



# Clearwater

Healthcare – Secure, Compliant, Resilient

## Clearwater Performance Selling

Refresher Training

June 2024





# Our Approach: Clearwater Performance Selling

# Why We Use CPS

- We are professionals. Mastering our profession requires skill, training, and practice.
- We use a defined methodology and process to execute our craft.
- We value quality. Quality requires consistent processes, standards, and attention to detail.
- We also bring experience, techniques and skills and apply good judgment to situations. However, we leverage these while staying within our process.
- We need to be consistent as a team. CPS is a common process that provides us with a share set of tools and standards.
- We must be better than our competitors. CPS gives us an edge and improves our odds of winning.

# Clearwater Performance Selling

## Benefits for You & Clearwater

- Increase pipeline
- Win more deals
- Increase deal size
- Close deals faster
- Improve win rates
- Reduce wasted time on bad deals
- Adopt a common sales vocabulary
- Differentiate from competition

## Benefits for Clients

- Uncovers more ways we can solve their problems
- Helps them build census internally
- Results in more ROI
- Gets their engagement started faster
- Results in a smoother transition to delivery
- Drives better outcomes for them

# How do We Achieve These Benefits?

- Increase relevancy of conversations, driving more engagement
- Spend more time at the Discovery and Qualify Stages
- Get prospects to open-up more to you
- Focus on solving client problems (not selling our “stuff”)
  - Use more “you” vs. “we” conversations
- Keep control of the sales cycle

# Removing Subjectivity

- Phrases like “It was a great call” can mean a lot of things
- Subjectivity and “gut feel” leads to uncertainty, unnecessary questions, and wastes time
- Subjectivity is not something we can run our business on
- We all have to speak the same language
- Having a common dialogue (with agreed upon set of definitions) and standardized process steps saves time, reduces errors, and reduces friction and frustration

# People Buy from Who They Like? Not always!

The salesperson is the single biggest factor in a buyer's decision – but not just because they like you

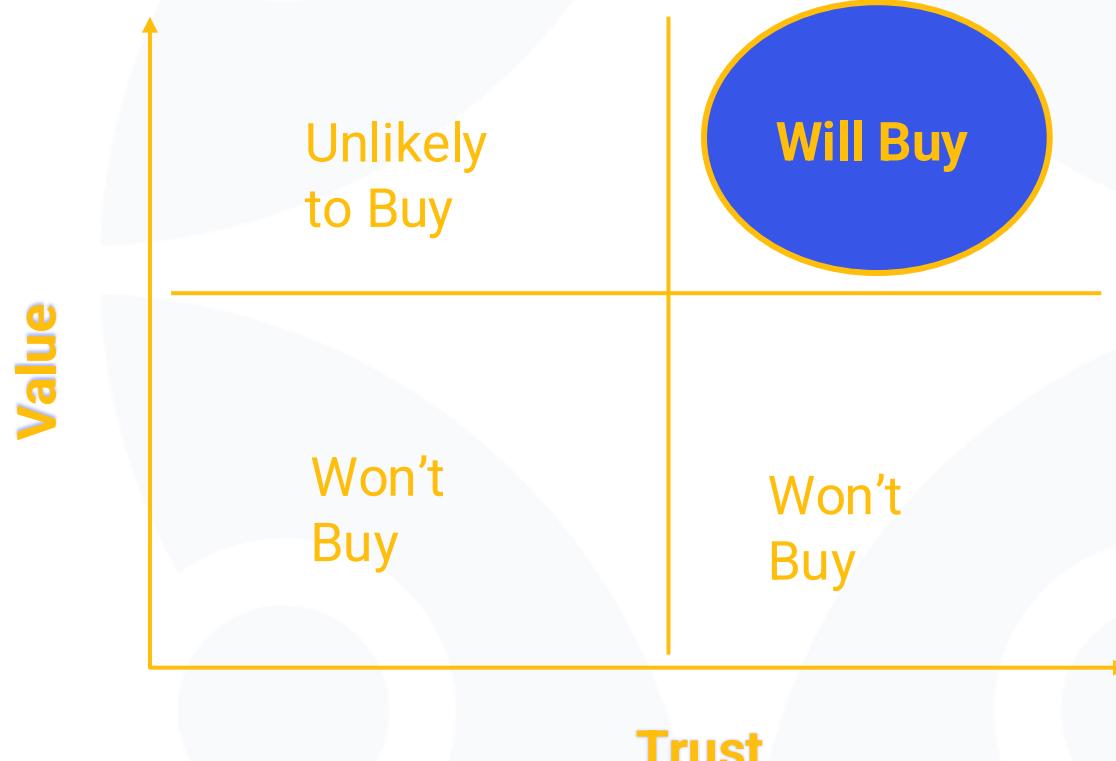
Liking you gives you an *opportunity* to demonstrate value and to build trust

## Value

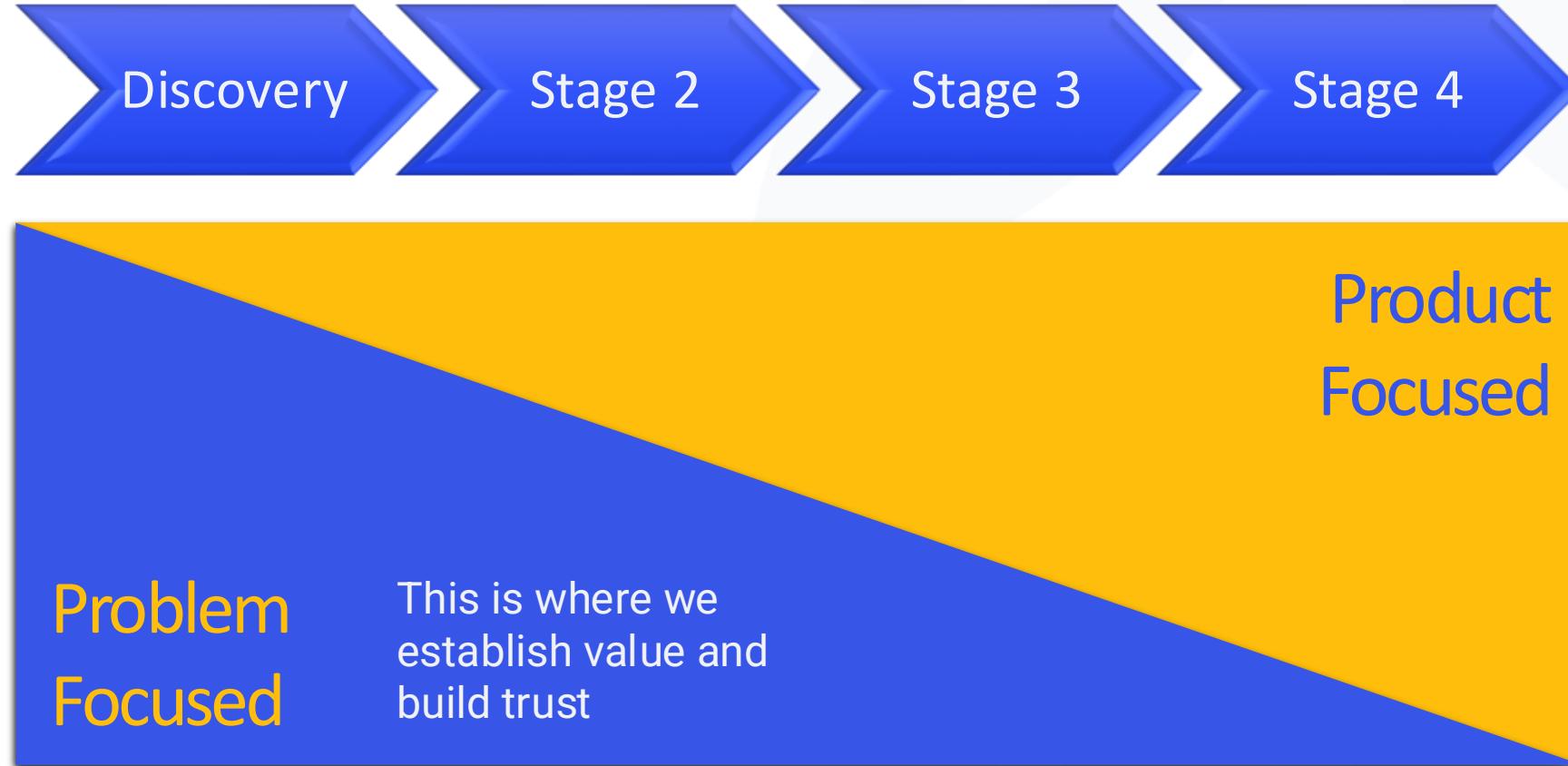
- There is a compelling reason to change
- We demonstrate we can improve their situation
- We are better than our competition
- The benefits justifies the cost

## Trust

- Attention to their unique needs
- Knowledge and expertise
- Professionalism and integrity



# We Invest Time Up Front



# We Want to Spend Time on Deals that Have High Probability of Winning

## Scenario 1 – 30 Deals, Mostly Weak

- Time is spread thin among many accounts, reducing quality
- Reduces time finding or developing better deals

Prob.	Deals	Value	Total	Won
20%	19	\$ 150	\$ 2,850	\$ 570
50%	7	\$ 150	\$ 1,050	\$ 525
80%	4	\$ 150	\$ 600	\$ 480
<b>30</b>			<b>\$ 1,575</b>	

## Scenario 2 – 15 Deals, Good or High Quality

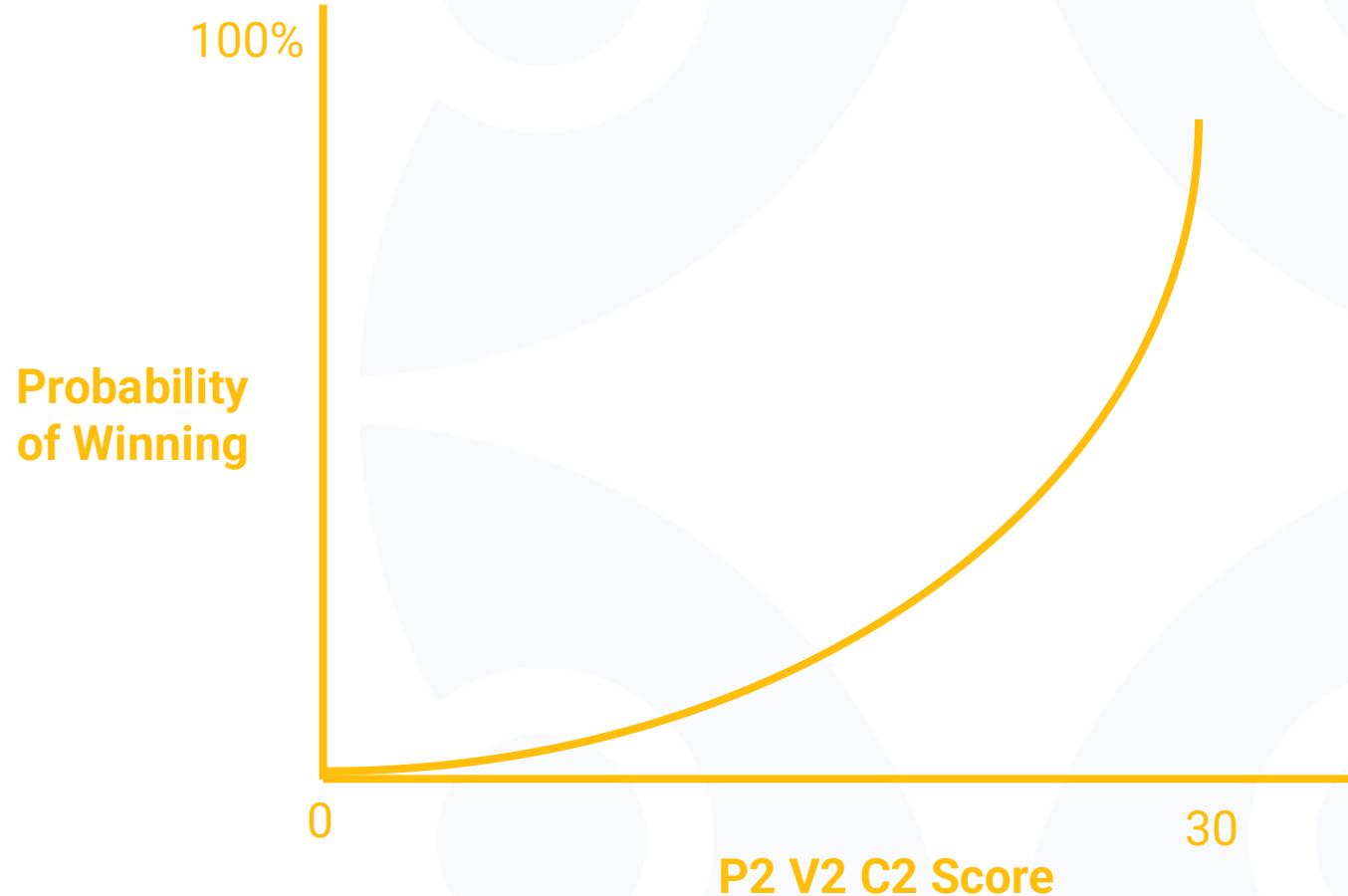
- More time to spend at earlier stages developing and strengthening the deal and improving odds of winning
- More time available for prospecting

Prob.	Deals	Value	Total	Won
20%	0	\$ 150	\$ -	\$ -
50%	5	\$ 150	\$ 750	\$ 375
80%	10	\$ 150	\$ 1,500	\$ 1,200
<b>Total</b>			<b>\$ 1,575</b>	

With CPS you have the power to improve the probability of a deal.

# What Determines Probability ?

- Higher Quality Deals result in more wins
- 6 key measures of Deal Quality
  - Pain
  - Power
  - Value
  - Vision
  - Change
  - Control
- CPS provides a consistent way for us to
  - Measure strength of deal
  - Identify areas of weakness
  - Improve our odds of winning



# Understanding the Why

## Industry Trends Story Board

- Brings something of value and demonstrates expertise
- Gets the client to start talking

## Dual Action Plan

- Controls the process
- Help client understand their process
- Get commitment from client
- Keep engagement and stay on track

## Co-Create

- Participation and ownership of the process
- Experience working with Clearwater

## Pain

- Compelling reason to change
- Communicates urgency and priority

## Executive Sponsor

- Makes sure we have the right value prop
- Ensure there is support
- Make sure we are the vendor of choice

## Approach Presentation

- Communicates the value justifying the price
- Confirms the solution meets the objectives in “selling” format before SOW

# Final Thought



“Nothing worth having  
comes easy.”

— Theodore Roosevelt

# Clearwater Performance Selling (CPS) Refresher Training

**Purpose:** Increase CPS fluency

**Ground rules:** Motivating and constructive, non-judgmental, non-blaming environment

**Desired outcomes:**

- Greater CPS buy-in
- Better sales outcomes
- More precise forecasting

**Schedule**

Date/Time	Topic
Wednesday, June 5   2p-3p EST	P2V2C2 Deeper Dive/Hands-On SF Session
Friday, June 7   12p-1p EST	Sales Process Roadmap and Critical Activities
Monday, June 10   1p-2p EST	Co-Creation Meeting and Case Study
Tuesday, June 11   2p-3p EST	Approach Document
Thursday, June 13   2p-3p EST	CPS Excellence: Call Prep/email follow up



P2V2C2



# Clearwater Performance Selling: Our goal is to work with our clients, to achieve their goals and objectives for their Cybersecurity, Risk management, and privacy initiatives

We start with understanding current state and future state vision.

We map our approach to your specific needs with the goal of supporting your mission.

Our solutions are co-created with you to ensure the solution will achieve your vision.

We validate our approach before moving to SOW or contracting.

We transition what we learned from pre-engagement process to our engagement team.



# Is there a sales opportunity and how do we win?

- There is a sales opportunity only if the **pain** of power is great enough to **change** from their status quo.
- We will win that opportunity only if we co-create a solution that supports the client's **vision** of their desired future state, with agreed upon **value** and benefits.
- It is critical to success that we maintain **control** of the sales process by:
  - Thoroughly understanding their buying process;
  - Having access to **power** throughout the process;
  - Project managing the deal with tools such as the Dual Action Plan (DAP), weekly external check-ins, and risk identification and management.

# P2V2C2 Definition of Values

Score	Pain	Power	Vision	Value	Change	Control
0	No knowledge of pain	No idea who is power	No idea of needs	Benefits of our solution are unknown	No one committed to change	Buying process unknown
1	PC has shared their situation	Have an indication of a PES	We have begun to define needs	Believe their situation is causing pain	PC is open to change	C has described the process as C knows it
2	PC has admitted a pain	Champion has agreed to take us to PES	Have mapped our capabilities to their needs	Have defined the cost of their pain	PC confirmed PES will meet with us	Have met with a PES
3	PC has indicated the pain of the PES	Have met with the PES	They have agreed to proof criteria	Believe our solution can address their pain	PES has agreed they need to change	Pain is admitted & vision created for ES
4	PES has admitted pain	PES has agreed to DAP	ES has agreed to vision of improved future state	ES has shared benefits of our solution with DM	ES has chosen Clearwater to lead change	ES has agreed to DAP
5	ES has agreed the pain is great enough to change	Steps of the DAP are on schedule	ES is painting the vision to others in the organization	DM has agreed to financial terms	ES convinced DM they must change	DAP is complete

PC = Potential Champion • PES = Potential Executive Sponsor • C = Champion • ES = Executive Sponsor • DAP = Dual Action Plan

# Key Client Roles

- Champion
  - Wants you to win
  - Will provide access to power
  - Sells on your behalf when you are not around
- Executive Sponsor or Potential Executive Sponsor
  - Will buy into a DAP
  - Can find the money or has the budget
  - Will provide access to additional power
  - ES can support only one company
  - PES can do all of the above but has not yet chosen us
- Ultimate Decision Maker
  - Has final say but likely defers to ES
- Economic Buyer
  - Approves the price and financial terms of the investment

# What PAIN is driving this opportunity?

		PAIN SCORE
0	No knowledge of pain	
1	PC has shared their situation	
2	PC has admitted a pain	
3	PC has indicated the pain of the PES	
4	PES has admitted a pain	
5	ES has agreed the pain is large enough to change	

**Describe the Pain(s) articulated by the Champion ("C") or Executive Sponsor ("ES")**

Pain Description	Persons w/Power
Vision Description	Value Notes
Change Notes	Control Notes

0-No knowledge of Pain1-PC has shared their situation2-PC has admitted a Pain3-PC has indicated the Pain of the PES4-PES has admitted a Pain5-ES has agreed the Pain is great enough to change

Pain

Power

Vision

Value

Change

Control

P2V2C2 Total  
0

**PAIN impacts the business and is felt by the Champion and Executive Sponsor**  
**Describe the "Pain" from either or both perspectives**

# Are we working with someone in **POWER**?

 0-No idea who is Power 1-Have an indication of a PES 2-Champion has agreed to take us to the PES 3-Have met with the PES 4-ES has agreed to the DAP 5-Steps of the DAP are on schedule	<small>Pain</small> <small>Description</small> <small>in Description</small>	<small>Provide details of progress to identifying who will be the ES. When you identify the ES, assign that person the Contact Role = Executive Sponsor.</small>
<small>Power</small> <small>i</small>	<small>Persons w/Power</small> <small>i</small>	
<small>Vision</small> <small>i</small>	<small>Vision Description</small> <small>i</small>	
<small>Value</small> <small>i</small>	<small>Value Notes</small> <small>i</small>	
<small>Change</small> <small>i</small>	<small>Change Notes</small> <small>i</small>	
<small>Control</small> <small>i</small>	<small>Control Notes</small> <small>i</small>	
<small>P2V2C2 Total</small> 0		

POWER SCORE	
0	No idea who is power
1	Have an indication of a PES
2	Champion has agreed to take us to the PES
3	Have met with the PES
4	ES has agreed to the DAP
5	Steps of the DAP are on schedule

*Describe whether we are stuck at the Champion? Does Executive Sponsor need board approval?*

# Can we co-create a VISION?

Current State

0-No idea of needs  
1-We have begun to define needs  
2-We have mapped our capabilities to their needs  
3-They have agreed to proof criteria  
4-ES has agreed to Vision of improved future state  
5-ES is painting the Vision for others in the org

Vision Description i

Describe the ES's Vision of his/her "shining city on the hill"

Vision Notes i

Value Notes i

Change Notes i

Control Notes i

P2V2C2 Total  
0

VISION Scoring	
0	No idea of needs
1	We have begun to define needs
2	We have mapped our capabilities to their needs
3	They have agreed to proof criteria
4	ES has agreed to Vision of the improved future state
5	ES is painting the vision for others in the org

*Do we understand pain + current and future state enough to co-create a VISION?  
Has VISION been shared and validated by Power?*

# Does our vision have **VALUE**?

Opportunity  
**TEST ACCOUNT - Sales Training Opportunity 1**

Progress to Change-P2V2C2

0-Benefits of our solution are unknown1-Believe their situation is causing Pain2-Have defined the cost of their Pain3-Believe our solution can address their Pain4-ES has shared benefits of our solution with DM5-DM has agreed to financial terms

Pain Description i  
 Persons  
 Vision Description  
 Value Notes i  
 Change Notes i  
 Control Notes i

Provide progress notes concerning the Value/benefits Clearwater's solution will deliver toward addressing their Pain

P2V2C2 Total  
 0

	VALUE SCORE
0	Benefits of our solution are unknown
1	Believe their situation is causing Pain
2	Have defined the cost of their Pain
3	Believe our solution can address their Pain
4	ES has shared benefits of our solution with DM
5	DM has agreed to financial terms

*Does co-created vision have agreed upon **VALUE** and benefits?*

*Perceived **VALUE** becomes expected **VALUE** when Power validates and pays for it.*

# Is there a commitment to **CHANGE**?

**Opportunity**  
**TEST ACCOUNT - Sales Training Opportunity 1**

Progress to Change-P2V2C2

Pain Description

0-No one committed to Change1-PC is open to Change2-PC confirmed PES will meet w/us3-PES has agreed they need to Change4-ES has chosen Clearwater to lead Change5-ES convinced DM they must Change

Provide any explanatory notes about the status of their acknowledgement of necessity to change.

Change Notes

Control Notes

P2V2C2 Total  
0

	CHANGE SCORE
0	No one committed to Change
1	PC is open to change
2	PC has confirmed the PES will meet with us
3	PES has agreed they need to Change
4	ES has chosen Clearwater to lead the change
5	ES has convinced the DM they must change

*CHANGE is difficult and requires investment  
 Who's feeling the pain and wants the CHANGE?*

# Who has CONTROL?

 Opportunity  
**TEST ACCOUNT - Sales Training Opportunity 1**

▼ Progress to Change-P2V2C2

Pain <span style="color: #ccc;">i</span>	Pain Description <span style="color: #ccc;">i</span>
Power <span style="color: #ccc;">i</span>	Persons w/Power <span style="color: #ccc;">i</span>
Vision <span style="color: #ccc;">i</span>	Vision Description <span style="color: #ccc;">i</span>
Value <span style="color: #ccc;">i</span>	Value Notes <span style="color: #ccc;">i</span>
Change <span style="color: #ccc;">i</span>	Change Notes <span style="color: #ccc;">i</span>
Control <span style="color: #ccc;">i</span>	Control Notes <span style="color: #ccc;">i</span>

0-Buying process is unknown  
1-C has described the process as C knows it  
2-Have met with a PES  
3-Pain is admitted & Vision created for ES  
4-ES has agreed to the DAP  
5-DAP is complete

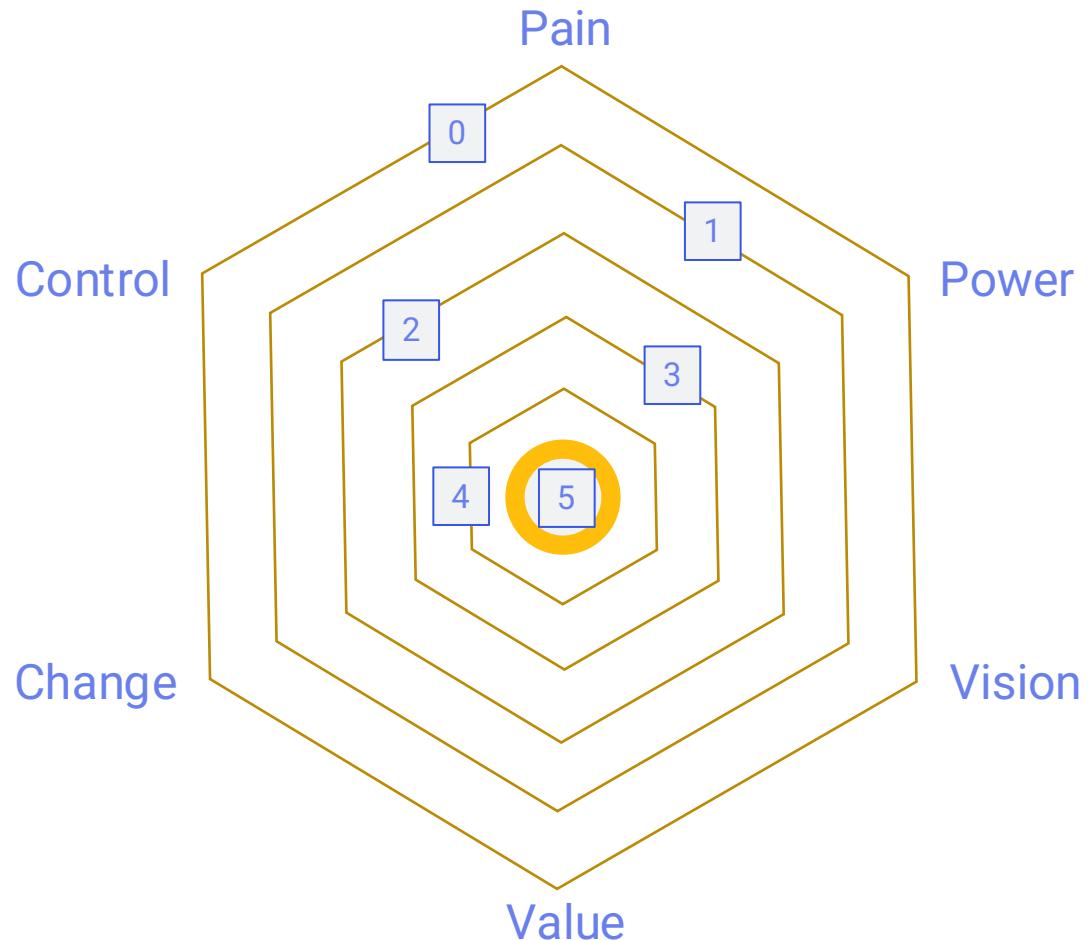
Provide any explanatory notes of our progress toward Control

P2V2C2 Total  
0

CONTROL SCORE	
0	Buying process is unknown
1	C has described the process as C knows it
2	Have met with a PES
3	Pain admitted and a vision created for our ES
4	ES has agreed to the DAP
5	DAP is complete

You can't *CONTROL* something you don't understand  
 Use *CONTROL* score to test confidence and forecast-ability

# P2V2C2: Always in motion



## **P2V2C2 Key Take-Aways:**

- P2V2C2 is a tool to manage your deals, facilitate critical thinking, and enable more accurate forecasting;
- P2V2C2 is fluid and each element should be evaluated while updating Opportunities in Salesforce and scores may go up OR down;
- P2V2C2 is a snapshot of the strength of the Opportunity (overall score);
- Supporting descriptions within Salesforce should align with the “info bubbles”

# SF Rigor and Data Integrity: A Checklist

- If it isn't in SF it doesn't exist
- Inaccurate SF data is unacceptable
- SF should be updated any time something changes
- Next Step date should be updated daily
- All Opportunities should have \$ amounts and product types
- All Opportunities should have current, accurate Critical Activity Stage
- All Opportunities should have current, accurate P2V2C2 scores and descriptions
- Close dates should be evaluated weekly and align with a DAP



# Sales Process Roadmap & Critical Activities



# Clearwater Sales Process Roadmap

## Sales Stages



# A few things to remember

## Sales Process Roadmap:

- It's easy to gloss over a Critical Activity to get to the next Sales Stage, but each Activity has a purpose- we have seen greater success with intentionality;
- The early stages (Discover and Qualify) and the related Critical Activities sets the stage for the entire Opportunity (and relationship) and will often determine your ability to create competitive differentiation and your winning strategy;
- Each Stage does not have to be a separate meeting- sometimes it is, sometimes 3 stages are completed in one meeting;
- For any deviation of process, a business decision has to be made- always evaluate how and if you've addressed each of the Critical Activities

Constant time management- with the additional input of information required within SFDC, constantly evaluate how you're managing your time and your pipeline.

# Discover

Discover

Qualify

Prove

Negotiate

Close

Closed

✓ Mark Stage as Complete

**Key Fields**

1A: Pre-Qualify Prospect

1B: Identify Potential Champion

1C: Share IT Storyboard ?

1D: Champion shares situation

1VO: Champion willing to change

**Edit** **Guidance for Success**

- Be the expert in your space, know as much about your prospects' business as they do.
- Be relevant...make the prospect feel your expertise. We have a point of view but we do not push it.
- Prospects don't buy until they have made the conscious decision to change their current business processes.
- Review and document where we are with P2V2C2

## Key takeaways from Discover:

- With few exceptions, we should not be talking about ourselves, rather looking for evidence of a compelling reason to change
- The overall goal of this process step is to identify that you have a Champion that has identified a reason and willingness to change

# Excellence in ALL we do!

ClearAdvantage for...  
305.2 KB

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Mitch,

Thank you for your time over Zoom earlier, as we appreciate the opportunity to connect and learn more about your work at Prenosis.

First, please note that I've included a few of our colleagues on this follow up email, as they may be supporting our ongoing discussions:

- [John Howlett](#): Chief Marketing Officer – who you met with at HIMSS and was included on our call this afternoon
- [Martin Spence](#): Principal Consultant and vCISO – who joined our call this afternoon and would likely be one of the consultants supporting Prenosis, should we have the opportunity to work with your team
- [Hal Porter](#): Director of Consulting Services, Digital Health and Healthcare IT
- [Alan Gush](#): VP, Security Services
- [Jon Benedict](#): Medical Device Security Principal
- Alex Masten: VP, Digital Health and Healthcare IT

Regarding our conversation, I've highlighted some of the key points we discussed below, although please let me know if there is anything that I may have missed:

- Prenosis is a growth-stage digital health organization who is utilizing data analytics and artificial intelligence to improve both the quality and precision of diagnostic care.
- In advance of the company's upcoming product launch and FDA approval, Prenosis is looking to engage with a third-party partner who can support the company's security and compliance needs (both currently and taking into consideration Prenosis' long-term strategic objectives).
- Specifically, these workstreams may include the review of the organization's HIPAA compliance structure, a detailed analysis of the company's AWS cloud structure, a data mapping process to identify any security gaps, guidance regarding security practices for applications that integrate with Epic, etc.
- In terms of HIPAA classifications, Prenosis is considered to be a Business Associate ("BA"), as they are analyzing specific trends within a large set of patient data (ePHI/PHI) and do not provide care directly to patients.
- With respect to timing, Prenosis is currently in discussions with multiple organizations to support their needs. Ideally, Prenosis would identify a partner within the next few weeks and kick-off the engagement towards the end of Q2 or early Q3 2023.

As a quick follow up to our discussion, I've attached an overview of our ClearAdvantage program. This is the managed services offering we discussed, wherein Clearwater acts as your outsourced partner for all things compliance and cybersecurity. Although this may not be the specific type of partnership we end up pursuing, the second page provides a summary overview of the different services we can provide.

Lastly, regarding the next steps, we discussed scheduling a follow up call with you and Carlos to review the technical structure of your system. I went ahead and reviewed calendars on our end and we have the following times available (listed in Central):

- Monday, May 8<sup>th</sup> at 11:30am
- Tuesday, May 9<sup>th</sup> at 12:30pm or 3pm
- Wednesday, May 10<sup>th</sup> at 10am, 1pm, or 3pm
- Thursday, May 11<sup>th</sup> at 3pm

Please let me know if any of these times will work and I'll send over a calendar invite.

- Follow-up same day
- Proper email follow ups take time and thought, but can be a differentiator
- Should include the following:
  - Recap of the call
  - Follow through on any promises made
  - Next steps

# Qualify

The diagram shows a horizontal sales cycle with six stages: Discover, Qualify, Prove, Negotiate, Close, and Closed. The 'Qualify' stage is highlighted in blue and has a downward arrow pointing to a list of key fields. To the right of the 'Qualify' stage is a 'Guidance for Success' section with an 'Edit' button.

**Key Fields**

- 2A: Validate Current State, Pain, Change ⓘ
- 2B: Set expectations for process ⓘ
- 2C: Gain access to power (ES) ⓘ
- 2D: Define Buying Process & Prepare DAP
- 2VO: ES bought into DAP ⓘ

**Edit Guidance for Success**

- The decision to change is made during the "Why Change or Industry Trends" storyboard and during fact finding... proof is about rationalization
- Keep the issues front and center throughout the sales cycle without overdoing it. Self-conclusion of the prospect is very important
- Don't allow someone else to control your success
- Review and document where we are with P2V2C2

## Key takeaways from Qualify:

- Use SF to update current and desired future state to make the AD creation process easier on yourself
- The overall goal of this process step is for both you and the client to truly understand the identified pain while validating that they have an identified willingness to change
- CRITICAL ACTION within Qualify – **gaining access to power**. The earlier we force the issue and ask our Champion for access to the decision makers the easier it will be throughout the remaining stages of our sales process
- DAP... This is the time in the sales process to introduce and validate the DAP by understanding the client's desired timeline. The DAP should be reviewed and agreed upon in order for it to be a valid DAP, i.e., don't just send a DAP via email and suggest a DAP is in place without validation from the client.

TRY LI Navigator!

# Key Player Heat Map

**INFORMAL ROLE**

- Champion
- Exec Sponsor
- Ultimate DM
- Victim
- Adversary

**CAREER PATH**

B = Bright Star  
U = Upcoming  
S = Steady  
L = Lost  
D = Downward

**PREFERENCE**

- C = Prefer Competitor
- N = No Vendor Preference
- U = Prefer Us

**CHANGE**

C = Satisfied & Closed  
O = Aware & Open  
L = Concerned & Listening  
F = Serious & Focused

**ACCESS**

- N = None
- L = Limited
- A = Available
- U = Unlimited

**FREQUENCY**

N = None  
O = Occasionally  
R = Regular

**SUPPORT**

- A = Adversary
- N = Neutral
- M = Moderate
- S = Strong

Name	Sally Winfield	Bill White	Helen Jones	Robert Warren	Amanda Burke
Title	CIO	CFO	CISO	ISO	General Counsel
Influenced by	CIO - BCBS	Unknown	CISO at Philly Dilly Hospital	CISO	Unknown
Years in Role	1	20	5	10	25
Informal Role	Ultimate Decision Maker	Adversary	Potential Executive Sponsor	Potential Champion	Unknown
Career Path	Bright Star	Steady	Steady	Lost	Downward
Preference	Us	Competition	None	None	Competition (Status Quo)
Change	Serious & Focused	Satisfied & Closed	Aware & Open	Unknown	Satisfied & Closed
Access	Limited	None	Available	Available	None
Frequency	None	None	Occasional	None	None
Support	Neutral	Adversary	Neutral	Neutral	Neutral

# Prove



Discover      Qualify      **Prove**      Negotiate      Close      Closed      Mark as Current Stage

**Key Fields**

3A: Determine Proof Criteria, Co-create ⓘ  
3B: Document Approach ⓘ  
3C: Validation Meeting: Present AD ⓘ  
3D: Email AD w/Pricing  
3VO: ES agreed to business proposal

**Edit Guidance for Success**

- Remember, this is a co-creation exercise. Talk about success metrics (Proof Criteria) early with the Executive Sponsor. Value must be discussed
- The Approach Document captures and presents what we heard about the prospect's Proof Criteria and the Solution that will meet the agreed Criteria
- Add price to the Approach Document only when the Executive Sponsor agrees the Solution will meet the agreed Criteria
- Keep the Dual Action Plan current and in front of the Executive Sponsor
- Review and document where we are with P2V2C2

## Key takeaways from Prove:

- The overall goal of this process step is for you and the client to clearly align on the solution that is custom-tailored to solve the pain that has been identified and agreed upon - always remember to continue to reiterate the pain that has been identified
- CRITICAL ACTION within Prove – Co-creation – This is a prime opportunity to show both the breadth of our expertise and to ensure that we will be able to create a winning AD, aligned to the client's "shining city on the hill"
- ADs must be presented vs sent – we never send ADs to clients without a formal review with them – we must maintain control through the Prove stage of our sales process
- When done well, we should win far more than we lose, Opportunities that successfully exit the Prove stage

# Negotiate

The image shows a horizontal flowchart of a sales process. It consists of six stages: Discover, Qualify, Prove, Negotiate, Close, and Closed. Each stage is represented by a rounded rectangle with a thin grey border. The 'Discover' stage has a dropdown arrow pointing down to its left. The 'Negotiate' stage is highlighted with a solid blue background and white text. To the right of the 'Negotiate' stage is a blue button labeled 'Mark as Current Stage'. Above the flowchart, there is a section titled 'Key Fields' containing five items: 4A, 4B, 4C, 4D, and 4VO. To the right of the 'Negotiate' stage is a section titled 'Edit Guidance for Success' which contains three bullet points: 'Don't give without getting something in return first. Build a bigger pie.', 'Keep the Dual Action Plan front and center; manage the tasks and keep the sales process moving', and 'Drive toward the agreed upon signature date. Be proactive.'

Discover      Qualify      Prove      **Negotiate**      Close      Closed      Mark as Current Stage

**Key Fields**

4A: Revise DAP w/ steps to close ⓘ  
4B: Present MSA/SOW  
4C: Exchange red-lines ⓘ  
4D: Customer committed to Sign Date ⓘ  
4VO: Negotiations complete ⓘ

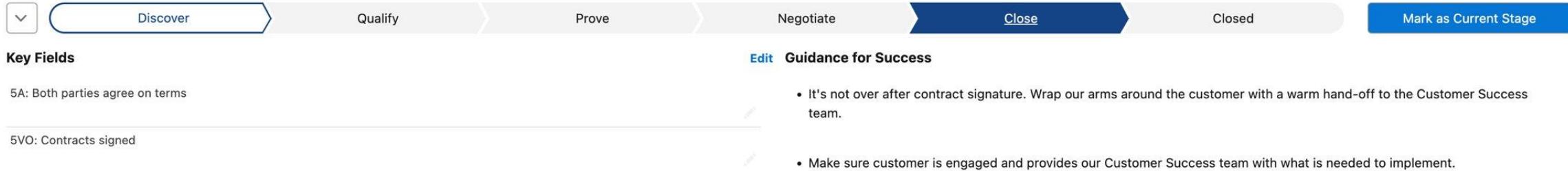
**Edit Guidance for Success**

- Don't give without getting something in return first. Build a bigger pie.
- Keep the Dual Action Plan front and center; manage the tasks and keep the sales process moving
- Drive toward the agreed upon signature date. Be proactive.

## Key takeaways from Negotiate:

- Although the DAP is iterative and should be updated throughout the process, this is often where the DAP gets off track – similarly to how we worked to gain access to the ES/UDM, we also need to gain access to the client's Legal and Contracting team – we will need to align the DAP with Contracting to ensure that we stay on target with contract execution date as agreed upon by the ES/UDM
- The overall goal of this process step is to navigate the client's contracting process, while holding the client accountable to the agreed upon DAP
- CRITICAL ACTION within Negotiate – understand all steps of the contracting process – Vendor Questionnaires, redlines, live negotiation session, who all must review, who signs, etc. The more we know and understand the more likely we maintain Control and stay on the DAP
- Get ahead of this process stage – if we know the client is going to move forward with us, work hard to understand this aspect of the client's buying process when we get approval from the ES/UDM on the DAP within the Prove Stage
- Don't ever give without getting – negotiate to benefit both CW and the client – we can be very creative here!

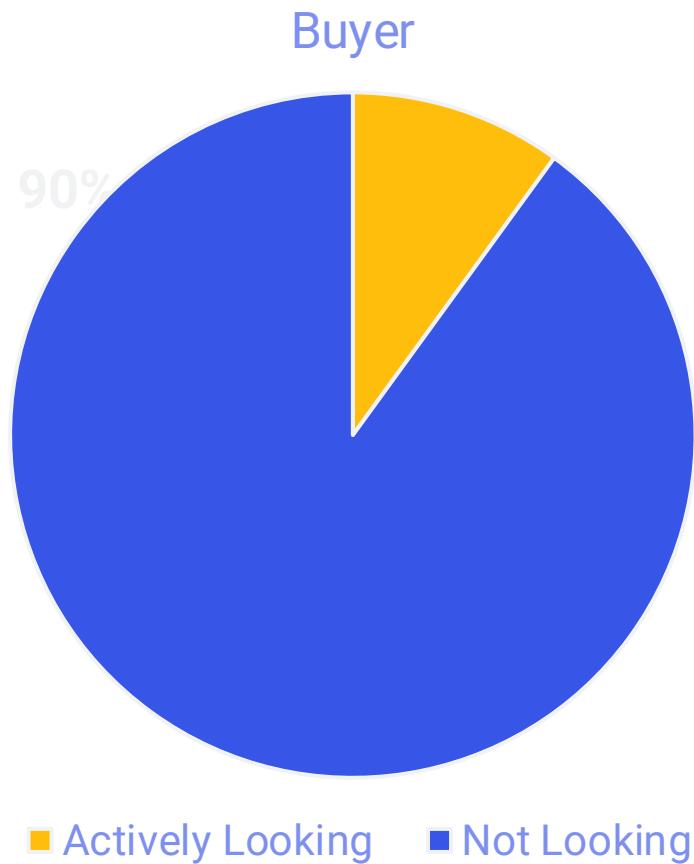
# Close



## Key takeaways from Close:

- Your work is almost done! - Easiest for us to launch DocuSign for signatures – we must know who is signing the MSA/SOW
- Determine whether the person responsible for signing has any planned time off. This can be critical to stay aligned with the DAP and is key to prevent deals from stalling

# Opportunity types



## Inbound & Outbound



When the buyer calls us for something, they are in the Prove Stage, yet for us to gain control we must qualify them by taking them backwards in their process. This is difficult.



# Dual Action Plan (DAP)



# What is a Dual Action Plan?

- A critical step in our process where we determine the driving force behind a desired start date and work backwards through our process to complete a project plan to achieve those timelines.
  - Example: Need to complete a risk analysis by certain date, contract expiring with other MSSP, need to spend dollars in this FY.
- Each of the line items required for completion to getting us and the client to that goal line have a date and owner attached.
- This is discussed with and agreed upon with the client, and it is managed and updated by clearwater sales rep.

# Why should I care about the DAP?

- Enables you to take ownership of the buying process while allowing the client to have an element of control as well
- Differentiates from competition
- More accurate forecasting
- Shortens Deal cycle
- Delivery coordination for resourcing
- Encourages conditional closing throughout opportunity
- Enables speaking in facts vs feelings
- Aligns to client goals and objectives- starts off relationship, meeting first timeline commit
- Gives us visibility into the entire decision making, and signing process
- Holds each other accountable for meeting the agreed upon timeline

# Positioning the DAP

- The DAP should be discussed on the first or second call- set the expectation from the start so it doesn't appear as sales tactic later in the sales process.
- Confidently position the DAP as a way for the client to achieve their goals
- Example positioning:
  - "It sounds like it makes sense to talk further, so I'd like to lay out a few next steps as we continue to determine how we can best partner. For our next call and as discussed, I'll bring one of our Risk Management SMEs so we can continue our discussion on your migration strategy, and you'd mentioned that you'll be pulling in your CISO. As part of that call, we will work closely to align on timelines and additional next steps, working backward from your desired start date. I'll draft a project plan for us to review to ensure we are all on the same page."

# Keys to a successful DAP

- Be confident when introducing the concept. This is to help clients meet their objectives.
- Introduce the concept and its primary benefit early in the process
- Don't *send* the initial DAP. Allow for time to present it, get feedback, and agree to all steps together
- Set a cadence to review with the client, reset the DAP when there is slippage
- Always update the DAP as milestones are completed and send to all stakeholders
- Always tie it back to their objectives
- Never talk about it in terms of, or as being part of, our **sales process**. Again, this is about the client's pain and timing
- Once MSA/SOW gets to legal/procurement, try to get a DAP with them. This concept should be introduced early in the process, during the initial review of the DAP.

# Example DAP

Activity	Due Date	Responsible Parties	Status
Review capabilities & program options	4/19/23	Clearwater / Client	complete
Co-Create session – Objectives, Scope, Vision	4/23/23	Clearwater / Client	complete
Present draft Approach for Strategic Program	4/27/23	Clearwater	complete
Provide updated Approach based on feedback (if applicable)	5/1/23	Clearwater	Complete
Go/No Go decision	5/8/23	Client	Open
Submit for budget approval	5/15/23	Client	Open
Budget approval	TBD	Client	Open
Send SOW	TBD	Clearwater	Open
Call to review redlines	TBD	Clearwater / Client	Open
Finalize redlines	TBD	Clearwater	Open
Execute contract	TBD	Clearwater / Client	Open
Initial Engagement Meeting/Project Start	TBD	Clearwater / Client	Open
Risk Analysis collection	TBD	Clearwater / Client	Open
Report of findings delivery	TBD	Clearwater / Client	Open

# Required for DAP buy-in

	PAIN	POWER	VISION	VALUE	CHANGE	CONTROL
0	We have no knowledge of pain	We have no idea who is power	We don't know what they need	We don't know how they will benefit from our solution	We don't have anyone committed to change	We don't know their buying process
1	The PC has shared their situation	We have an indication of a PES	We have created a vision of an improved future state	We believe their situation is costing them money	Our PC is open to change	Our S has described what they believe to be the process
2	The PC has admitted a pain	Our C has agreed to take us to the PES	We have mapped our capabilities to their needs	They have defined the cost of their problem	Our PC has confirmed the PES will meet with us	We have met with a PES
3	The PC has indicated the pain of the PES	We have met with the PES	They have agreed to the proof criteria	They believe they can improve financially from our solution	The PES has agreed they need to change	We have pain admitted and a vision created for our ES
4	The PES has admitted a pain	The ES has agreed to the DAP	Our ES has agreed to the vision of the improved future state	Our ES has shared the ROI projections with finance	Our ES has chosen us to lead the change	Our ES has agreed to the DAP
5	The ES has agreed the pain is large enough to change	The steps of the DAP are on schedule	Our ES is painting the vision for others in the organization	Finance has agreed to the financial terms of the deal	Our ES has convinced the ultimate DM they must change	The steps of the DAP are on schedule

PC = POTENTIAL CHAMPION • PES = POTENTIAL EXECUTIVE SPONSOR • C = CHAMPION • ES = EXECUTIVE SPONSOR • DAP = DUAL ACTION PLAN  
DM = ULTIMATE DECISION MAKER



# Co-creation Meeting



# Co-creation Meeting: What is it and why is it valuable?

Discover   Qualify   **Prove**   Negotiate   Close   Closed   Mark as Current Stage

**Key Fields**

**Edit Guidance for Success**

3A: Determine Proof Criteria, Co-create ⓘ

- Remember, this is a co-creation exercise. Talk about success metrics (Proof Criteria) early with the Executive Sponsor. Value must be discussed

3B: Document Approach ⓘ

- The Approach Document captures and presents what we heard about the prospect's Proof Criteria and the Solution that will meet the agreed Criteria

3C: Validation Meeting: Present AD ⓘ

**Pain**

- Aligning Pain to success metrics

**Power**

- Executive Sponsor Ownership

**Vision**

- Goal of co-creation

**Value**

- Tested and retested throughout

**Change**

- Is Pain and Value enough?

**Control**

- Success is required to advance

**How should it feel?**

- Collaborative
- Not selling, sharing experience
- Iterative and tailored

**Client begins to take ownership**

# Co-creation Meeting Execution

- Preparation

- Think through with Delivery the expected Vision and Target State based on our understanding of their Pain
- Define roles: Who will facilitate? Who will document? etc...
- Go on-site!

- Process and Tools

- Presentation to set the stage and facilitate
- Visualize the Program
- Whiteboard
- Build a prospective timeline
- Capture priorities, frequency, scope

[SAMPLE CO-CREATE  
PRESENTATION](#)

*Must be in presenter mode to click link*

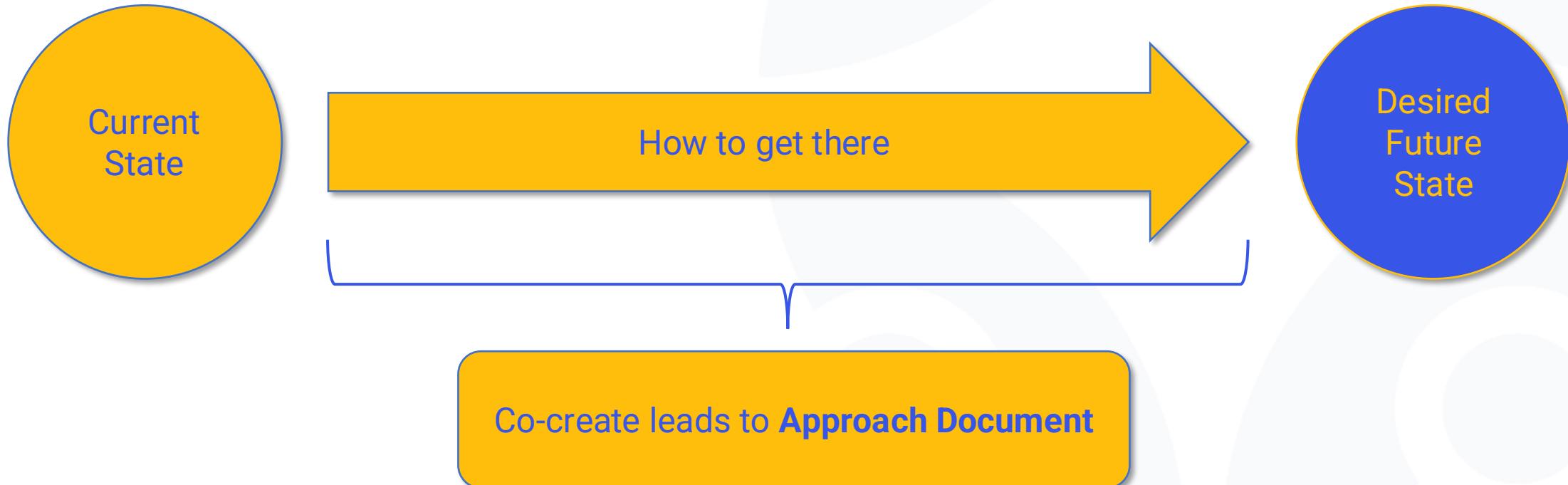


# Approach Document



# What are we selling?

**Change which leads to outcomes that reduce pain.**



# What's an Approach Document?

## 3. Prove

- A. Determine Proof Criteria, Co-create Solution & Demonstrate Approach
- B. Document Approach (word, ppt) & schedule Validation Meeting
- C. Validation Meeting: present Approach Doc (AD) and validate Solution achieves Proof Criteria; adjust if needed
- D. Email AD w/ Pricing

ES Verbally Agreed to Business Proposal

### The What

An Approach Document (AD) captures a client's Current State, and the plan to get to the client's Future State, developed together during the Co-Create session.

### The Why

By documenting the journey we've been on together with the client, including the path to their Shining City on the Hill, we demonstrate our professionalism, our commitment to their success, and we differentiate ourselves from lesser vendors. Most importantly, this diligence fosters better outcomes for our clients!

# Elements of an Approach Document (High Level)

- Industry Trends
  - Executive Summary
  - Current and Desired Future State
  - Success criteria
  - The Challenge
  - The Approach
  - Investment Summary
  - Why clients Choose Clearwater
  - Next Steps (DAP)
- Each AD is unique and while there are templates to help you the content, tone and formatting of your AD should reflect the situation
  - Items in purple are non-negotiable
  - ADs must be reviewed by either a Sales VP/Baxter/Dan/SC before they are presented to a client

# Approach Document Sales Enablement

- [Start Here](#) and scroll down to “Sales Team Support Templates”
  - AD Master Templates
  - AD Slides to pull into decks
  - Bios
  - Client Logo Slides
- AD examples: CWT-Contracts
  - Ask a colleague for good, recent examples
  - Don’t copy and paste without first ensuring there are not new slides

# Approach Document checklist

Item		Included?
<b>Content / Attachments</b>		
Sample consultant bios <ul style="list-style-type: none"><li>• Says "sample" or "example" only</li><li>• Relevant to the solutions and who would do the work</li><li>• The level of consultant provided is not higher than the level we may assign</li></ul>		
If software is included there is an explanation of IRM Pro (Silver/Gold/Platinum) and what is included with each?		
Attach the IRM Pro Data Sheet <ul style="list-style-type: none"><li>• Ensure correct version based on organization type</li><li>• If PPMG or IDN, it is important to clearly explain differences in the proposal</li></ul>		
If IRM Pro – sufficient selling points/benefits		
If Risk Analysis, did you also include Risk Response? Did you include 3-year option?		
Using most current version of AD template?		
Did you include Customer's Current and Future State?		
Did you include most recent copy of DAP (Dual Action Plan)?		
<b>Quality</b>		
"Confidential" on each page		
Page or slide numbers one each page (using auto-changing page numbers)		
Spell check		
Consistent formatting (font, font color, font size)		
Company name spelled correctly		
No copy and paste errors (i.e., which could result in another company's name appearing)		
<b>Pricing / Quote</b>		
If IDN Pricing include Steve from beginning		
Use of the standard pricing table		
Options for different Editions- e.g., Gold vs Silver		
Presented as a three-year option first (unless managed service)		
If Risk Analysis, presented with Risk Response included as first option		
Description of products and services uses approved language <a href="#">from the template</a>		
Math double-checked		
On-going Committed costs are clearly explained		
<b>Approvals</b>		
Document and pricing approved by Baxter, Steve or Dan		
If IDN Pricing OR \$750k+, approval by Steve		

[AD Quality Checklist\\_04302023.docx](#)

*Note- try presentation mode if you're having trouble clicking the link*

# Approach Document guidance

- ADs must be validated prior to moving to SOWs
- Scope within ADs should be validated prior to giving pricing
- Every Opportunity should have AD
- An AD should not be sent to the client, without first reviewing it with them
- An AD cannot be completed without first having a Co-create meeting
- ADs must be approved
- Final Draft ADs must be submitted to approver no less than 48 hours prior to the day of your meeting
- Proper timeline expectations must be set with the client
- You must have an AD in order to request an SOW
- ADs must be uploaded to the proper OneDrive location, associated with its Opportunity
- The better your notes throughout your conversations with the client, the easier and more effective your AD will be
- Your AD is a reflection of you and of Clearwater – it's a differentiator



# Call Prep



# Researching the prospect

- Methods/Sources (Zoominfo, Pitchbook, Linkedin, Definitive)
- Any history in Salesforce?
- Do we know anyone there? (Internally? Referral?)
- Review their website (About Us, News, Leadership Team).
- Review the company Twitter feed
- Google the company, review the “News” tab to look for press releases
- OCR Wall of Shame (always check this)
- Do CE provider orgs have Notice of Privacy Practices?

# Planning the first meeting

- Research the company and the prospect(s)
- Identify proper **support team** for the call (this may come later)
- Complete a **pre-call planner** and distribute to call participants
- Schedule a call to **prepare internally** with call participants
  - Determine **objectives** for the call
  - **Plan questions** for the call and send to prospect prior to call
  - Craft **agenda** and send to the prospect for feedback
- Schedule time to **gather yourself** before the call
- Ask great questions, be prepared to pivot, be the **best listener**
- Follow up, same day with email and any **promised items**

## Be the expert in your space!

- Industry and sales vertical knowledge (ITSB)
- Solutions knowledge
- Stories and anecdotes

# Develop questions through P2V2C2 lens

Pain

Define the risks of what they are doing today (i.e. the status quo) and understand why it is not acceptable for them to keep doing it the same way

Power

Who are the decision makers and what are their motivations? Don't allow someone else to control your success

Vision

People will not change until they have a vision of how their world will be improved; what will they be able to do differently if they move forward with this project?

Value

Understand their pain points so we can demonstrate our value later in the process

Change

Are the pain points great enough to drive the organization to change from the status quo; are you talking to someone that is empowered to make the change?

Control

Understand and define the buying process early for parallel processing of actions to get to contract execution; find your Executive Sponsor and determine how to get access to the Ultimate Decision Maker

# Building a pre-call planner

- Pre-call items you can determine
  - What is their primary business?
  - CE, BA or Hybrid?
  - How large are they?
    - If Hospital: e.g. beds? # of hospitals and components? # of employees?
    - If Practice Group / Specialty Provider: # of locations, practices
- How long have they been in business?
- How do they make money?
- Ownership: public, private, not-for-profit, etc.
  - If public, check quarterly filings for information on total revenue, growth rate, Board of Directors, etc.
  - If private, how are they funded (venture capital, private equity, physician owned, etc.)?
    - If applicable: date of last investment, amount/rounds of funding, and by whom?
- Any M&A activity?
- What growth can be determined?

# Building a pre-call planner (cont.)

- Any recent leadership changes?
  - In what city is the company HQ'd, and what is their geographic footprint?
  - Are they on the Wall of Shame?
  - Any notable news events found? e.g. partnerships? Changes in leadership?
  - Who is on their Executive Team and BoD?
  - What companies have they worked for in the past?
  - Cross reference with Clearwater leadership contacts (reference LinkedIn networks)
- Create a list of questions to ask, based on what you've learned above
- Determine Clearwater meeting participants
- Complete pre-call planner and draft agenda
- Schedule internal prep call
- Review pre-call planner
  - Agree on roles and responsibilities for the call
  - Confirm collateral and materials to use/have on standby
  - Review and agree upon pre-drafted agenda
  - Submit agenda to client and validate buy-in of the agenda

# Pre-call planner example

- This template is a starting point, but serves as minimum necessary
- Pre-call planners should accompany intentional prep with the other call participants
- This template can be found [here](#)
- Pre-call planning will evolve as the Opportunity progresses. Prepping the deal team is a must, as is documentation.

Client/Prospect Participants:

- Richard Danley, CISO (all names should be hyperlinked to LI profile)
- Bob Marley, IT Director
- ???
- ???

Internal Participants and Roles:

- David A - Primary; will make intros and lead the conversation
- Jaime C – CSS (Consulting Sales Support). Will ask questions, make comments as appropriate.
- Dan P - Executive Sponsor and Supporter. Will ask questions, make comments as appropriate.

\*Any and all slide responsibilities should be discussed and agreed upon prior to the meeting.

Customer Website: <https://www.CUSTOMERNAME.org/>

SFDC Account Reference: (if applicable)

<https://clearwatercompliance.lightning.force.com/lightning/r/Account/001C000001amk2ZIAQ/view>

About the Customer:

- To be filled out by AE prior to meeting

Purpose for meeting?

- To be filled out by AE prior to meeting

Desired outcome for the meeting?

- To be filled out by AE prior to meeting

Current State:

- To be filled out during the initial discovery meeting and throughout the sales process

Desired State:

- To be filled out during the initial discovery meeting and throughout the sales process



# Follow-up Email



# Email structure

- Should be sent the same day when possible, as the initial meeting
- Courteous, professional tone
- Includes a recap of the call with 2-3 bullets on key takeaways
- Next steps highlighted with assignees for tasks
- Follow up meeting time mentioned in the email

# Email Example

Good evening, Ken and Scott,

A sincere thank you for hosting Steve and I and for the wonderful discussion. I am eager to continue our partnership and support your vision for the UCSD cybersecurity program. As a follow-up, I have recapped the discussion below, as well as listed action items. You will also find attached the Dual Action plan, which we reviewed yesterday. The dual action plan will help keep us on track with the timeline for renewal. On our next call, we can finalize milestones and dates.

Recap of discussion:

With 5 open positions on the Security team, we want to work closely to support Scott as an extension of the team and aid in knowledge transfer UCSD PMO to kickoff project to build a more formalized process for vendor evaluation and prioritization

Discussed existing services:

- Vendor Security Management- We need to work together to refine our process and lifecycle for 3rd party assessments to include greater visibility and communication to the key stakeholders within the organization.
- December CAPP renewal- We will revisit and co-create the scope for the upcoming renewal and determine if there need to be any modifications to the existing program. Noted, that UCSD would like to request the most senior assessors each year going forward.
- Tabletop Exercise- Recent exercise with Mike Vida went well

New Services to explore: expanded medical device program development, business impact analysis, CMMC, security controls validation

Next Steps

- I will be sending a follow up to this note to introduce Andrew Mahler, who runs the Vendor Security Management practice. Andrew will immediately begin to work with the team to ensure there are consistent status updates for stakeholders.
- I have connected with Art to get the follow up call on the books, and he has been able to confirm 11/4 at 10:30-11:45 AM, during which time we can review the renewal and any additional services- I have sent an invite for that discussion.
- I will work with Liz to schedule a follow up discussion specific to the Business Impact Analysis requirements.

Thank you again for your collaboration yesterday and look forward to our discussion next week.

# Why this structure?

- Demonstrates professionalism
- Stands out from communication received from competitors
- Demonstrates that we were listening to them on the call
- Validates that we heard the need correctly, and allows client to course correct if needed
- Starts relationship off on the right foot
- Can track progress of the deal and hold both parties accountable

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