



PRECISION-DRIVEN WINS

Mastering Sales

2025



## Table of Contents

Welcome to the Mastering Sales Workshop! .....	2
Why Us? .....	3
Engagement Excellence .....	4
The Right Tools .....	6
ImpactWon Deal Definitions.....	9
The Power Plan.....	10
Why this works.....	10
The 4Cs.....	12
The FOG Model.....	17
Client Relevance.....	20
Client Profiles.....	22
Client Profile Traps .....	24
Impact over Input .....	26
Buyers, Beneficiaries and Backers .....	28
Find the Money .....	30
Moving from All to Only.....	32
Unique Value Proposition.....	34
Case Study Walkthrough .....	37
Coaching for Impact over Time .....	39
In Conclusion .....	41
Case Study.....	43



## Welcome to the Mastering Sales Workshop!

We're excited to welcome you to the Mastering Sales Workshop. You're here because, like us, you believe there's a better way to sell, one that's more relevant, more impactful, and more aligned with what clients truly value. At ImpactWon, our mission is simple: to change the way the world sells.

### Our Journey

We founded ImpactWon with a shared conviction: that sales success today demands more than tactics, it requires meaningful engagement, measurable impact, and organisational alignment.

Andrew created the methodology behind *CEO-Led Sales* from decades of experience advising leaders across complex sales environments. His work is shaped by a relentless focus on outcomes and a deep understanding of what really drives client decisions.

Sven then joined Andrew to bring this thinking to life inside organisations. With a background in sales leadership, business consulting and technology, Sven has helped operationalise the methodology so that it scales, from the boardroom to the front line.

Together, we've built a framework that cuts through the noise, equips teams with the right tools, and redefines what it means to win in today's market.

### Why This Workshop Matters

The world of sales is shifting. Buyers are more informed, markets are more complex, and traditional sales tactics are falling short. This workshop exists because sales teams need a new standard, one that prioritises:

- A single, organisation-wide way to measure sales effectiveness
- Tools that lift engagement and focus your effort where it counts
- Practical techniques to raise your Right-to-Win in major opportunities

### Looking Ahead

You'll leave this workshop with more than just ideas. You'll walk away with a practical, actionable plan to immediately improve your client conversations, opportunity qualification, and deal execution.

We're glad you've joined us. Let's challenge convention, raise the standard for sales excellence, and, together, change the way the world sells.

**Andrew Phillips & Sven Brook**



## Why Us?

### WHY ARE YOU LISTENING TO US?



**Andrew Phillips**  
Director

**CEO, Author,  
Board Member**  
Specialising in  
coaching and  
performance.



**Sven Brook**  
Director

**Business Consultant,  
Referenced Expert**  
Specialising in sales  
enhancement and  
technology strategy.

Buying **is** changing

Our customers **are** changing

Our organisation **is** changing

Selling **must** change

**Andrew Phillips** is a dynamic executive leader with 30 years of experience in managing people and projects, delivering value and profitable growth for corporate and government organisations. Andrew excels as a senior sales professional, business analyst, and project manager, fostering a culture of excellence with his honest and outcome-oriented approach. He sets a clear vision, drives excellence, and provides scalable, profitable solutions, earning a reputation as a trusted advisor. Andrew has guided CEOs and organisations like Unisys, Kyndryl, Infosys, Adobe, Clearbox Systems, Dtex Systems, NTT, and Readify, making him one of Australia's top sales engagement professionals. As the author of "CEO-Led Sales," Andrew reimagines seller-buyer engagement with a focus on transparency, growth, and accountability. Andrew Phillips is a pivotal figure in business consulting, offering inspirational leadership and a relentless drive for excellence.

**Sven Brook** is a business transformation expert with a focus on leveraging data and technology to improve performance. With extensive management experience in a global organisation, he has led teams across various functions and sectors, including public, health, education, transport, and private.

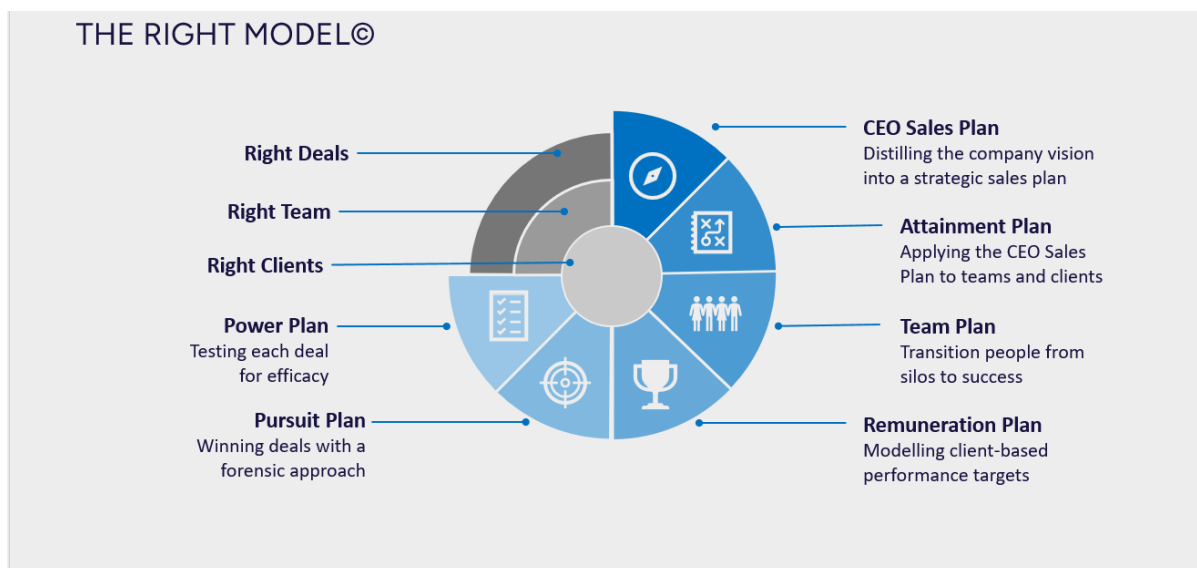
Sven's career includes roles such as Senior Associate at D2 & Associates, Technology Advisor at Telstra, and Enterprise Architect at NTT and Data#3. He is also an active podcaster and thought leader on emerging technologies, leadership, and management.

He co-developed the Engagement Excellence mindset and holds a Master's in Networking and Systems Administration, along with the Graduate Company Directors Course from the Australian Institute of Company Directors and several technology certifications.



# Engagement Excellence

## The Right Model



The "Right Model" is our methodology designed to align an organisation's sales focus directly with the CEO's vision and the company's broader objectives. It aims to make an organisation more client-focused, informed, and proactive about client needs and strategic imperatives. This impact-driven method results in a single organisational-wide metric for purpose-driven sales. This model is implemented in stages and includes several key components, each targeting specific aspects of the sales process and organisational alignment.

### 1. CEO Sales Plan

The CEO Sales Plan sets the overarching sales strategy to align the organisation's vision, mission, and strategic imperatives with the target market, solutions and emerging needs. It serves as a guide and instruction for identifying, pursuing, and securing bedrock deals. This plan is dynamic and regularly reviewed to respond to market changes and internal shifts, ensuring it remains relevant.



## 2. Attainment Plan

Following the CEO Sales Plan, the Attainment Plan translates this strategy into a precise, actionable agenda for each Client Expert. It covers all clients and deals over the plan's multi-year span, integrating Stepping Stone deals and at least one Bedrock Deal per client. This plan is essential for aligning Client Experts with the organisation's long-term strategic direction, fostering a continuous learning environment and ensuring that sales efforts are strategically coordinated.

## 3. Team Plan

The Team Plan describes how the organisation collaborates to pursue identified Bedrock Deals. It delineates roles within the company into delivery and pursuit sectors, ensuring everyone from the CEO to the receptionist is involved in sales in a structured manner. This plan fundamentally changes the traditional sales approach by incorporating various organisational roles into the sales process, enhancing the overall pursuit effectiveness.

## 4. Remuneration Plan

This plan supports the behaviours essential for the Right Model, aligning team efforts with client and solution success. It modifies traditional compensation structures to reward team success over individual performance. The Remuneration Plan is crucial for fostering a collaborative culture, focusing on long-term employment and team success rather than short-term individual gains.

## 5. Pursuit Plan

The Pursuit Plan outlines the approach to securing known and potential Bedrock Deals. It details the client analysis, team roles, and specifics of the deals being pursued. This plan ensures that every step in the sales process is strategically aligned with the goals in the CEO Sales Plan and the Attainment Plan, maintaining focus on significant, transformative opportunities.

## 6. Power Plan

Overlaying the Pursuit Plan, the Power Plan assesses the potential of a Bedrock Deal through the lenses of Credibility, Capability, Commitment, and Control—the 4Cs. It provides a moment-in-time snapshot that helps determine whether the sales strategies are on track and aligns resources effectively to improve the probability of winning the deal.

## 7. Right Clients

The Right Client types are identified through the CEO Sales Plan and are those that share a similar path or culture with your organisation, enhancing the likelihood of mutual success. These clients are essential for evolving the company towards areas identified as crucial for future success.



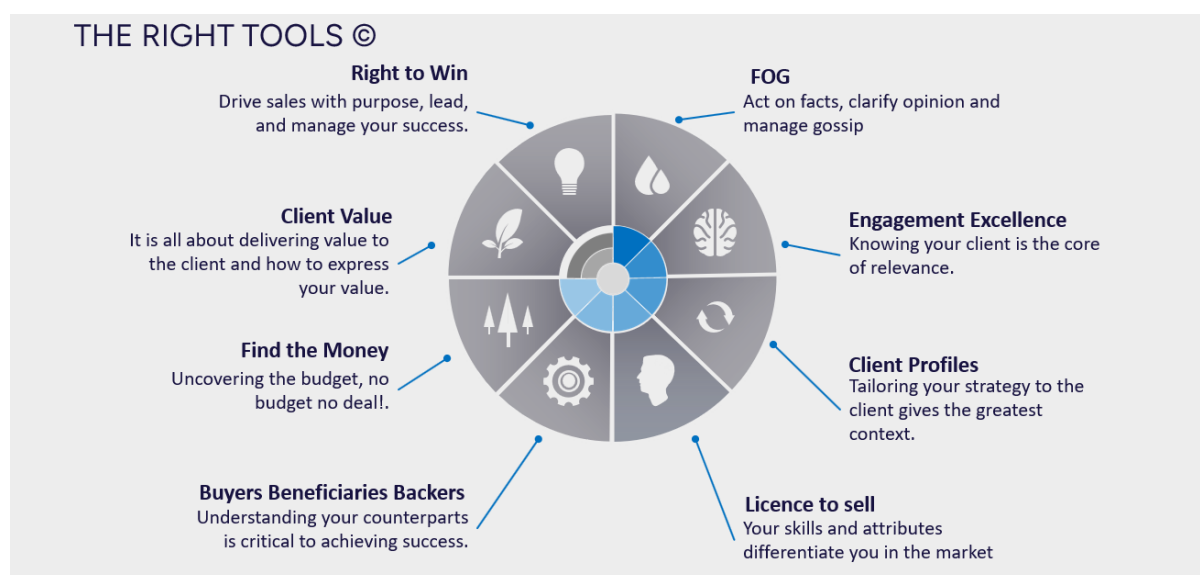
## 8. Right Team

The Right Team includes individuals from diverse disciplines who bring unique perspectives and expertise to the pursuit of Bedrock Deals. This team is fundamental in complex sales environments, providing a robust and informed approach to secure significant business opportunities.

## 9. Right Deals

Right Deals are those that involve multi-solution opportunities, closely aligned with the strategic future outlined in the CEO Sales Plan. They are transformative for both the client and the organisation, requiring a deep alignment of resources, competencies, and strategic objectives to ensure success.

## The Right Tools



## The FOG Model

FOG (Fact, Opinion, Gossip) is a critical thinking model that differentiates between facts, opinions, and gossip. It helps sales professionals discern reliable information from speculation, enabling them to make informed decisions and build credibility. By systematically evaluating statements, they can focus on actionable data, clarify their strategy, and maintain professional integrity.

## Engagement Excellence

Engagement Excellence is the framework ImpactWon uses to enhance client relevance through effective interaction of sales and delivery teams. It is achieved by aligning strategic imperatives, tailored solutions, and emerging needs with the client's expectations, evaluated through six lenses: Executive, Sales, Solutions,



Strategic Imperatives, Tailored Solutions, and Emerging Needs. This process leads to actionable plans that improve client engagement and business outcomes.

## Client Profile

A client profile categorises clients based on their engagement characteristics and business potential. Profiles guide tailored sales strategies and highlight potential traps such as Dependency, Incumbency, Margin, and Honey traps. Recognising these profiles helps organisations optimise their approach to each client, ensuring relevance and effective engagement.

## Licence to Sell

Licence to Sell refers to the competencies and skills required by Client Experts to succeed in sales. These include attributes like being a Brand Advocate, Investigator, and Team Player and skills in Leadership and Ethics, Business Acumen, Sales and Sales Planning, and Products and Services. These competencies lead to enhanced Credibility, Capability, Commitment, and Control, crucial for increasing your Right-to-Win score.

## Buyers, Beneficiaries, and Backers

This concept identifies three key stakeholder roles in a sales deal:

- Buyers: Decision-makers who control the budget and approve purchases.
- Beneficiaries: Individuals or groups who will directly benefit from the product or solution.
- Backers: Those who support the implementation and integration of the solution within the organisation.

Each role has specific needs and concerns that must be addressed to secure a deal.

## Find the Money

Finding the money involves identifying whether a client has allocated a budget for a specific need. This process involves strategic questioning to uncover the existence of a budget, its owner, priority, and the problem it aims to solve. Understanding the budget is crucial for assessing the feasibility and potential success of a deal.





## Client Value

Client Value, also known as Impact Themes, refers to unique, strategic benefits that an organisation can offer to align with the client's strategic imperatives. Impact Themes are differentiated from General Themes, which are more specific and address immediate client needs. Impact Themes are high-level, unique value propositions that resonate with decision-makers and create a compelling reason to choose the organisation over competitors.

## Right-to-Win


Right-to-Win measures an organisation's strategic position and capability to secure major deals. It is assessed through the 4Cs: Credibility, Capability, Commitment, and Control. Each factor is quantified to create a score that guides strategic actions and initiatives to enhance the organisation's competitive edge and success rate in securing significant deals.

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## ImpactWon Deal Definitions

**ENGAGEX DEAL DEFINITIONS**



**Bedrock Deals**

- Major deals that either change the course of your company or the direction of your client – all clients should have a bedrock deal in their future. Identified in the CEO Sales Plan.

**Stepping Stone Deals**

- Deals that support the end game of achieving the bedrock deal.

**Stray Deals**

- Deals that are not consistent with your company direction and cause confusion and a lack of focus in both the client and your company.

### Bedrock Deals

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### Stepping Stone Deals

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### Stray Deals

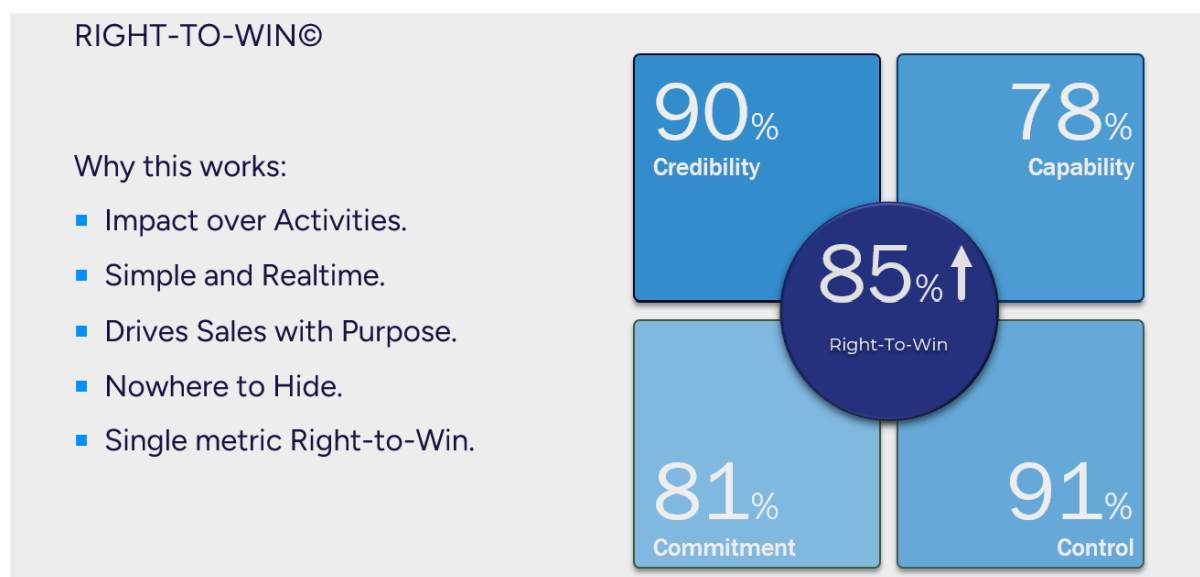
Deals that are not consistent with your company direction and cause confusion and lack of focus in both the client and your company.

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## The Power Plan

### Your Right-to-Win



### About the Power Plan

The Power Plan is a critical tool that drives sales with purpose. Focusing on measured impact rather than activity alone ensures that resources are directed towards the highest value opportunities, enhancing both client relevance and your organisational success. Each component within the Power Plan serves a unique role - Credibility, Capability, Commitment, and Control. This approach prepares your organisation to compete effectively and secure significant, high-value deals by demonstrating unparalleled competence and reliability.

### Why this works.

#### Impact over Activities

Not all activities are equally valuable. The Power Plan helps organisations allocate resources to initiatives directly supporting strategic goals by prioritising actions that drive measurable impact. This approach reduces wasted effort and keeps the team focused on what truly matters.

#### Simple and Realtime

The Power Plan is designed for accessibility and immediacy, providing real-time insights that support timely decision-making. In a fast-paced sales environment, having up-to-date information is essential to responding swiftly to client needs and market dynamics. This simplicity removes unnecessary complexity, making it easier for teams to stay aligned and proactive.



## Drive Sales with Purpose

Purpose-driven sales mean that every action aligns with the overarching mission of building long-term client relationships and value. This ensures that sales efforts are not just about closing deals but about creating meaningful connections that support the client's long-term goals and strategic vision. The Power Plan encourages teams to foster authentic and sustainable client engagement by driving sales with purpose.

## Nowhere to Hide

Introduces a high level of transparency and accountability across the organisation. All team member's contributions are visible, promoting a culture where performance and responsibility are clear and measurable. This "nowhere to hide" approach reinforces a culture of excellence, as all efforts are directed towards the collective success of the organisation and its clients.

## Single Metric Right-to-Win

The Power Plan takes an organisation-wide approach, integrating all levels and functions in the pursuit of client relevance. From executive leadership to frontline sales, every team member plays a role in ensuring consistent messaging and unified client engagement. This cross-functional alignment strengthens the organisation's overall positioning and improves client engagement.



## The 4Cs

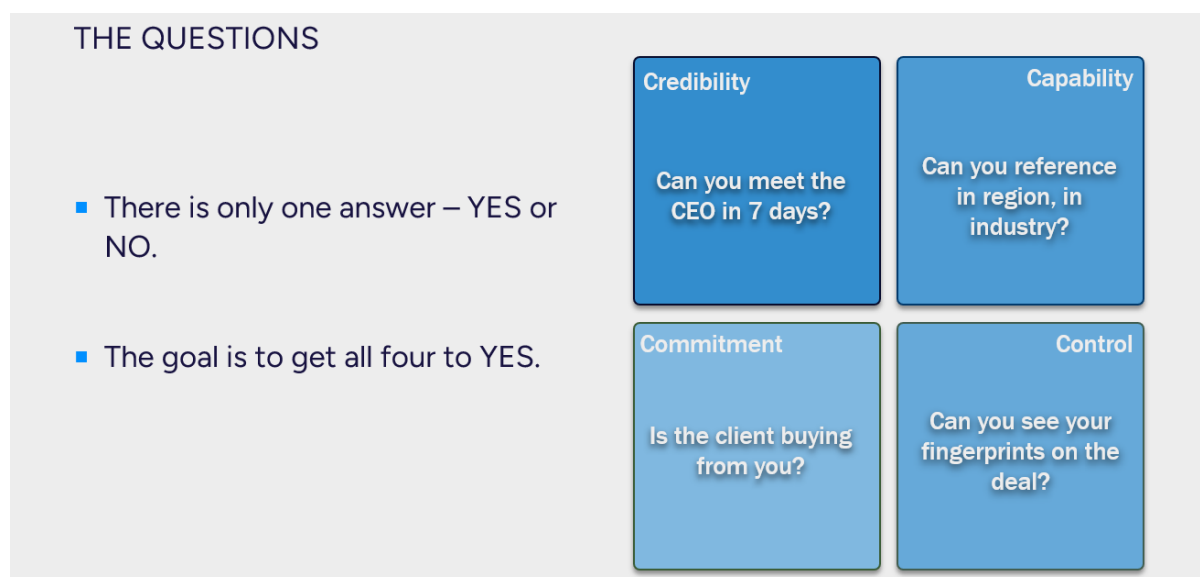
The 4Cs—**Credibility, Capability, Commitment, and Control**—form the core of ImpactWon's Power Plan. Each of these qualifiers represents a fundamental attribute that enhances an organisation's standing in the eyes of its clients, ultimately boosting its Right-to-Win in high-value engagements.

- **Credibility:** Is about trust and knowledge. It reflects the client's belief that the organisation understands their needs and challenges, backed by a proven record of delivering valuable insights and solutions. Credibility is built through consistent expertise, integrity, and the ability to engage meaningfully at the highest levels of the client's organisation.
- **Capability:** A measure of the organisation's competence and resources to meet the client's requirements. It embodies the technical skills, experience, and operational strength needed to deliver on promises, even in complex and challenging scenarios. A capable organisation demonstrates a track record of successful projects that resonate with the client's needs.
- **Commitment:** Measures the client's engagement with and confidence in your organisation. It asks whether the client is actively purchasing from the organisation, reflecting their satisfaction with previous outcomes. Commitment indicates a high level of satisfaction and reinforces that the organisation reliably meets or exceeds expectations. Commitment thus represents both the client's continued confidence in the organisation and the organisation's proven ability to deliver.
- **Control:** Represents your organisation's ability to match your world-class offerings to the client's needs. It reflects the ability to demonstrate to the client why *your* offered solution is best to meet the client's strategic imperatives. Control ensures that the organisation is not just responding to client demands but proactively guiding the engagement to achieve mutually beneficial outcomes.

Together, these 4Cs create a powerful foundation for building meaningful and successful client relationships. By strengthening credibility, capability, commitment, and control, organisations enhance their Right to Win, positioning themselves as indispensable partners in their clients' strategic journeys.



## The Questions



To measure the organisation's readiness and strength in major deals, the Power Plan includes specific qualifying questions that assess each of the 4Cs - Credibility, Capability, Commitment, and Control. These questions ensure a focused, objective evaluation of deal positioning, guiding resources towards opportunities with the highest potential for success.

- **Credibility:** Can you meet with the client CEO within seven days?
  - This question evaluates the level of trust and access within the client organisation, reflecting the organisation's credibility and ability to engage top-level decision-makers.
- **Capability:** Can you reference this solution in the region and industry?
  - Assessing capability through regional and industry references demonstrates the organisation's expertise and experience in handling similar high-stakes engagements.
- **Commitment:** Is the client currently buying from you?
  - This question gauges the level of ongoing client satisfaction and confidence in the organisation, which are indicators of strong client commitment and future engagement potential.
- **Control:** Can you see your company's fingerprints on this deal?
  - Control reflects the organisation's influence on the deal structure and alignment with client needs, showing how well the organisation can guide and shape the client's decision-making.

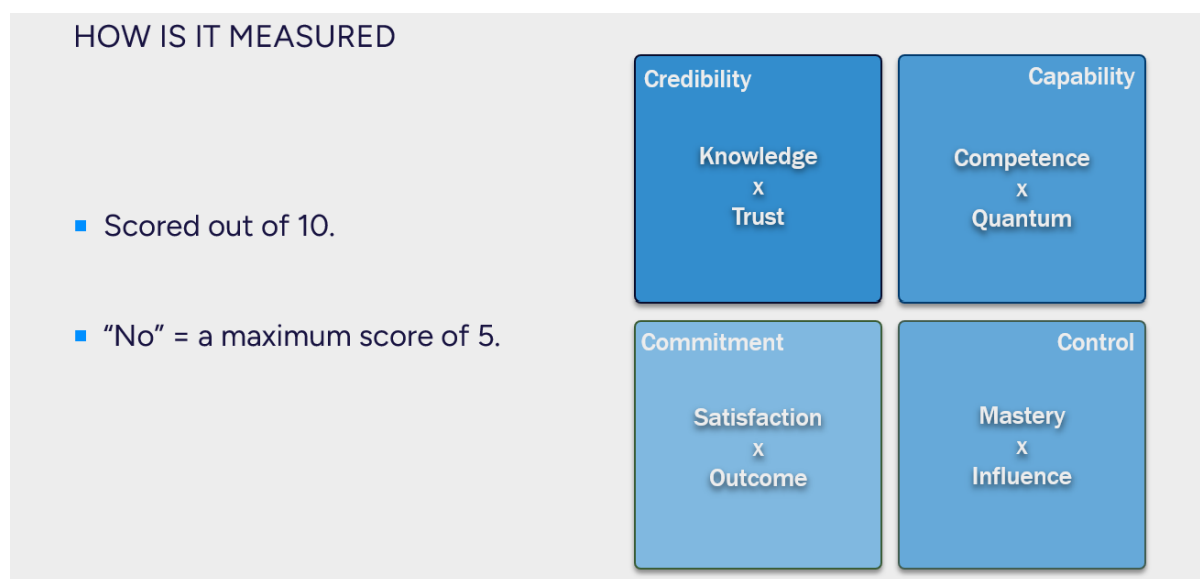


These questions are integral to a realistic assessment of the organisation's position, ensuring that resources are focused on opportunities where the organisation has a strong Right to Win.

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## The Multipliers



Each component of the 4Cs-Credibility, Capability, Commitment, and Control-has a specific formula within the Power Plan, providing a quantifiable measure of the organisation's Right to Win. These formulas allow for objective evaluation, creating a standardised metric for assessing deal viability and potential.

- **Credibility = Knowledge × Trust**
  - This formula assesses credibility by combining industry knowledge with the level of trust established through prior engagements. High credibility indicates that the organisation is not only seen as knowledgeable but also reliable and trusted by the client, which is essential for gaining access to key decision-makers and advancing significant deals.
- **Capability = Competence × Quantum**
  - Capability is measured by combining technical skill (competence) with the breadth of experience (quantum) in managing similar engagements. This formula ensures that the organisation can confidently deliver on complex requirements at scale, building confidence in its ability to meet the client's unique needs and challenges.
- **Commitment = Satisfaction × Outcome**
  - Commitment reflects both client satisfaction and successful delivery. High commitment means the organisation has a proven track record of fulfilling client expectations, reinforcing the client's trust in the



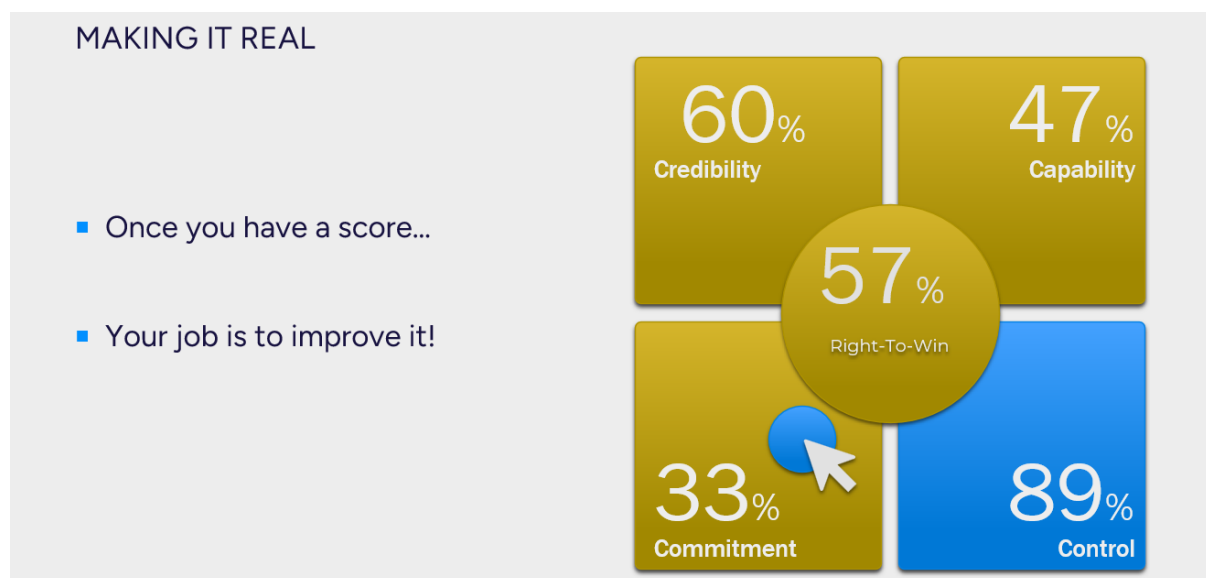


organisation's dedication to their success. This consistent delivery is critical for securing long-term client relationships and repeat business.

- **Control = Mastery × Influence**

- Control is determined by the organisation's expertise (mastery) and ability to shape the client's perceptions and decisions (influence). High control means the organisation can effectively guide the client's choices, ensuring alignment with its unique value propositions and strengths. This control over the deal process is a powerful indicator of the organisation's positioning and influence in client engagements.

These formulas allow for a systematic approach to scoring each component, resulting in a clear Right to Win score that directs focus toward the highest-impact opportunities.



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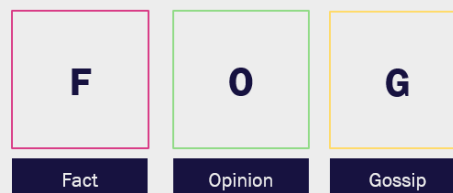


## The FOG Model

### IS THAT A FACT?

#### Getting to critical thinking:

- Who, what, where, why and how.
- Then ask again... and triangulate.
- Be the investigator.



“Act on facts, consider opinions, and manage gossip”

### The FOG Model: Fact, Opinion, or Gossip

**Definition:** The FOG Model is a critical thinking tool for assessing the reliability of information. It categorises all information into facts, opinions, or gossip. This allows you to act on facts, consider opinions, and manage gossip.

Here is a brief explanation of each:

#### Fact

**Definition:** Facts can be proven true or false through evidence. They are concrete pieces of information that are grounded in reality and verifiable. In critical thinking, confirming facts involves rigorous verification through observation, measurement, or research.

**Example:** Stating that "the Earth revolves around the Sun" is a fact because it is supported by astronomical evidence and scientific consensus.

**Critical Thinking Demand:** Facts must be confirmed through credible sources and evidence before being used as a basis for decision-making.



## Opinion

**Definition:** Opinions are personal expressions of individual feelings, beliefs, or thoughts. They are subjective and influenced by personal experiences, emotions, and perspectives. While opinions are not universally provable, critical thinking requires that opinions be investigated to understand their underlying assumptions and biases.

**Example:** Believing that one genre of music is superior to another is an opinion. This preference is subjective and varies between individuals.

**Critical Thinking Demand:** Opinions should be investigated to uncover any factual basis or logical reasoning that may lend them credibility or reveal them as unfounded.

## Gossip

**Definition:** Gossip involves the informal or unofficial spreading of potentially unverified information, rumours, or speculation about others, often blending truths, half-truths, and falsehoods. Gossip can be misleading and harmful as it may propagate without concern for factual accuracy.

**Example:** Spreading rumours that a competitor is going bankrupt based on overheard conversations is gossip. This information may be incorrect and can cause unnecessary panic or strategic missteps.

**Critical Thinking Demand:** Gossip must be treated with scepticism and investigated thoroughly. The goal is to separate factual content from speculation and disregard unsubstantiated information.

## Application in Business

In business, the FOG model is a crucial tool for maintaining the integrity and reliability of information in decision-making. It encourages professionals to:

- **Act on Facts:** Ensure that all actions and decisions are based on information that has been confirmed as factual and reliable.
- **Consider Opinions:** Delve deeper into opinions to extract any factual basis or dismiss them if they are baseless.
- **Manage Gossip:** Don't be involved with gossip; you must manage it and ensure that you uphold your and the company's ethical standards.

Employing this model ensures that strategies are built on solid ground and helps maintain credibility and trust with clients and stakeholders.



**We use the FOG Model to evaluate information.**

'I heard our competitor is going bankrupt because they make poor quality products.'

Can you think of a situation where distinguishing between fact, opinion, and gossip was crucial for decision-making?

The Sun rises in the East and sets in the West.

Sunrises are better than sunsets.

I heard the sun will rise twice tomorrow.

Example: You are a Client Expert in the renewable energy sector. During negotiations, a client casually mentions they've heard your solar panels are less efficient under certain conditions. Using the FOG model, you recognise this as an Opinion. To address this and turn it into a Fact, you refer to scientifically validated performance reports and testing data, providing these documents to the client. Additionally, the comment about the competitor would be classified under Gossip; thus, you decide to check recent industry reports and financial news to either confirm or debunk the claim about the competitor's financial health. By doing so, you maintain a factual basis for all discussions, reinforcing your credibility and ensuring that decisions are made on solid ground.

**Reflection Question:** Recall a situation where you dealt with mixed information types. Apply the FOG model to this scenario: identify Fact, Opinion, and Gossip. How could you have investigated the Opinions and Gossip to turn them into Facts? How would acting on confirmed Facts alone have influenced the outcome of the situation?

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## Client Relevance

### IT'S ALL ABOUT CLIENT RELEVANCE.

Relevance through six lenses:

- ENGAGEMENT
  - Executives
  - Client Experts
  - Solution Masters
- OPPORTUNITY
  - Alignment to their strategy
  - Ability to tailor to their current needs
  - Vision and investment in their emerging needs



### The Six Lenses of Engagement Excellence

**Definition:** The "Six Lenses of Engagement Excellence" tool is essential for Client Experts who aim to understand and effectively respond to their clients' strategic imperatives, solution requirements, and emerging needs. It consists of two groups: **Engagement** (Executive, Client Experts, Solution Masters) and **Opportunity** (Tailored Outcomes, Emerging Needs, Strategic Imperatives). By applying these lenses, Client Experts can ensure that their engagements are relevant, comprehensive, and strategically aligned with the client's objectives.

**Example:** Your client is a healthcare solutions company. Using the 'Executive' lens, you begin by understanding the healthcare industry's strategic direction and how your company's vision aligns with potential changes in healthcare regulations and patient care innovations. Through the Client Expert's lens, you gather insights into the client's current challenges and expectations, learning about their specific needs for compliance and efficiency. In the 'Solutions Masters' lens, you ensure the proposed healthcare management system is adaptable, secure, and scalable according to the client's operational demands.

For 'Tailored Outcomes,' you orchestrate any customisation of the healthcare management system with your subject matter experts to integrate seamlessly with existing client systems while ensuring compliance with new health data protection regulations. Through the 'Emerging Needs' lens, you anticipate future shifts in healthcare technology, such as the integration of AI for patient data analysis, preparing your client for next-generation healthcare challenges. Finally, with the 'Strategic Imperatives' lens, you align your solutions to help the client achieve long-



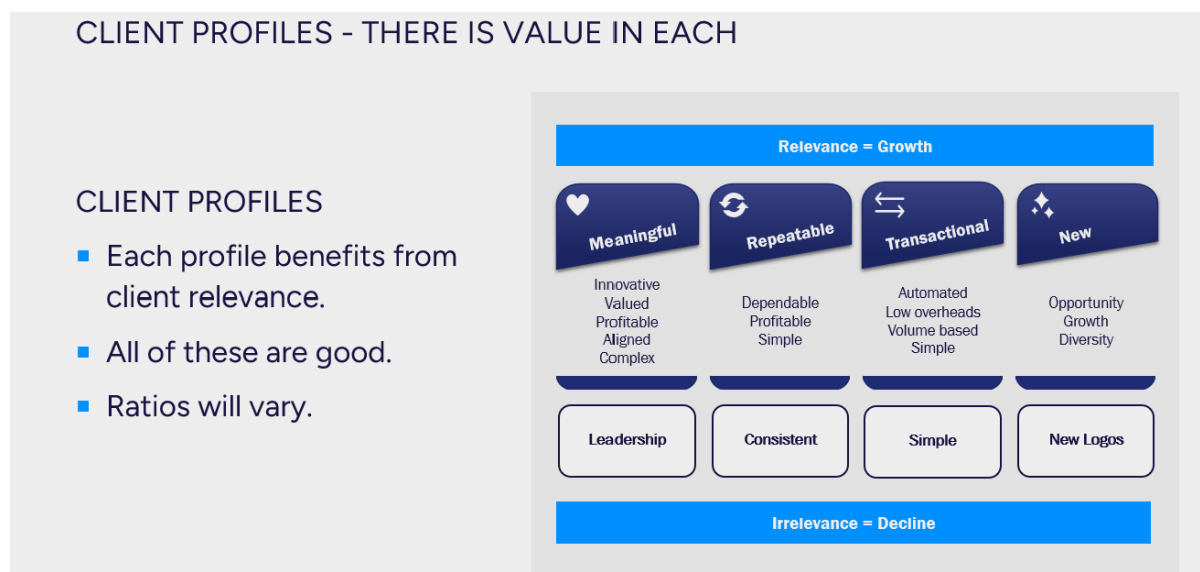
term goals, such as improving patient outcomes and operational efficiency, demonstrating how your solutions contribute to these objectives.

**Reflection Question:** As a Client Expert, identify a client engagement you are currently involved in. How can you use each of the six lenses to better understand the client's strategic imperatives, their requirements for tailored outcomes, and their emerging needs? How will this understanding help you demonstrate your company's alignment and the mutual benefits of your partnership?

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## Client Profiles



### Understanding Client Profiles and Their Dynamics

**Definition:** Client Profiles categorise clients based on their interaction patterns and levels of engagement with your organisation. These profiles help Client Experts to strategically engage clients by understanding their specific behaviours and needs. Deep engagement within these profiles enhances your relevance to the client, making your solutions increasingly integral to their operations. However, each profile comes with potential traps that can diminish your relevance and signal a decline in the relationship if not navigated carefully.

#### Client Profiles:

**New** - This profile includes client prospects and clients who are recent additions to your business. They represent growth and the opportunity to expand your market share. The primary trap here is the Honey Trap, where new prospects might waste time or provide false promises.

**Transactional** - These clients interact with your business on an ad-hoc basis, often driven by immediate needs rather than a relationship. The trap associated with this profile is the Margin Trap, where the focus on cost over value can lead to a race to the bottom on pricing.

**Repeatable** - Clients in this profile regularly purchase your products or services due to past satisfaction. The Dependency Trap can occur here if either party becomes too comfortable or reliant on the other, which can lead to a fragile business relationship.



**Meaningful** - This represents a deep, strategic partnership where both parties benefit significantly from the relationship. The Incumbency Trap is the risk here, characterised by a decline in innovation and alignment, potentially leading to the client perceiving your offerings as less valuable over time.

**Example:** Consider a Client Expert who manages a client currently classified under the Repeatable profile, recognised for their consistent orders and reliability. However, the Client Expert notices signs of complacency in renewing contracts without discussing new solutions, suggesting a slide towards the Dependency Trap. To address this, the expert initiates meetings to explore new technologies and services that align with the client's evolving needs, aiming to transition the relationship into the Meaningful profile by reinvigorating the client's interest and dependence on innovative solutions.

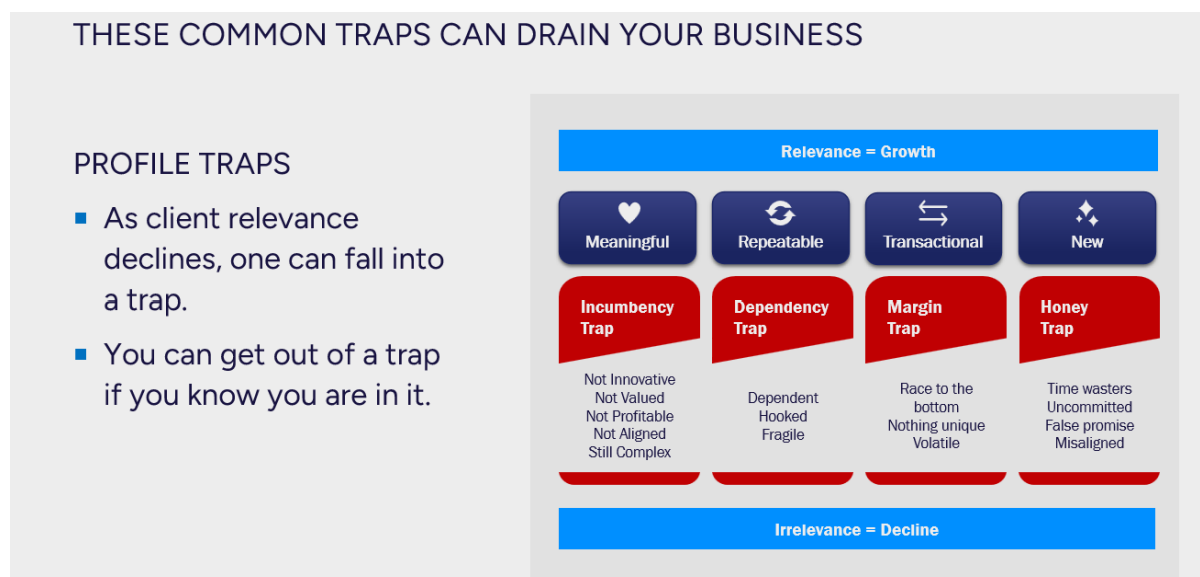
**Reflection Question:** Identify a client from your portfolio and determine their current profile. Have you noticed any potential movement towards the traps associated with their profile? What strategies could you implement to deepen their engagement and prevent or remedy these traps?

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## Client Profile Traps



### Client Profiles and Recognising Traps

**Definition:** Client Profiles are categorisations that help your organisation understand and predict client behaviour and needs based on their buying patterns and relationship histories. Recognising these profiles aids in tailoring engagement strategies effectively. However, each profile can have potential 'traps' where the relationship may become detrimental or stagnant if not managed carefully. Knowing you are in a trap is crucial because it allows you to plan and act, thus ensuring ongoing, healthy client engagement.

**Example:** You are a Client Expert working with a long-standing customer who usually falls into the 'Repeatable' Client Profile, indicating consistent, predictable purchases. Lately, you notice they rely excessively on discounts and are slow to adopt new solutions, raising concerns that you might fall into the 'Dependency Trap,' where the client depends too much on habitual solutions or discounts rather than value-driven buying decisions.

In this scenario, you initially approached the client with regular offerings, assuming their needs remained consistent. However, sensing the shift, you apply investigative questioning and review recent interactions. You confirm the trap by noticing the client's increased price sensitivity and reduced engagement with innovative solutions. Realising this, you schedule a meeting to realign the client with the value of new and tailored offerings, aiming to move them back to a healthy Repeatable profile or even transition them towards a 'Meaningful' profile focusing on value-based engagements.



**Reflection Question:** Reflect on your client portfolio. Can you identify any clients who might be at risk of falling into a trap? What indicators help you recognise these traps, and what steps could you take to navigate out of them? How can you use your understanding of these profiles and traps to engage better and convert your interactions into opportunities?

#### THOUGHT EXERCISE

- Think about your current clients – what profile are they in?
- Have you identified a client that you want to move from one profile to another?
- Have you been caught in a “trap” - How did you get out?

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## Impact over Input

### LICENCE TO SELL

#### Attributes

- Brand Advocate.
- Investigator.
- Team player.

#### Skills

- Leadership and Ethics.
- Business Acumen.
- Sales Planning and Selling.
- Products and Solutions.

#### Success

- Credibility.
- Capability.
- Commitment.
- Control.

$$\text{Attributes} \times \text{Skills} = \text{Success}$$

### Your Licence to Sell: Empowering Client Experts

**Definition:** Your "Licence to Sell" is a framework that outlines the essential attributes and skills required by Client Experts to engage and succeed in sales effectively. This licence represents the competencies a Client Expert must possess to ensure Credibility, enhance Capability, secure Commitment, and understand Control in client relationships. The model emphasises the importance of these competencies in achieving success across the 4Cs, which are pivotal in building and maintaining strong, effective client engagement.

#### Attributes of a Client Expert:

- **Brand Advocate** - Passionately and authentically representing your company's values and solutions.
- **Investigator** – Forensically digging into client needs, market conditions, and potential challenges to tailor solutions effectively.
- **Team Player** – Effectively supporting and collaborating with your teams to create a culture of sales with purpose.

#### Skills of a Client Expert:

- **Leadership and Ethics** - Leading engagements with integrity, fostering trust, and setting a positive example.
- **Business Acumen** - Understanding the business environment, including market forces, company operations, and financial drivers influencing your company and client decisions.
- **Sales Planning** - Strategically planning engagements to align with both client needs and company goals.



- **Selling Products and Solutions** - Demonstrating expertise in product features, advantages, and benefits, tailored to client requirements.

#### Success in the 4Cs:

- **Credibility** is built by consistently demonstrating knowledge and integrity, fostering trust.
- **Capability** is proving your company's ability to deliver solutions in region, in industry.
- **Commitment** is ensuring your client buys your solutions through stepping-stone and bedrock opportunities and maintaining satisfaction.
- **Control** is maintained by leading the sales process, steering conversations, and decision-making towards favourable outcomes.

**Example:** A Client Expert working at a software company uses deep market knowledge (Investigator) and ethical leadership (Leadership and Ethics) to discuss a new data security solution with a potential client. They effectively demonstrate how this solution aligns with the client's strategic goals (Business Acumen), advocate for its unique benefits (Brand Advocate), and orchestrate the engagement to secure a commitment, ensuring the solution addresses the client's most critical data challenges (Sales Planning).

**Reflection Question:** Reflect on your recent client interactions. How have you applied these attributes and skills in practice? Identify a situation where enhancing one or more aspects could have improved the outcome. What steps will you take to develop these areas further?

NOTES:



## Buyers, Beneficiaries and Backers



### Buyers, Beneficiaries, and Backers: Key Stakeholders in Sales

**Definition:** Understanding the roles of Buyers, Beneficiaries, and Backers is crucial in sales engagements. These stakeholders have distinct perspectives and roles in the purchasing process, and recognising their needs and influences can significantly impact a deal's success.

Within your client, these roles can be one or multiple people. Your role is to identify them and tailor your conversations to determine each of their stated and unstated needs.

**Buyer:** Holds the budget and the final decision-making power to approve or reject purchases. This role is typically held by a leadership figure, such as a CTO or department head, and may involve multiple influencers or decision-makers within the organisation. The Buyer is primarily concerned with how the solution fits the company's strategic objectives and market leadership.

**Beneficiary:** The person or group that will directly benefit from the product or service. Beneficiaries are focused on how the solution meets their needs and are primarily concerned with the practical aspects of the proposal but also benefit from understanding the broader strategic impacts (Impact themes).

**Backer:** This stakeholder may be indirectly affected by the purchase but can influence the decision. Backers are often overlooked in the sales process but can be very influential, especially if they have concerns about integration, risk, or redundancy. Identifying and addressing Backers' concerns is crucial as they need



assurance that the new solution does not add unnecessary complexity or conflict with existing systems.

**Example:** In a scenario where a technology firm is proposing a new enterprise software system:

The Buyer could include the CTO and their team, who must be convinced of the software's robustness, scalability, and strategic fit.

The Beneficiaries might be the IT staff and end-users who use the software daily, focusing on usability and efficiency improvements.

The Backers could be the finance and compliance departments, which are critical in reviewing the software's cost-effectiveness and regulatory compliance. Ensuring their involvement and addressing concerns can significantly influence the Buyer's decision.

**Reflection Question:** Consider a recent or ongoing deal. Identify the Buyers, Beneficiaries, and Backers. Could multiple people or just one person be in each role? How might you tailor your approach to address each group's specific concerns and needs to advance the deal?



## Find the Money



### Find the Money: Understanding Budgets and Strategic Allocations

**Definition:** "Find the Money" focuses on the crucial skill of understanding and identifying the client's budget for specific needs. This involves discerning whether the budget is allocated to particular initiatives, which indicates a client's readiness to proceed with a deal. The existence of a budget is often a telltale sign of a strategic imperative, and no budget usually means no deal.

#### Importance of Budget Understanding:

- **Linked to a Strategic Imperative**—A budget allocation often reveals a client's strategic priorities and imperatives, revealing what they value and are willing to invest in.
- **Priority Identification** - Knowing where the budget is allocated helps determine the project's priority within the organisation.
- **Owner Identification** - Identifies who within the client's organisation owns the budget and decision-making authority.
- **Problem Identification** - Understanding the budget helps clarify the specific problem the client is trying to solve.
- **Assessment of Deal Viability**—Knowing the budget helps determine whether the deal is likely to proceed and who might be affected or 'lose out' if it doesn't.



### Questions to Understand Budget Allocation:

- "Can you share which initiatives have been prioritised in this year's budget?"
- "Who is the primary decision-maker for allocating the budget towards this project?"
- "What are the main objectives your budget aims to achieve this quarter/year?"
- "Is there a specific problem or challenge this budget is allocated to address?"
- "How flexible is your budget if we uncover additional needs during our project's implementation?"
- "What happens to unspent budget in this area at the end of the fiscal year?"
- "Can you walk me through how budget allocation decisions are made here?"
- "What are the consequences if this initiative isn't funded?"

**Example:** Imagine you are a client expert in IT services discussing a potential upgrade of the client's cybersecurity infrastructure. During discussions, you realise the client is enthusiastic but vague about funding. Applying the 'Find the Money' concept, you ask targeted questions to uncover that while there is interest, no current budget is allocated for this year, suggesting the deal might be better pursued in the next fiscal cycle. This discovery allows you to realign your engagement strategy to focus on preparatory measures and build a stronger business case for the next budget cycle.

**Reflection Question:** Think of a past deal that did not go forward. Was the budget identified and linked to a strategic imperative at the beginning of your discussions? How could understanding the budget earlier have changed your approach or the deal's outcome?

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## Moving from All to Only

### MOVING FROM ALL, TO ONLY.

#### GENERAL THEMES

- Likely not unique to us.
- Feature and benefit statements.
- Reinforced throughout a proposal.
- Resonate with tender evaluators.
- Weave a consistent story across the entire proposal.
- Address client business problems.

#### IMPACT THEMES

- Mostly, impact themes will come from the CONTROL portion of the 4C's.
- A wholly unique component to us (as best we know).
- Only two or three themes that transcend the proposal.
- More relevant to CXO level decision makers.
- Clearly expressed in an Executive Summary.
- Links client's Strategic Imperatives to our UNIQUE offering.

## Moving from ALL to ONLY: Differentiating General Themes from Impact Themes

**Definition:** "Moving from ALL to ONLY" emphasises the strategic crafting of sales proposals to highlight your organisation's unique offerings distinctly. This concept delineates between General Themes, which are common and detail the specifications of an offering, and Impact Themes, which are unique value propositions that align directly with a client's strategic imperatives.

### General Themes:

- Not unique to your organisation.
- Consist of feature and benefit statements.
- Reinforced throughout the proposal.
- More specific and detailed than Impact Themes.
- Designed to resonate with tender evaluators and address specific client business problems.

### Impact Themes:

- Derived mainly from the CONTROL aspect of the 4Cs (Credibility, Capability, Commitment, Control).
- Represent a unique component or advantage that only your organisation offers.



- Typically limited to two or three strategic themes that transcend the proposal.
- Target CXO-level decision-makers.
- Clearly expressed in the Executive Summary and linked directly to the client's Strategic Imperatives, showcasing how partnering with your organisation provides strategic benefits.

**Example:** In a proposal to implement a comprehensive corporate wellness program for a large retail company, the General Themes might detail the various components of the program, such as health screenings, fitness classes, mental health workshops, and nutrition counselling. These themes would emphasise the benefits of each service, like improved employee health, reduced absenteeism, and enhanced workplace morale, aiming to meet the evaluators' criteria for a comprehensive wellness solution.

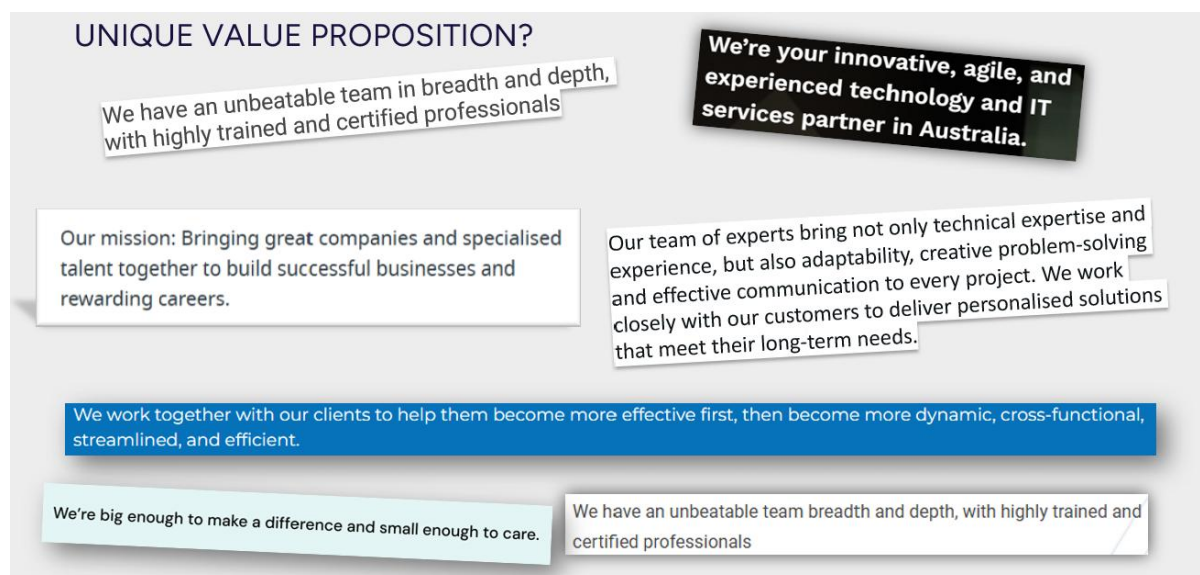
In contrast, the Impact Theme could focus on the unique value proposition of integrating personalised wellness plans that use data-driven insights to tailor interventions to individual employee needs, a service not offered by competitors. This Impact Theme would highlight your organisation's mastery of increasing long-term employee engagement and productivity, aligning directly with the client's strategic goal of becoming the best retail employer in the region. This strategic alignment demonstrates a commitment to employee well-being and an innovative approach to human resource management that should influence the company's broader strategic imperatives.

**Reflection Question:** Think about a recent proposal you developed. Were the General Themes and Impact Themes clearly defined and distinct? How could stronger Impact Themes have changed the outcome? Reflect on how aligning Impact Themes with the client's strategic goals could enhance your future proposals.

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## Unique Value Proposition

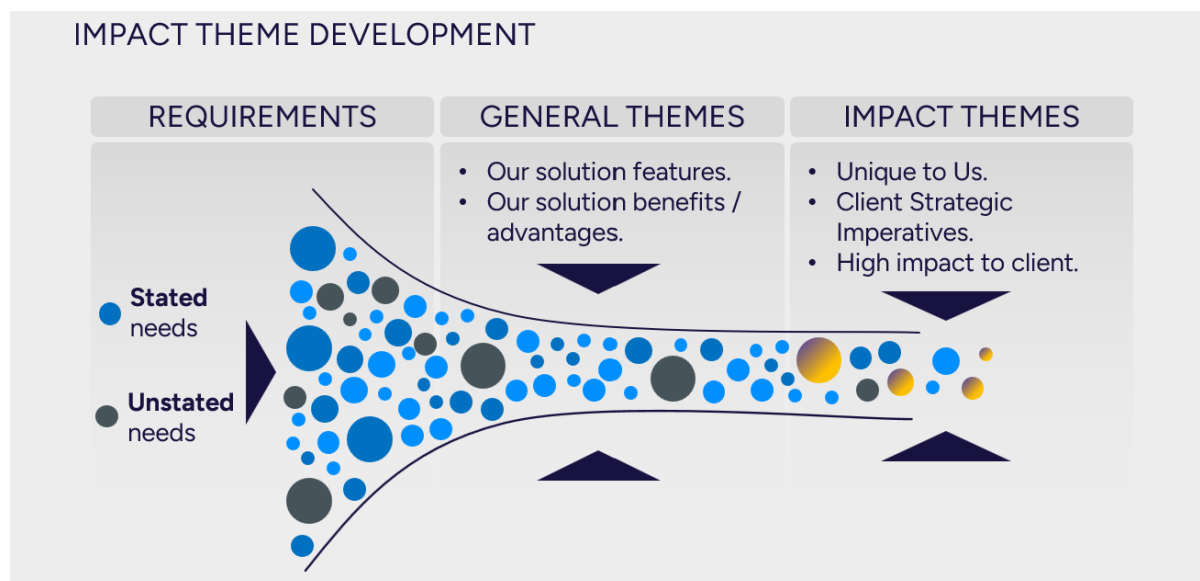


Why would someone call your company, and ONLY your company, to get something done – describe that solution:

NOTES:



## Identifying Your Impact Themes



### Impact Themes

**Definition:** Impact themes are an essential part of your Pursuit Plan. As it is a key part of Control (Mastery x Influence), Impact themes must exceed your client's stated and unstated needs. Impact themes are woven into and monitored throughout the sales process. Usually, there will only be one or two Impact themes.

### Process to Develop Impact Themes:

Investigate Client's Stated and Unstated Needs:

- **Stated Needs:** Direct requirements or desires explicitly mentioned in formal documents or communications.
- **Unstated Needs:** Insights gained throughout the engagement, offering a deeper understanding of the client's background, the 'why' behind their needs, and their links to strategic imperatives.

### Respond to Requirements:

- Ensure that your solution addresses all stated requirements comprehensively.
- Highlight how your solutions deliver specific benefits and advantages, meeting the client's explicit expectations.



### Create Impact Themes:

- Identify what is uniquely beneficial about your organisation's offerings—be it a product, method, or service.
- Align these unique features with the client's strategic imperatives.

### Develop robust Impact Themes that encapsulate why your solution:

- is uniquely positioned to meet the client's needs and
- advances their strategic goals.

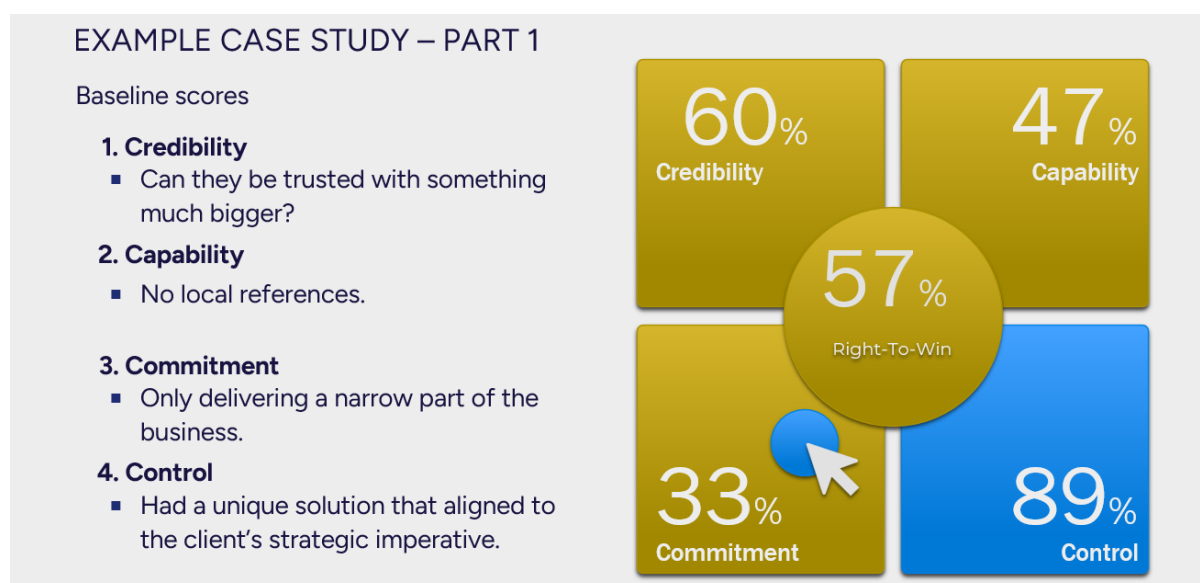
**Example:** Consider a firm specialising in sustainable building materials. Through discussions, the sales team uncovers that the client is not just looking to comply with new environmental regulations (a stated need) but is also aiming to position itself as a leader in sustainable construction (an unstated need linked to a strategic imperative). A Impact Theme could be: "Our advanced recycled material solutions ensure compliance with the latest environmental standards and position your projects at the forefront of sustainable innovation, reducing long-term operational costs and enhancing your market leadership in green construction."

**Reflection Question:** Reflect on a proposal you are working on or recently completed. How effectively did you identify and incorporate the client's unstated needs into your strategy? How could more precise Impact Themes align with stated and unstated needs and improve your chances of winning the deal?

NOTES:



## Case Study Walkthrough



The 4Cs framework—Credibility, Capability, Commitment, and Control—enables you to create impactful initiatives and strategically allocate resources to enhance your Right-to-Win Bedrock deals. Here's how:

### Credibility

- **Initiative:** Schedule high-level meetings and leverage executive relationships.
- **Action:** Ensure your team can meet with the client's CEO within seven days.
- **Impact:** Demonstrating the ability to connect with top-level executives quickly enhances your organisation's perceived value and trustworthiness.
- **Resource Allocation:** Assign senior executives and thought leaders to foster these high-level relationships, ensuring they are well-prepared with relevant insights and value propositions.

### Capability

- **Initiative:** Showcase successful case studies and regional references.
- **Action:** Provide detailed examples of similar solutions successfully implemented in the client's industry and region.
- **Impact:** Highlighting your proven competence and the scale of your experience reassures the client of your ability to deliver.
- **Resource Allocation:** Dedicate a team to compile and present compelling case studies and success stories and ensure continuous follow-up with the client to address any queries.



## Commitment

- **Initiative:** Find and develop stepping-stone deals to broaden the client commitment.
- **Action:** Identify opportunities to provide services in other areas of your client's business that will demonstrate new services.
- **Impact:** Demonstrate that your organisation can do more than what they know about you, and you have a broader services portfolio.
- **Resource Allocation:** Consider performing assessment services, pilot initiatives, and presales activities that would result in stepping-stone deals.

## Control

- **Initiative:** Integrate unique value propositions and tailor solutions.
- **Action:** Ensure your solutions are customised to align with the client's strategic imperatives and unique needs.
- **Impact:** Customising solutions showcases your expertise and positions your offerings as indispensable to the client's success.
- **Resource Allocation:** Invest in solution architects and product specialists who can work closely with the client to tailor offerings and provide unique value propositions.
- **NOTES:**



## Coaching for Impact over Time

### IMPACT WINS

#### Activities = Looking busy

- CRM processes.
- Meetings, Coffees, Calls, Emails etc.
- Submitting Proposals.
- Stray Demonstrations and POCs.
- Participate in a client satisfaction survey.

#### Impact = Getting results

- Demonstrate relevant capability.
- Mapping unique features to client outcomes.
- The client recognises your market leadership.
- Comes to you for information.
- Client is buying from you.



### Activities

In the context of ImpactWon, activities refer to the various tasks and efforts undertaken by sales teams and organisations aiming to drive sales and customer engagement. These activities often include calls, meetings, presentations, and other client interactions to progress sales opportunities. While necessary, activities alone do not guarantee success; they are the means to an end. The objective measure of effectiveness in these activities lies in how well they align with strategic goals and contribute to creating meaningful interactions that move the sales process forward.

### Impacts

Impacts, on the other hand, are the tangible outcomes and results derived from activities. In the ImpactWon framework, impacts are prioritised over mere activity metrics because they provide a clearer indication of value creation and strategic success. Impacts could be increased client buying, higher conversion rates, or more effective solution penetration. They reflect real-world benefits to the business and its clients, focusing on results such as closed deals, improved client relationships, and the overall enhancement of business value. This focus ensures that every action taken is purposeful and contributes directly to the organisation's overarching objectives. The impact is measured by seeing the 4C's score improve over time.





## Value of Impact over Activity

Prioritising impacts over activities is central to the ImpactWon methodology and represents a shift from traditional sales metrics, which often emphasise quantity over quality. Measuring Impact delivers an enterprise-wide “Right-to-Win” score. This approach aligns with modern business dynamics, where decision-makers are more informed and markets are more competitive. By focusing on impacts, organisations ensure that their efforts are not just busy work but are practical and efficient. This perspective helps companies allocate resources more wisely, invest in activities that offer the best return, and ultimately, build a more sustainable and successful business model that resonates with the needs and preferences of their clients.

### EXAMPLE CASE STUDY - PART 2

Sales with purpose.

#### 1. Credibility

- Targeted executive engagement.

#### 2. Capability

- Create global references with local similarities.

#### 3. Commitment

- Initiate stepping-stone deals to build familiarity.

#### 4. Control

- Continue ensuring unique alignment to strategic imperatives.



NOTES:



## In Conclusion

### WALK AWAY WITH THIS

- **You must change the way you sell** - Current sales methodologies are 40+ years old and are input-based, not impact-based.
- **Right-to-Win** – Build your Capability, Credibility, Commitment and Control with focused initiatives.
- **Understand your relevance** - Are you selling them something or helping them succeed?
- **Licence to sell** – Be a Client Expert. This helps you, your client and your organisation.
- **Sales with purpose** - Selling is a team sport.
- **Critical Thinking** – Don't get caught in the FOG.
- **Your Unique Value** – Under what circumstances does a customer call you – and only you?

Thank you for attending the Engagement Excellence Workshop. We appreciate your participation and commitment to improving your sales strategies. We hope the insights and tools you've gained today will empower you to elevate your client engagements and drive exceptional results. Remember these key takeaways:

- **Change the way you sell:** Current sales methodologies are outdated. To remain relevant, shift from activity-based to impact-based engagements.
- **Right-to-Win:** Through focused initiatives, build your Capability, Credibility, Commitment, and Control
- **Understand your relevance:** Focus on helping your clients succeed rather than just selling products.
- **Licence to sell:** Become a client expert. This will benefit your clients and strengthen your organisation.
- **Sales with purpose:** Foster a culture of purpose and collaboration in your sales efforts.
- **Critical thinking:** Avoid getting caught in the FOG (Fact, Opinion, Gossip) and base your decisions on verified information.
- **Your unique value:** Identify the unique circumstances that make customers choose you over competitors.

Apply what you've learned here to transform your sales approach. Together, we can change the way the world sells.



# THANK YOU

- ✓ Survey
- ✓ Certificates
- ✓ 1-on-1 booking
- ✓ Books



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## Case Study

### Case Study Part 1 – Right-To-Win Analysis

#### What we want you to do

The group will be divided and focus on one of the four C's (Credibility, Capability, Commitment, or Control).

- Sven is the Client Expert.
- Andrew is the coach and facilitator.
- You are the Executive.
  - Review this case study to determine what questions you would ask a Client Expert that will uncover the baseline Right-to-Win score for your allocated "C".
  - Once the baseline score is agreed upon, we will change groups to focus on a different "C" and work on approximately five impact actions, including your reasoning that the Client Expert can develop to improve the Right-To-Win score.
- You can use "licence" to create information where needed to support your considerations.
- Consider the FOG model, six lenses of engagement excellence, client and buyer types, licence to sell, finding the money, moving from all to only, Right-to-Win and impact over activities.

#### Introduction and Background

Step into the paradoxical world of AlphaTech Global, a leading innovator in technology services globally yet a stagnating incumbent in this critical contract. This global company renowned for its innovative prowess has failed to translate its global successes into sustained value for a longstanding client.

AlphaTech Global initially secured a \$25 million, multiyear contract with multiple extensions by showcasing unparalleled innovation and technological acumen in the original contract. Their groundbreaking approach to production and security technology set them apart, and their original contract was extended three times each for four years. However, as AlphaTech focused on expanding its business globally, it adopted a conservative approach to existing customers. They maintained the status quo, merely meeting contractual obligations without injecting the innovation.



## **The Challenge Unfolds**

The client has begun to perceive AlphaTech's offerings as outdated and rigid despite AlphaTech continually meeting or exceeding BAU SLAs. AlphaTech's existing contract has two years to run, with one more possible four-year extension. Rumours abound that the client is preparing to market-test AlphaTech's contract at the end of the current extension. The market testing process would commence in approximately twelve months.

The client's perception of AlphaTech shifted from a valued innovator to a contract-compliant provider, verging on being complacent and merely delivering to contract specifications without offering proactive, strategic solutions.

## **Client Profile**

The client is a significant corporation managing critical supply infrastructure. It is both B2B and B2C. Its industry segment is subject to a general government inquiry and is currently facing legal action from the regulator over recent security and privacy breaches. The client has some market protection due to government legislation, while other portions of its business are unregulated.

## **Client Expert**

Sven has been a sales lead with AlphaTech Global for the past seven years; he has made his number for three years and achieved approx. 90% for the other four years. He has recently moved from his familiar territory of retail and entertainment to this new territory of mining and transport. He has generally sold using his existing relationships. Sven has been meeting with mid-level executives at the client and is just beginning to access senior executives. Sven has been proposing they don't go to market because AlphaTech has a solution that will "change the game" for the current solution delivery and meet the client's future needs. He understands AlphaTech's solutions and internal processes very well.



## Sample Questions for a Right-To-Win Analysis

Some questions participants could ask to assess AlphaTech's "Right-to-Win":

### **Credibility**

*Can Sven meet with the client's CEO within a week?*

- How has Sven demonstrated a deep understanding of the client's industry, strategic needs, and operational challenges throughout the contract?

This assesses Sven knowledge, which is crucial for establishing credibility.

- What evidence can Sven present to show consistent delivery on past commitments to this client or similar clients, especially considering AlphaTech is proposing a new solution to extend the contract?

Trust is built through successful past performance, essential for credibility.

- How effectively has Sven communicated the value and relevance of their global innovations to this client's strategic needs?

This question probes AlphaTech's ability to align and communicate its achievements with the client's strategic goals, enhancing credibility.

- Has Sven introduced other AlphaTech executives specifically briefed to increase the impact on any of the 4Cs?

### **Capability**

*Can AlphaTech reference this "change the game" solution in the region in this industry?*

- Does AlphaTech have the competence and expertise to deliver solutions that meet this client's current needs?

This checks if AlphaTech's team has the necessary skills and knowledge relevant to the client's requirements.

- Can AlphaTech reference similar solutions implemented successfully in other regions or industries?

This seeks proof of AlphaTech's ability to execute solutions pertinent to the client's current challenges.

- Can AlphaTech handle the new scale to meet the needs of this contract?

This evaluates the breadth or quantum of AlphaTech's capability to manage large-scale projects.



- How has AlphaTech maintained its operational excellence in delivering technology services under cost constraints?

This assesses their operational capability to deliver under financial pressures.

### **Commitment**

*Is the client currently buying from AlphaTech in the areas of the new proposed "change the game" solution, and how satisfied are they?*

- What is the win/loss ratio of proposed solutions?

This indicates the level of satisfaction with AlphaTech.

- What solutions has the client purchased from AlphaTech that are outside the current contract scope?

This indicates the level of satisfaction with AlphaTech

- How has AlphaTech adapted to changes requested by the client during the contract period?

This assesses AlphaTech's responsiveness and adaptability, key aspects of commitment.

- What outcomes has AlphaTech achieved for the client, and how do these align with the client's strategic objectives?

This evaluates the tangible results of AlphaTech's commitment to fulfilling the client's strategic needs.

### **Control**

*Can AlphaTech see its "fingerprints" on the requirement?*

- Does AlphaTech have recognised industry leadership in the technologies or services critical to this contract?

Mastery of relevant domains boosts control by positioning AlphaTech as the best choice.

- How has AlphaTech's input been reflected in the contract's scope and deliverables evolution over time?

This looks for AlphaTech's "fingerprints" on the contract, indicating active participation and influence.

- How effectively can AlphaTech anticipate and mitigate risks that might affect the delivery of services under the new contract structure?

This assesses AlphaTech's strategic foresight and ability to maintain control under changing contract dynamics.



## Case Study Part 2 – Creating Initiatives

Create initiatives tailored to AlphaTech's clients' strategic imperatives of continuous innovation, stability, security, and business agility.

### Credibility – Are you relevant?

**Factors:** Knowledge and Trust

#### Increase Knowledge:

**Initiative:** Develop comprehensive reports and presentations demonstrating AlphaTech's deep understanding of critical supply infrastructure and how its solutions can address the client's stability, security, and agility needs.

**Rationale:** Showing an in-depth understanding of the client's challenges and how AlphaTech's solutions align with their strategic imperatives enhances knowledge credibility.

#### Enhance Trust:

**Initiative:** Establish a strategic advisory board including AlphaTech's and the client's senior executives to review and align on innovative solutions and strategies regularly.

**Rationale:** Regular strategic reviews and high-level engagement build trust and demonstrate AlphaTech's commitment to the client's long-term success and innovation goals.

### Capability – Can you prove it?

**Factors:** Competence and Quantum

#### Demonstrate Competence:

**Initiative:** Introduce client to CxOs in relevant reference site clients. Organise technology showcases and PoCs highlighting AlphaTech's innovative solutions to enhance infrastructure stability and security.

**Rationale:** Using advanced technological solutions tailored to the client's needs reinforces AlphaTech's competence.

#### Enhance Quantum:

**Initiative:** Compile a portfolio of case studies from both global and local projects that focus on innovative solutions addressing stability, security, and business agility.

**Rationale:** A diverse portfolio showcasing successful implementations increases AlphaTech's demonstrated experience (quantum), proving its capability to meet similar challenges.

#### Industry-Specific Training:





**Initiative:** Provide specialised training sessions for the client's team on the latest supply infrastructure stability and security solutions innovations.

**Rationale:** Tailored training sessions enhance the client's ability to adopt and benefit from AlphaTech's solutions, demonstrating AlphaTech's competence and alignment with the client's strategic goals.

### **Commitment – Are you delivering?**

**Factors:** Satisfaction and Outcome

#### **Boost Satisfaction:**

**Initiative:** Create stepping-stone deals to offer the client. They must be consistent with the major proposed solution and specifically focus on how AlphaTech's solutions enhance stability, security, and agility.

**Rationale:** Proves that the client will buy from AT and creates contract mechanisms to facilitate the process. Builds credibility with the clients. Proactive engagement ensures that AlphaTech's solutions align with the client's evolving needs, thereby improving satisfaction.

#### **Demonstrate Positive Outcomes:**

**Initiative:** Create detailed reports on how AlphaTech's solutions have improved the client's operational stability, security, and business agility.

**Rationale:** Highlighting specific outcomes tied to strategic imperatives shows the tangible benefits of AlphaTech's solutions, enhancing the outcome score.

#### **Client-Focused Events:**

**Initiative:** Host seminars and workshops focusing on emerging challenges in supply infrastructure and how AlphaTech's innovations can address these challenges.

**Rationale:** Engaging clients through educational events demonstrates AlphaTech's commitment to their long-term success and continuous innovation, fostering stronger relationships and commitment.

### **Control – Are you leading?**

**Factors:** Mastery and Influence

#### **Showcase Mastery:**

**Initiative:** Ensure client CxOs are aware of industry recognition for g; global leadership in relevant solutions. Publish white papers etc on emerging supply infrastructure security and stability trends, emphasising AlphaTech's leadership in these areas.



**Rationale:** Proves AlphaTech is an industry leader in critical infrastructure innovation enhances the mastery score.

**Increase Influence:**

**Initiative:** Develop customised proposals integrating AlphaTech's unique solutions with the client's strategic goals for business agility and security.

**Rationale:** Tailored proposals that align with the client's strategic imperatives of innovation and agility demonstrate AlphaTech's ability to influence and shape the client's decision-making process.

**Focused Client Workshops:**

**Initiative:** Offer interactive workshops focused on the latest infrastructure security and stability advancements, ensuring the client's team can fully leverage AlphaTech's solutions.

**Rationale:** Workshops enhance AlphaTech's control by embedding their solutions within the client's processes and ensuring alignment with strategic imperatives.

END OF DOCUMENT