



Sales Facilitation Process

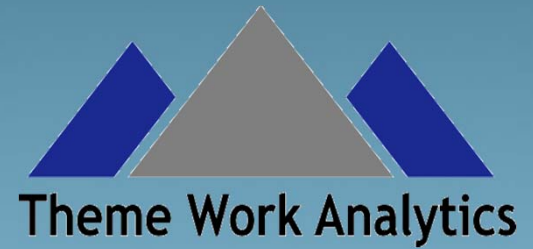


Struggle of the Tecnopreneur

- Find the Prospecting and Sales activities to be tedious and exhausting.
- Have to articulate the value proposition to many within a firm in an iterative mode.
- Frustrated when new decision makers enter the scene after one has spent substantial time with a prospect-manager.
- Disturbed by the low probability of a win



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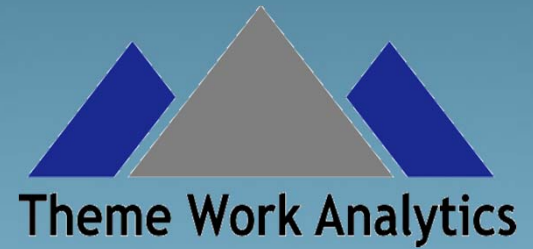
This presentation encapsulates well proven concepts in sales and Prospecting and practical wisdom. It advocates the implementation of a process.

Purpose of this process

- To minimize backtracks ;iterations
- To optimize efforts-spend and time-lapsed
- To enhance success probability



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When is a Prospect is a Prospect is not a Prospect ?

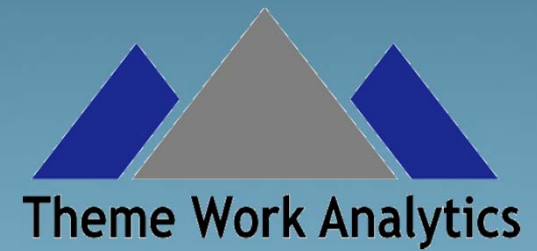
"Prospect" definition in Encarta

"something that is expected or certain to happen in the future..."

"I don't relish the prospect of spending five months at sea."



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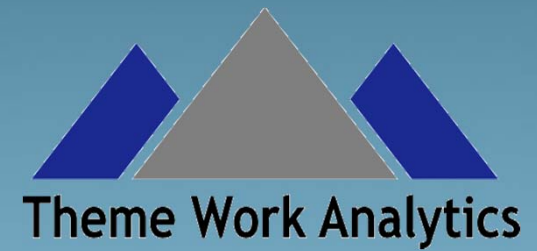


Prospects need to be

- Identified
- Qualified
- Assessed for opportunity potential
- Pursued
- Propositioned
- Converted
- Hand held as customers



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A 4 States Model has been evolved.

These States are

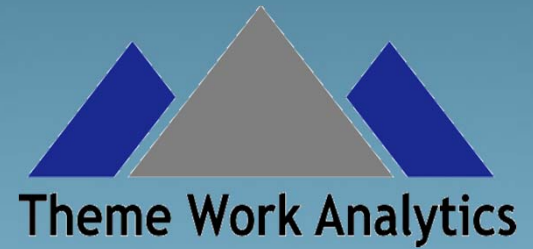
- Identification
- Qualification
- Pursuit
- Conversion

They are treated as States (instead of Stages) since movement across States can be in both directions.

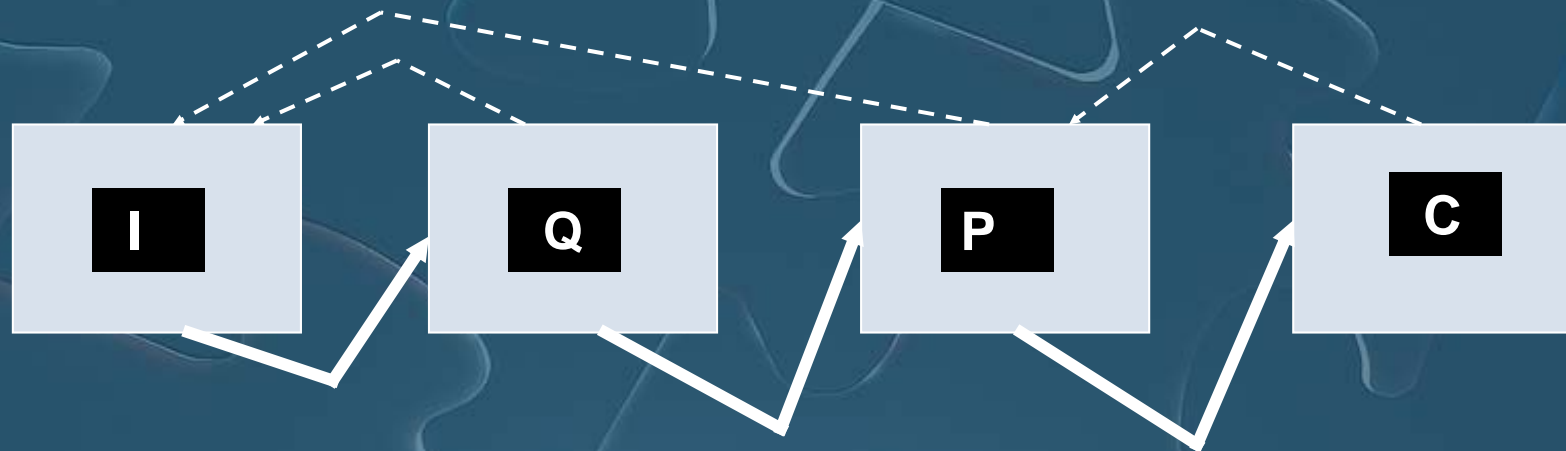
The States have also been determined with a focus on what information needs to be collected and when



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The Four States Model



I : Identification

Q : Qualification

P : Pursuit

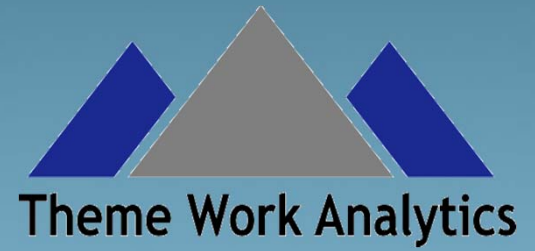
C : Conversion

A Prospect may stagnate in a State or slip back into an earlier State

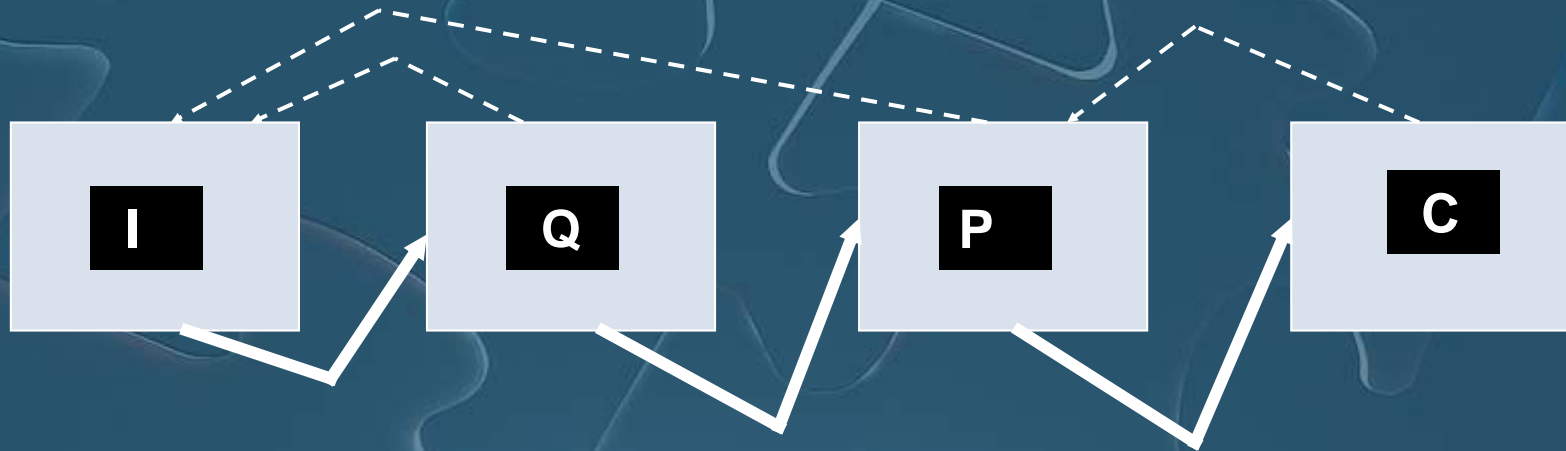
Our objective is to reach out to the right Prospects and convert them swiftly



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The Four States Model



I : Identification

Q : Qualification

P : Pursuit

C : Conversion

Prospects need to be

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I

IDENTIFICATION STATE

1. A Prospect needs to be identified as a true Prospect.
2. Our Solution or Offering has to be justified in terms of **Need** at the Firm, Division, Group or at an Executive level.
3. Hence **Stakeholder** identification is a prerequisite.
4. If the **Need** is at a **mission critical** level ,for the **stakeholder**, then our solution would be of value.



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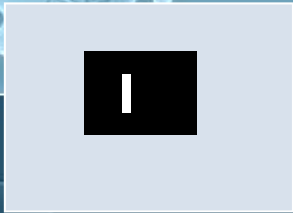
1

IDENTIFICATION STATE

1. **Felt Need** is a necessary but not sufficient condition for **Prospect Identification**.
2. It is likely that the Stakeholder has invested in a **Comparable Solution [CS]** in the recent past and is yet to derive the benefit out of this investment. The CS can be partially or fully overlapping with ours. If so, this stakeholder is an unlikely customer of ours in the near future. .
3. Or we may have reached the stakeholder late. A CS has been selected for final negotiation. In this case as well, this stakeholder is an unlikely customer of ours in the near future



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IDENTIFICATION STATE

- **In Scope or Out of Scope determination**

Prospect may not be in our defined service domain ; geographically or in terms of meeting our pre- requisites

Or low mission criticality

- **Purchase of a competing solution recently or in mind**

It can be functionally fully or partially mapped. The Prospect is under pressure to redeem the investment. Unlikely to purchase our product

Get an NDA signed. Assess intent of interaction

Validate need first; solution later



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I

IDENTIFICATION STATE

If Prospect Identification includes ensuring

(1) that there is a mission critical need for an appropriate stakeholder and

(2) there are no Comparable Solutions ,either recently installed or to be concluded in the near future

Then downstream efforts are optimized. Backtracking and other issues in Prospecting can be minimized.



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Q

QUALIFICATION STATE

An Identified Prospect needs to be Qualified before efforts are expended to submit a proposal.

Qualification parameters are

- Ability to Pay for the Solution
- Track record of timely payments
- Revenue potential of the Prospect over 3 years
- Decision process and time taken at the Prospect firm



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Q

QUALIFICATION STATE : *Qualified*

- 
- **Assess ability to Pay for the solution**

Cash flow crunch ? Solution cost vs. cash surplus accumulation

- 
- **Assess track record of timely payments**

Time taken to settle bills. Goods Acceptance Procedure. Accounts Payable process.



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Q

QUALIFICATION STATE : *Assessed for opportunity potential*

- Map revenue potential for 3 years

Year wise revenues : Need for a pilot :
Data readiness

- Assess proactiveness : Map Decision
Hierarchy

Time to respond; Merry go round ?



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Q

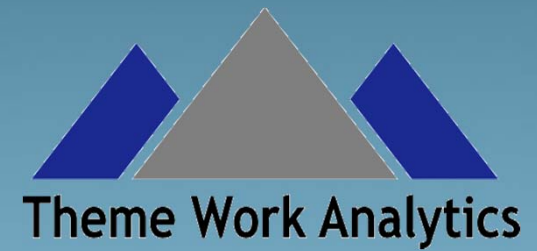
QUALIFICATION STATE

*Successful Completion of the (Identification and)
Qualification States will help to ensure*

- No backtracking
- No hidden surprises in terms of organizational dynamics
- Optimized total efforts for prospecting
- Giving priority attention to high value prospects



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P

PURSUIT STATE

Successful Pursuit of a Prospect calls for Excellent understanding of

- key players and their expectation
- evaluation process and criteria
- organizational dynamics of reconciling stakeholder priorities



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P

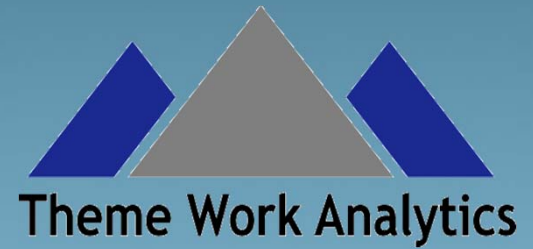
PURSUIT STATE

Successful Pursuit of a Prospect calls for

- The ability to construct and articulate the best value proposition *as perceived by* the stakeholders.
- evolving a win win relationship *as perceived by* the stakeholders.
- Implementing a touch and feel monitoring system for swift response to emerging issues



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P

PURSUIT STATE : *Pursued*

- **Build bridges**

Establish contacts with key stakeholders

- **Float trial balloons**

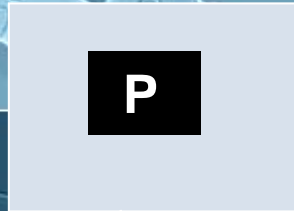
To understand key stakeholder priorities and organizational dynamics ; to position the proposition appropriately ;to define contract clauses

- **Gain process knowledge**

Discuss evaluation process and criteria



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PURSUIT STATE : *Propositioned*

- **Construct the value proposition**

Cost ; ROI ; stagewise benefits ; meeting stakeholder objectives ; win win solution for all. excellent articulation is vital. Define range for negotiation and set time limits.

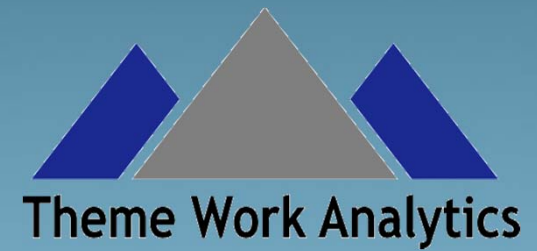
- **Set up a System to monitor progress and to assess perceptions**

To identify potential blocks, pitfalls and to respond proactively where necessary.

To navigate the org.dynamics



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C

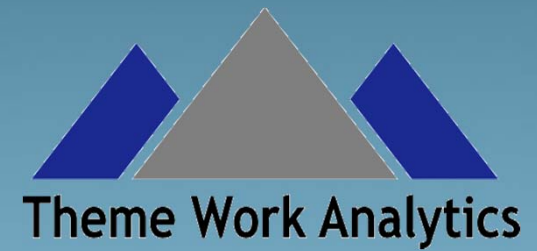
CONVERSION STATE

Pursuit to Conversion is the most challenging path in Prospecting. Even when success seems to be at sight there could be many a slip between the proverbial cup and the lip.

- ◇ Due Diligence exercised in earlier states pave the way for success here. Yet cannot guarantee success.
- ◇ Stumbling blocks can appear in the form of legal issues, IP ownership, environmental issues or even change in the proposal context.
- ◇ Some projects may even come to an unexpected early halt.



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C

CONVERSION STATE

Successful conversion happens when

1. Negotiations are carried out in good faith and concluded swiftly. The contract is signed without much time delay.
2. Project setup activities are carried out fast.
3. Systems are put in place for early warning and resolution of issues
4. Excellent rapport is built with the customer quickly.



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C

CONVERSION STATE : *Converted*

- **Get the agreement signed**

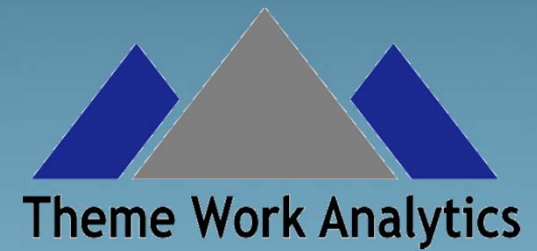
Timely action needed. Fair and equitable clauses. Sufficient onus defined for the client.

- **Get the Project set up**

Evolve a Project plan; Management team and monitoring system ; Issue resolution process.



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C

CONVERSION STATE : *Hand hold customer*

• **Proactive and Early warning reporting**

No surprises.

• **Rapport with the customer team**

Checklists circulated. Prerequisites shared. Knowledge shared. Work around suggested.



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C

CONVERSION STATE

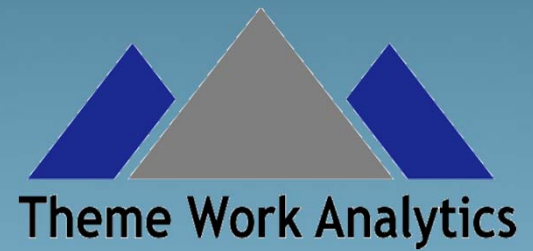
Successful conversion happens when

1. Prospects state what the value proposition is and it tallies with your articulation.
2. Prospects feel comfortable with your ability to handle seen and unforeseen risks.
3. Environmental issues are well anticipated and concerns addressed

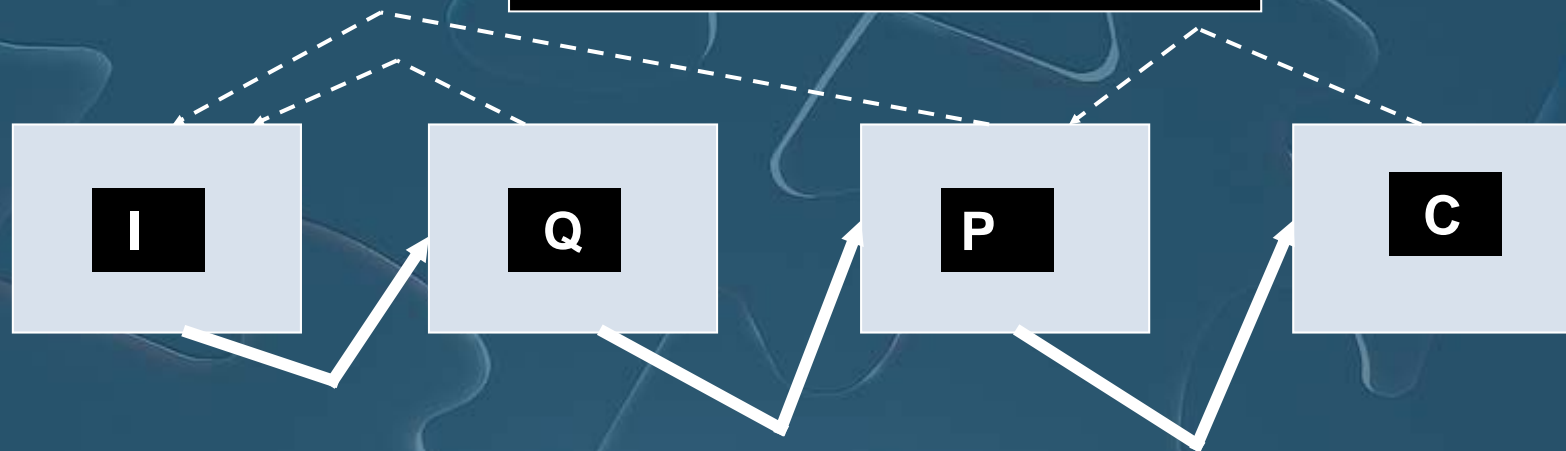


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Not done yet !



The Four States Model



Across the States....

- set transition time norms ; monitor
- monitor organization dynamics.
- record interactions ; interpret impact on transition parameters.



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Next steps : *Institute a SFP process and a system*

- Identify states relevant to your firm
- Select parameters and metrics that best represent the activities in each state.
- Design ordinal scales wherever needed.
- Design weightages and create a composite index for each state
- Institute a Progress Monitoring System consisting of Check Lists , Status Update & Assessment and Action Review
- Establish links to CRM and other systems

We are
done !