

Sales Playbook

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|---|--|--|--|-------------------------------|
| <i>Description that can be provided in a very short time. Defined as a headline and 3 or 4 details that further explain the headline.</i> | <i>Ideal prospects are those that are most likely to be sufficiently impressed by our product, enough to want to purchase our product as much as any other qualified prospect.</i> | <i>These are clusters or groups of customers that have similar characteristics, associate with one another and can be identified as members of their segment. We go to these markets to find our prospects.</i> | <i>Buying center is made up of those individuals who will either make or influence the purchase decision (we find this out through discovery).</i> | |
| Prospecting/LG Objectives | Prospecting/LG Source | Prospecting/LG Activities | Prospecting/LG Plan of Action | Prospecting/Lead Generation |
| <i>Prospecting objectives are defined to be the number of prospects we will need to work with in order to meet our sales objectives. Typically calculated as the number of sales (expressed in units) divided by the conversion rate or hit rate.</i> | <i>Sources are those people or places where names and contact details of prospective new customers can be found.</i> | <i>Prospecting activities are those things we will do to make potential buyers aware of who we are, what we do, and the potential fit or value that we offer them. Prospecting activities are designed to identify interested parties with some form of "call to action". Note that these are activities intended to generate leads.</i> | <i>Prospecting plan is a routine or calendar of when certain prospecting activities will take place.</i> | |

Definitions

Discovery (pre-approach)

Pre-approach discovery are those things we will do to find out more about the customer before we engage in a face-to-face discovery process.

Discovery/Needs Identification

Purchase Criteria

Purchase criteria are what the buyer(s) will ultimately use to make the purchase decision (we find this out through discovery).

Discovery (general situation questions)

General situation questions are used to get a good understanding of the buyer's situation; background about the company, the needs that have been identified (or not), the buying process, the purchase criteria, the buying center, the buying process, etc.

Discovery (obstacle, opportunity, outlay questions)

Obstacle, opportunity and outlay questions ask the customer to discuss specific problems (or opportunities) that you are aware they might have which your product can help solve.

Discovery (accomplishment or implication questions)

Implication questions ask the customer to think about the implications of not solving these problems, or in the alternative, to think about the value of solving them.

Discovery (leverage questions)

Leverage questions are used to get the customer to think about the problems, the product, or the purchase criteria in a different way. These questions can be used to redirect the buyer's focus to a specific strength of the product.

Features

Features are attributes or characteristics of the product.

Features & Benefits

Benefits

Benefits are advantages that relate directly to the buyer's situation (obstacles, opportunities, outlays) usually expressed in terms of savings of money, time, stress/worry.

Quantifiable Value Proposition

Value proposition refers to the quantitative value of the product vis a vis maintaining the status quo. Typically calculated as the difference between the cost of the product and the benefits the product delivers. Can be any logical way to put a dollar value on the product. Using some or all of the benefits listed, quantify the value of each of the products.

Definitions

Strengths

Strengths are features that compare favorably to the buyer's situation, purchase criteria and competition.

Weaknesses

Weaknesses are features (or lack of features) that compare unfavorably to the buyer's situation, purchase criteria and competition.

Objections

Objections are reasons not to move forward in the process; expressed in terms of time, product, company, need, price

Responses (to objections)

Best ways to respond to and/or overcome the objections (proof statements, evidence, white papers, case studies, etc.). Provide an appropriate response for each objection, beginning with “other buyers have found...”

Strengths, Weaknesses, Objections

Closing Statements

Questions or statements that are used to summarize that there are no reasons for the customer not to move forward to the next step; a commitment/purchase order/contract.

Closing Statements

Definitions



1

Philanthropic Investing

Product & Market Description



PRODUCT DESCRIPTION:



Opportunity to contribute to The Leeds School of Business at The University of Colorado, Boulder.

- 3,400 undergraduate students.
- Ranked #21 among the best undergraduate business programs.
- Located in the heart of Boulder at the bottom of the flatirons.

IDEAL PROSPECT

PROFILE:

- Inclination
- Capacity (money)
- Want to solve a problem
- Are passionate about something
- Went to school at CU



TARGET MARKETS:

- Alumni
- Corporate partners
- Parents of kids that currently attend Leeds
- Community member of Boulder



BUYING CENTER:

- Significant other
- Siblings/Parents
- Friends
- Donor himself



Prospecting/ Lead Generation



PROSPECTING/LG OBJECTIVES

- Sales goal: 20 million dollars
- Average donation: \$241,000
- Hit rate: 30%
- # of Prospects: 83

Equation:

$$20,000,000/241,000 = 83$$

$$83/.30 = 277$$

Need to work with 277 donors to meet the goal of having 83 closes and a sales goal of 20 million.

PROSPECTING/LG SOURCES

- Events
- Alumni networking
- Website
- Referrals

PROSPECTING/LG ACTIVITIES

- Email campaign
- Phone calls
- Webinars
- Engage in a personal way

PROSPECTING/LG PLAN OF ACTION

- Make two phone calls a day.
- Email prospects after every meeting.
- Get a visit in person once a week.

Discovery/Needs Identification



DISCOVERY (PRE-APPROACH)

- Where do you live?
- Do you have a family/siblings?
- What do you do for a living?
- What are your past donations, if you have any?

DISCOVERY (GENERAL SITUATION QUESTIONS)

- Are you currently investing/donating to something else?
- What intrigues you about CU Leeds to donate?
- What motivates you?
- How did you get involved with CU?

DISCOVERY (OBSTACLE, OPPORTUNITY, OUTLAY)

- What doors open if you invest in Leeds?
- What do you currently feel you are missing?
- Is there anything that concerns you about donating to Leeds?
- What is preventing you from donating?

Discovery/Needs Identification



DISCOVERY (ACCOMPLISHMENT OR IMPLICATION)

- How will you feel after donating to a #21 ranked school?
- How urgent is the need to fix your obstacle/need?
- Can you imagine if you contributed to providing greater success for 3,400 students and more?

DISCOVERY (LEVERAGE)

- What do you think of the community you have a potential to join?
- Have you ever thought that is more of an investment rather than an expense?

Features and Benefits

Purchase Criteria

- #21 business school
- Community
- Student involvement
- Location
- Academics

Features

1. Become involved with the CU Boulder community
2. High employment rate for students upon graduation
3. Located in Boulder
4. Offer many different scholarships



Benefits

1. Open opportunities to connect with the individuals of the same.
2. Save the stress/worry of students knowing they are getting a good education, which will lead to employment.
3. Part of a town that has breath taking views, with lots of activities indoor and outdoor, and is close to Denver to allow for easy visits.
4. Save the money for many students who are not able to afford the tuition of CU Leeds.

Quantifiable Value Proposition

- Save many students at most \$40,000 per year.
- Self satisfaction of donating.
- Tax write off: (current tax amount – new tax amount) lowers their taxes they must pay. In the end, save money.

Strengths, Weaknesses, and Objections



STRENGTHS

- High academia placements
- Located in an amazing town
- High graduation and employment rate for students

OBJECTIONS

- I never get out to travel, so I won't see the impact of my donation.
- I am concerned my money isn't going to the right places.

WEAKNESSES

- Lack of funding for some programs
- There is no professional role play competition like other selling programs.

RESPONSES (to objections)

- Even if you can't visit as often as you would like, when you step foot on the campus you donated money too it will make it all feel worth it. You may even find joy in all the activities available around.
- If you donate to Leeds, you will feel a sense of accomplishment and gratitude when you realize where your money has gone. (Scholarships, funding, expansions, etc.)

Closing Statement



Can we send over the proposal to you based off everything we learned today to help further convince your family members?

Do we have your commitment to have your legacy here at CU Leeds?



2

Jade Shepherd

Product & Market Description



PRODUCT DESCRIPTION:



- Recently graduated student from The University of Colorado Boulder, Leeds School of Business.
 - Specializing in Marketing
 - GPA: 3.574
 - Loves outdoor activities
 - Determined

IDEAL PROSPECT PROFILE:

- Location in Colorado
- Recruit from CU
- Little to no experience hires
- Have a training program
- Offer benefits (insurance, paid, holiday/vacation time, etc.)

TARGET MARKETS:

- Colorado (Denver, Boulder)
- Hospitals
- Outdoor gear

BUYING CENTER:

- Recruiter
- Hiring manager
- Someone that has a similar role to the one applying for

Prospecting/ Lead Generation



PROSPECTING/LG OBJECTIVES

- Sales goal: 4 job offers
- Hit rate: 25%
- # of Prospects: 16

Equation:

$$4/25\% = 16$$

Need to work with 16 prospects to meet the sales goal of having 4 job offers.

PROSPECTING/LG SOURCES

- Conventions (job fair)
- Personal Network
 - Family friends or parents' friends
- LinkedIn
- Leeds Career Office
- Handshake

PROSPECTING/LG ACTIVITIES

- Applications
 - Send resume
- Attend conventions
- Contact individuals on LinkedIn
- Meet with the career office

PROSPECTING/LG PLAN OF ACTION

- Look for jobs every month of senior year
- Contact potential employers throughout second semester senior year
- Apply to internships for junior year summer
 - Beginning of second semester junior year

Discovery/Needs Identification



DISCOVERY (PRE-APPROACH)

- Locations
- Average pay
- Training program
- Ability it to move up in the company
- Current employees

DISCOVERY (GENERAL SITUATION QUESTIONS)

- What is the detailed explanation of your current position?
- What does a day in the life look like at your company?
- What do you guys value most about your employees?
- What are the first steps to happen after the hiring process?

DISCOVERY (OBSTACLE, OPPORTUNITY, OUTLAY)

- How many other people are you interviewing?
- What is your timeline for hiring someone and having them start their first day?
- How many employees do you have that have taken a selling program during college?

Discovery/Needs Identification



DISCOVERY (ACCOMPLISHMENT OR IMPLICATION)

- What would the impact be of hiring someone with this different knowledge and practice?
- How urgent is the need to hire someone?
- Can you see a difference in the other interviewees compared to me?

DISCOVERY (LEVERAGE)

- How would hiring someone with different experience affect the employees/colleagues around them?
- Would stress be taken off the company having an honest and hardworking individual?

Features and Benefits



Purchase Criteria

- Studied marketing at CU Leeds
- Went through a selling program
- Need for fast pace

Features

1. Have practiced role play exercises.
2. Extensive practice with call plans and reports.
3. Graduated from a top 3 marketing program in the world.

Benefits

1. Saving of time having to teach an employee on how to properly do a sales call.
2. Saving of time and money on having to train the employee more on how to properly execute a call plan and report.
3. Saving of stress knowing the employee is well educated from a top school.

Quantifiable Value Proposition

- You will be saving a few thousand dollars on the extent of the training program. (hotel expenses, flights, equipment, etc.)
- The average salary for an entry level sales representative is around \$50k. The average salary for an experienced sales representative is around \$80k.
- Save over \$30k

Strengths, Weaknesses, and Objections



STRENGTHS

- Honest
- Trustworthy
- Hardworking

WEAKNESSES

- Shy
- Need a little guidance at times

OBJECTIONS

- You are too shy and reserved to succeed in our company.
- We are a company that has great pride in self perseverance.

RESPONSES (to objections)

- Other buyers have found I come off reserved in the beginning but end up doing fantastic work and open up.
- Other buyers have found I do need guidance at times but realize that asking for help every now and then is not bad and keeps the company on their toes.

Closing Statement



Based on today, do you think I am a good candidate?

Based on everyone you have interviewed so far, would you offer me the job today?



Synchronoss Technology

Product & Market Description



PRODUCT DESCRIPTION:



High tech platform to allow easier interaction with all utilities.

- Invest and save money
- Digital

IDEAL PROSPECT PROFILE:

- Digital channels
- Sell more than one product
- Have initiatives and strategies
- Need conciseness



TARGET MARKETS:

- Telecommunications
- Wireless
- Across world



BUYING CENTER:

- CEO
- Board of directors
- President

Prospecting/ Lead Generation



PROSPECTING/LG OBJECTIVES

- Sales goal: 15 deals in a year
- Hit rate: 40%
- # of Prospects: 38

Equation:

$$15/40\% = 37.8$$

Need to work with 38 prospects to meet the sales goal of closing 15 deals this year.

PROSPECTING/LG SOURCES

- Marketing team
- Wireless trade show
- Existing customers (referral)
- Zoom info (electronic source)

PROSPECTING/LG ACTIVITIES

- "More doors you knock more activity you got" – Scott Hansen
- Call/email existing customers
- Phone calls
- Demos at trade shows
- Meet with marketing team

PROSPECTING/LG PLAN OF ACTION

- Attend the Mobile World Congress (Barcelona – 4 days) once a year
- Attend the Consumer Electronic (Las Vegas) once a year
- Set up 3 meetings with prospects prior to arriving at the trade show
- Generate lists from zoom info once a week.

Discovery/Needs Identification



DISCOVERY (PRE-APPROACH)

Why them...?

- Why have we targeted this account?
- How does this fit with our ideal customer profile?
- What makes this a good opportunity to pursue?

What could go wrong...?

- What could cause our strategy to win to fail?
- What are our blind spots?

DISCOVERY (GENERAL SITUATION QUESTIONS)

Who is our competition...?

- How is our competition selling against us?
- What is the competitor's differentiation and unique value?
- Is 'do nothing' a competitor?

What is their buying process...?

- How do they buy?
- What is their buying process?

DISCOVERY (OBSTACLE, OPPORTUNITY, OUTLAY)

Why Buy...?

- What business problem are they trying to solve or pain trying to relieve?
- What strategic objective are they trying to achieve?
- What matters most to them right now?

What matters...?

- What is their budget?

Discovery/Needs Identification



DISCOVERY (ACCOMPLISHMENT OR IMPLICATION)

Why now...?

- What is the relative priority of solving this problem or achieving this objective?
- What is their source of urgency or impending event?
- What is their timeline to do something, and what is driving their timeline?

DISCOVERY (LEVERAGE)

Why us...?

- What is our differentiation or unique value to them and how is it aligned with their business priorities?
- Do they understand and appreciate our unique value?

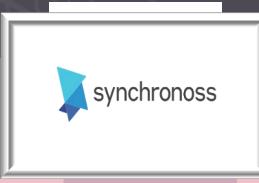
Features and Benefits

Purchase Criteria

- Digital tool
- Makes life easier
- Allow adjustments and lower costs

Features

1. Data aggregation
2. Single pane of glass (dashboard)
3. Analytics insight



Benefits

1. Everything is cloud based.
2. You can see everything from one place and not have to switch between all the different accounts.
3. Takes data beyond basic reporting and can come back with insights on the trending usage of utilities.

Quantifiable Value Proposition

- You will have a return on your investment within 3-5 years of using our system. This will then make you more money after those years.
- We have noticed with other companies that lights are being left on when nobody is around or are on all night and with our system, we can save you 77 million dollars.

Strengths, Weaknesses, and Objections



STRENGTHS

- Cloud based
- Single pane of glass
- The company is medium sized which allows for more flexibility

WEAKNESSES

- The company is not as well known.
- It is a newer product so there are not as many customers and is newer technology.

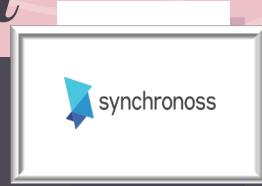
OBJECTIONS

- This is not the right time for us to buy your product.
- This product is too expensive for us.

RESPONSES (to objections)

- This relates to the questions asked about why now, I would have caught that you do not believe this is the right time. Are you sure this is your real objection?
- Other buyers have found that this product ends up being an investment rather than an expense, let me position it to the ROI one more time to show you.

Closing Statement



If I can do this a month sooner, can we do
the deal?

I am going to send you the contract
beforehand, so you have the chance to
review it to make the closing process easier
for you.