

# Maynardleigh- Business Development Meeting

## SPIN Sheet

1. Name of the Company: Anuj & Parul, Upma? <sup>finance</sup>
2. Contact Name: Genpact
- Designation: Anuj Batra, leader pricing
- Contact Details: \_\_\_\_\_
- Email Address: \_\_\_\_\_
3. Inquiry on/ Stated Need: \_\_\_\_\_
4. Meeting Mode: One-to-One/ ☒ Telephonic / Video Chat or SKYPE
5. Date and Time: 23/11/16, 3:30 pm.
6. Brief about the business ( OPR):  
BITRIX.
7. How does this company serve the " Basic human need"?
8. The Business Model:
9. Where are they mainly based?  
Gurgaon.
10. Employee strength: \_\_\_\_\_
11. Turnover: \_\_\_\_\_
12. Training Budget: \_\_\_\_\_

# Plan intervention

## SPIN

### S=Situation

Seek hard facts, and soft information, to understand the background and the opportunity you are facing

Keep your questioning short but thorough

### Sample Questions

- How did you hear of MLA?
- Why are we here?
- Who really owns the issue—eg a particular line manager, the CEO, the HR person?—see also Miller Heimann: who is the customer?
- What exactly does your company do? Is it currently profitable?
- What is its position in the market place: eg a leader, number two, a newcomer?
- How many people work for it and what is the turnover over staff—ie how are you managing your talent?
- Where are your people mainly based, geographically?
- What is the structure of the company—could I have an organisation chart?
- Does your company have any key business goals you can share?
- Who heads up HR or Learning and Development and who is their boss?
- Who are the key people with responsibilities for training and development?
- Would I be able to meet them at some time?
- Do you have a budget for tackling this issue, if so what is it?
- When do you finalise your training budget during the year?
- Who else in the company might be interested in what we offer?

Fairly, confident & clear.

"Expert" → be able to tell story chain  
needs/solutions

# SITUATION

i. Who are the target audience

any service.

Corporate pricing team  
pricing for clients services folks  
senior layer of Genpact 8-10 people.

ii. Job Profile ( understand how they contribute to Basic Human Need : try and take a simplified approach to how they serve this world )

iii. Age , Qualification – ( grade of colleges ....A or B or C ), Experience in years

8-10 years , 10 cores- 2000 cores  
CA , MBAs tier 1 institutes

iv. Span of control ( do they lead people , or , are individual contributors )

v. What is the expectation from them – desired state (knowledge, skill, attitude and habit)

intelligent pushing, push back senior  
→ Presenting: How do you present on official documents  
→ Articulate - Be able to address the point on ppt

vi. What is the current state

Pushy, passive, no cognizant before signing of the deal. tiger - 1 / tiger - 2.  
push back. Eg - While pricing commercial constraints: n.1 push back from - 2 to sell to client  
why away from the discussions.  
+ Any to solve in conversation.

maynardleigh



## PROBLEM

in breakout session  
once in informal  
selling 90% aligned  
to Amy  
in formal sp all ideas  
won't sail through

- i. Gaps in performance, quality or relationships (repeated probe from previous question)  
→ Ability to present and story telling  
→ session internally taken should be taken  
by the target audience - facing people  
leading entire project & bringing to closure
- ii. How have you arrived at these gaps (one person said, you observed, multiple leaders said, is it from training need analysis, is it a problem diagnosed at company level, has it come from a customer / consumer / partner / senior leader)

- iii. Validate the source of problem and try and rationalise it (percentage on customer score, talent engagement score, performance index, documented observations, result of a team hurdle). It will be good to record the name of the person who has articulated the problem statement. metrics

## Implication

- i. How has this problem impacted the business (ex increase in cost, decrease in revenue, opportunity lost, brand tarnished, attrition, low morale, reduced customer satisfaction, conflict, low internal service, wastage of time, money, bandwidth)

+ Amy

# Need

i. What according to you is the solution to bridge this gap

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ii. Have you tried this solution or any other solution in the past

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iii. How will you measure the effectiveness of this solution ( MOS – measures of success)

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iv. What does the solution look like to you ( modular , one day , two day , three months , bespoke , quickie )

*Journey .*

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v. What level of solution would you like to attend ( at the level of knowledge , or practise , or internalised)

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Senior folks → 8-10 years

Upma

Intelligent <sup>exp</sup> Pushing → Case coverage  
→ Consideration

Avg - 50Cr - 1000-2000 Cr

Executive layer → of Genpact.

→ Lot of escalations.

1. Presenting - How do you present your thoughts
2. Articulating → There are 'x' no of Story telling.

+ Anuj mails → Change

→ Session on Pricing education.

→

8-10 [ ]