

Account Strategy For Major Sales

Overview



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The Huthwaite Approach to Opportunity Management

The habits that buying organisations have learned through the economic events of the last decade aren't about to disappear. Commoditisation, price pressure, competition, benchmarking, procurement practices, incumbents, internal politics and spending decisions signed off at board level are enduring issues and resulting standard process.

In some opportunities it already feels more like navigating a minefield than a sales opportunity - particularly when your competitors are strong.

So, a compass, a process and a methodology that have been field tested in bad times as well as good could help you to out think, out manoeuvre and out perform the competition, and confront the challenges you now face.

Huthwaite has been researching best practice in winning major sales for forty years. The insights and techniques that we have established during that time form the basis of this programme.

For example, sellers need to understand the psychology behind making high value purchasing decisions in order to personalise their approach to each member of the Decision Making Unit (DMU). They need to map and navigate the DMU - who to meet, when and about which issues. Effective sellers evaluate their competitive position and potential risks using the same techniques as the customer - and then use that analysis to differentiate their solution and resolve customers' concerns.

The most skilful understand that each individual sale is an opportunity to establish relationships that will live on beyond this sales cycle and contribute towards influencing the next.

We Help You To Address Issues like These:

- "We can't seem to get to the real decision makers or verbalise a persuasive value proposition when we do"
- "We don't have a proactive win strategy that starts before the need is even evident and ends in a fully-delivered customer engagement"
- "Procurement seems to be calling the tune and keeps telling us that the only differentiator is price"
- "Our CRM system is fine at telling us where we are now, but not what we should do next"
- "Our team finds it hard to describe real progress in the opportunity in a way that we can all understand, and use as a basis for forecasting"
- "We need to understand what the competitors are doing, and how the prospect thinks of us in relation to them"
- "Even when we've shown that we understand customers' needs, they still don't always see us as the obvious supplier"
- "We lose deals just when we think they're in the bag."

By delivering an understanding of how people and organisations make major buying decisions. We show them how to develop effective engagement and navigation strategies, how to improve the match between what the customer needs and what you can offer - and in doing so, help develop a winning business case.

This will give you;

- practical techniques with which to understand and influence the customer's decision drivers: reinforcing the needs you can meet and redefining the ones you can't
- tools for analysing and handling the competition by maximising your differentiators and minimising theirs
- mapping for the DMU, showing who to speak with, in what order and about what issues
- the means to record where you are in the opportunity, plan what to do next and develop tactics to do it
- methods for preventing losses late in the sales cycle.



Thank you for the tough and inspiring days we had in Holland. It was the best sales training I ever had and the skills you gave us will certainly be of great use in the future.

Jan Thörnberg EAO



Programme Overview

The Huthwaite programme is aimed at individuals and/or teams that need the right mix of skills, processes and tools to win more opportunities. Built around a business simulation that recreates a competitive sales opportunity, delegates compete to devise and execute strategies and tactics that win the deal. Ultimately, it's what delegates do face-to-face that wins or loses them the business - just as in real life.

Objectives

By the end of the programme, participants will be able to;

- create better access to the real decision makers and better verbalise their value proposition and business case
- be able to describe the psychology of customer needs
- navigate the DMU more effectively
- demonstrate a proactive win strategy and be better prepared to handle the competition
- describe their progress in the opportunity with clearer objectives around what to do next
- pre-handle and manage late-cycle concerns.

Content

The Buying Cycle

- The psychology of complex buying behaviour.

Account Entry Strategy

- How to map the DMU so that you are talking with the right people, at the right time, about the right issues.

Decision criteria

- How customers arrive at the decision criteria they use
- How to influence the criteria in your favour.

Competitive analysis

- Principles of competitive advantage and 'hard' and 'soft' differentiators
- Buying criteria – how customers evaluate competitive offerings and how you can influence their decision guidelines in your favour.

Customer concerns about risk

- Why sales stall close to the decision
- Why selling skills don't help you at this stage
- How to resolve concerns to your advantage.

Methodology and practical issues

As well as orchestrating the business simulation, we give sellers coaching to embed these repeatable, real life skills. We help them to apply the learning to a real opportunity they have brought with them - using our opportunity management tools where appropriate.

This is typically a three day programme for up to twelve delegates delivered by two trainers. A two day, one trainer version without the simulation is also available.

Customisation options

- The business simulation can be generic or fully customised and can be presented using Huthwaite Consultants, client staff, or third party specialists in the roles of buyers
- Pre-programme consultation to customise content, roleplays and exercises.

Huthwaite[®]
International

Hooper House
Wentworth
South Yorkshire
S62 7SA
United Kingdom

Tel: +44 (0)1709 710 081
Email: info@huthwaiteinternational.com
www.huthwaiteinternational.com

 @Huthwaite_Intl
 [huthwaite-international](https://www.linkedin.com/company/huthwaite-international)
 [TheHuthwaiteGroup](https://www.youtube.com/channel/UC...)

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