

- Technology Stack

- Integration

- Case Studies

Pre-approved Vendor lists

- Control: Who controls them? Who decides who is added?
- Timing: How often is the list updated?
- Criteria: How are decisions made?

RFIs, RFQs, RFPs

- RFIs

Ask: Is this a real project?

- RFQs

Ask: What are these being used for?

- RFPs

Ask: **WHO WROTE THE RFP?**

Lead qualification

- Who has the budget?
Has it been allocated? Will it be capitalized? Or is it part of the P&L?
- Is this “IT led” or “business led”?
- Will my technology or service be deployed enterprise wide? In a single business unit? In a department?

Overcoming the culture gap

- Do...

Adapt to the culture of your prospect (Do not show up in tee-shirts and jeans to an i-bank)

- Don't...

Adopt the culture of your prospect (Do not be something you're not)

Stakeholder Analysis

- Identify your relationships with everyone associated with the deal (including partners and consultants). Label each as:
 - Advocates: They like you
 - Neutral: They know you, but don't have an opinion one way or the other
 - Antagonists: They don't like you
 - "Dunno": They don't know you and/or you don't know them

Stakeholder Types

- “Imposters”
- “Hobbyists”
- Gatekeepers
- Influencers
- Decision Makers
- Approvers

Dealing with Procurement

- Usually, but not always, most aligned with Finance
- Defenders of the official process
- Often not familiar with technology or business context of deals
- Nearly always over-worked, under-appreciated

Where's the Budget?

- “Has this initiative been funded?”
- “Has the funding been approved?”
- “Who needs to approve the budget?”
- “Has the full amount been allocated?”
- “Who is providing the funding?”
- “Do YOU control the budget?”

IT and “the Big Boys”

- “No one every got fired for choosing ...”
- FUD – Fear, Uncertainty, Doubt