

Winning The Big Deal

Winning The Big Deal



Copy Right 2015 A&A Zohar

The Situation

Seller - Strategic Account/Opportunity

Buyer – Strategic Solution - High Priority

Generally Competitive – Need to beat 1 or 2

Multi - Functional, Multi level decision making process

Advanced stages of procurement (fully qualified by buyer)

Latest stages of a (generally) intense (long) sales cycle

Buyer seeks consensus (committee, board)

Seller played most of its cards

Waiting for the phone to ring?

Losing The Big Deal!

Friday afternoon between 3 to 4 PM phone rings!



Failure to engage with all the decision making team

Failure to identify all the key issues and concerns

Neglecting to assess competitive position

Failure to ask for the order when conditions are right

Reluctance to influence buying criteria

Reliance on an internal champion to carry the day

Reliance on a formal scoring system

All decisions are Political!

Winning The Big Deal

Friday afternoon just after 4 PM generally by mail!



Planning and preparation



Seller influenced thresholds



Wide personal coverage



Competitive intelligence



Value added interactions

All decisions are Political!

It's a Play and you... are the Director



YOU!

Approver

**Decision
Maker**

Recommender

Influencer



Introducing the players

players



Approver

- **Ultimate decision maker**
- **Signs the check**
- **Always Approves**
- **Recluse**



Introducing the players

players



Decision Maker

- **Ultimate Recommender**
- **Gate Keeper**
- **Orchestra Leader**
- **His Ass is on the line**

Introducing the players

players



Recommender

- **There are a few**
- **Vested Interest**
- **Discipline Specific**
- **Domain Experts**

Introducing the players

players



Influencer

- There are a few
- You don't know who they are
- Informal Role
- Competitors?



Axiom # 1:

Every Player Makes Their Decision On The Basis Of No More Than 3 Factors. The Factors May Be:

| No. | Objective | Subjective | Emotional | Personal |
|-----|-----------------|----------------------|----------------|-----------------|
| 1. | Meets the Specs | Like the Salesperson | Voting Against | Advances Career |
| 2. | ? | ? | ? | ? |
| 3. | ? | ? | ? | ? |

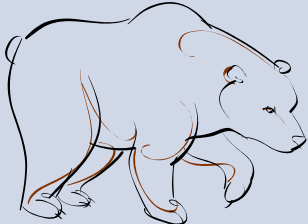
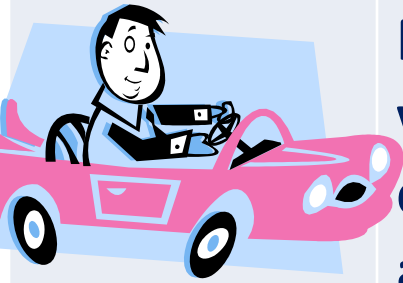
Axiom # 2:

Every Player is either a PUSHER or a BLOCKER

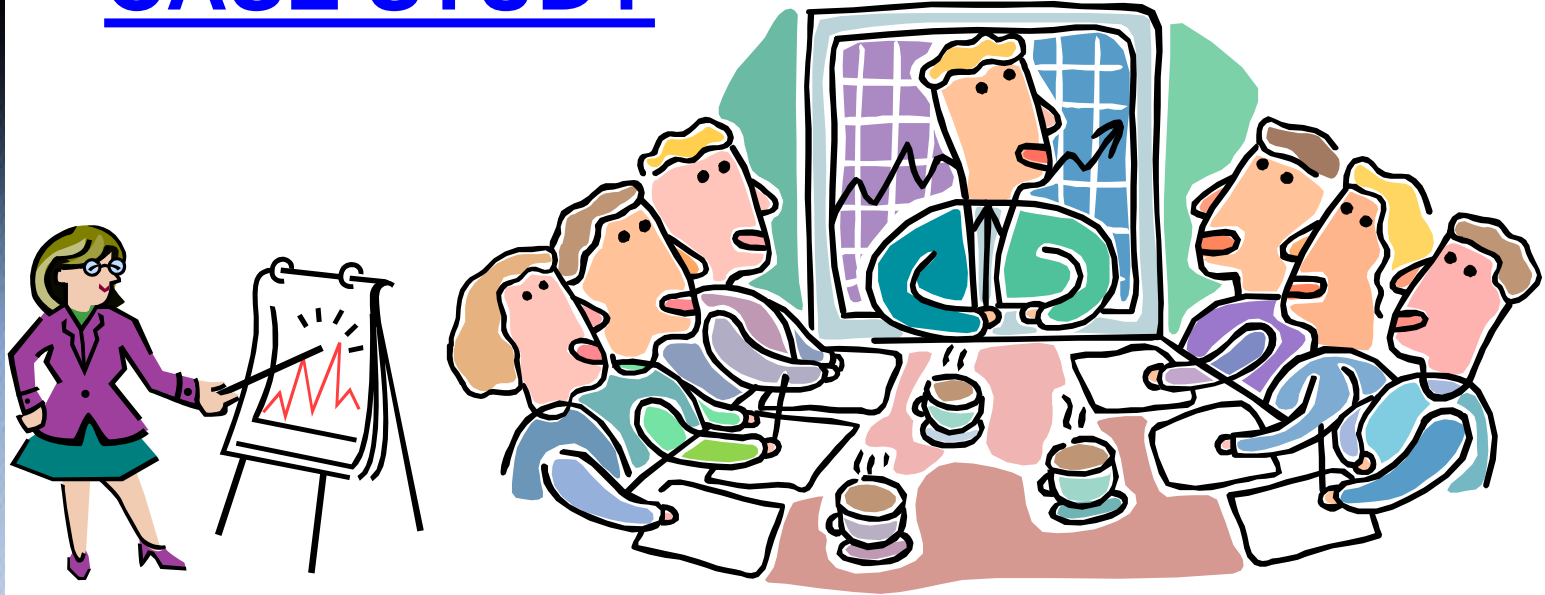
| Player | Definition | Example |
|--|--|---|
|  | Runs the show (or wants to) fast paced, influences others, proactive | Mover & Shaker Career Ambitious Stands to Gain Sales/Marketing |
|  | Passive, parochial interests, observer, influenceable | CFO, Controller, Purchasing, 9-5, career leveled off |

Axiom # 3:

Every Issue is either a **BLOCKING** or a **PUSHING**

| Issues | Definition | Example |
|--|--|--|
|  | Meets the Threshold, Good Enough | Within budget. Meets ISO Capacity |
|  | More is better, value premium, competitive advantage | The fastest, most options, NEVER the lowest price |

CASE STUDY

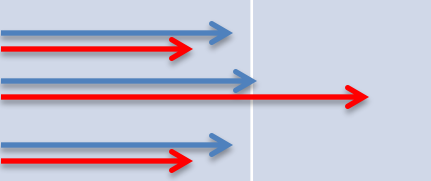
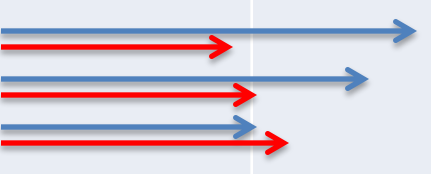
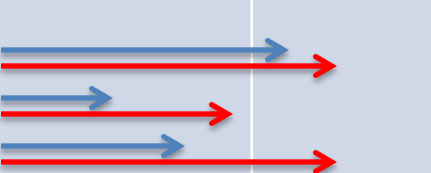
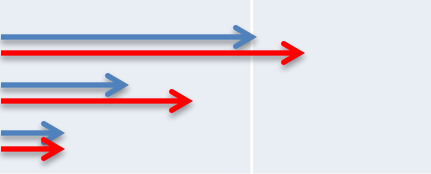


GE HealthCare Salesperson competing for a \$ 2 million MRI Systems to a Toronto Hospital in competition with Siemens and Philips. The need has been identified, budgeted but no formal procurement process is in play. The V.P Facilities invited the executive team and Chief Surgeon for a final presentation. Salesperson identified in advance all the key issues of all the players in the DMP. (See Chart)

Q: Can a decision be made at this meeting?

Q: If not what should the Salesperson do to get the order?

Decision Making Diagram

| Player | R O L E | P/B | P/B | Issue | Status | |
|----------------------|------------------|-----|-------------|--|---|--|
| John- CFO | A | B | B B B | - Consensus - By year –end - Best Price |  | |
| Bob- CS | D | P | P B P | - Multiple Views - Compliant - Dynamic Config. |  | |
| Ryan – Facilities | R | B | B P B | - Leasehold improve - Vendor Visits - My Contractors |  | |
| Russ- Consult | I | P | P B P | - Due diligence - Safety Record - Future Study |  | |
| | | | | | Threshold | |

Q: Can a Decision Be Made?
Q: You have 3 “Moves” to arrive at a decision

Move # 1

Additional Views increased safety ranking to 1 in this class

Move # 2

We would like you to present at the world wide conference

Move # 3

Our last price proposal is firm but we are willing to pay for an exclusive post installation safety study in 6 months time and pay for an expert guide for your installation team

Decision Making Diagram

| Player | R O L E | P/B | P/B | Issue | Status | |
|----------------------|------------------|-----|-------------|--|------------------|--|
| John- CFO | A | B | B B B | - Consensus - By year –end - Best Price | | |
| Bob- CS | D | P | P B P | - Multiple Views - Compliant W/F - Dynamic Config. | | |
| Ryan – Facilities | R | B | B P B | - Leasehold improve - Vendor Visits - My Contractors | | |
| Russ- Consult | R | P | P B P | - Due diligence - Safety Record - Future Study | | |
| | | | | | Threshold | |

Decision Making Diagram

DECISION MAKING DIAGRAM

| Name /Title | Function | Role | Attitude | Key Issues/ Concerns | P/B | Position |
|-------------|----------|------|----------|-------------------------|-----|----------------------|
| | | | | 1 | | We----- They----- |
| | | | | 2 | | |
| | | | | 3 | | |
| | | | | 1 | | We----- They----- |
| | | | | 2 | | |
| | | | | 3 | | |
| | | | | 1 | | We----- They----- |
| | | | | 2 | | |
| | | | | 3 | | |
| | | | | 1 | | We----- They----- |
| | | | | 2 | | |
| | | | | 3 | | |

DO's and DON'TS

DO's and DON'TS



Push on Blocking Issues Past Threshold



Push on Pushing Issues to Compensate



Accept Thresholds as “Absolute”



Validate Issues and Classifications



Team Reviews – Intelligence Gathering



Thresholds are met - Ask for the order!



Winning The Big Deal



Thank You!

Copy Right 2015 A&A Zohar