

Huthwaite International Open courses



The make or break skills

Overview –SPIN[®] in the sales proposal and SPIN[®] in the sales presentation

Got it! – Lost it! – Damn it!

You know the feeling. The deal was in the bag. It was forecast with a probability better than 0.9. It meant your team had exceeded its quarterly target. And then the account manager comes into your office with a hangdog expression and drops the bombshell: the order has gone to a competitor.

If this is happening more often than you'd like, you may be feeling a bit confused.

Like most sophisticated organisations you've probably made a major investment in training in recent years to give your salespeople skills like consultative needs development and selling to their key differentiators.

And you're quite right – these are the *most important skills* in effective selling. But they're not the only skills.

You may have overlooked two skill sets that can make or break the sale; especially in very high-value deals, right at the end of the sales cycle. Lack of these skills means that *your salespeople stop selling effectively when they have to make presentations and proposals*.

In the complex selling process proposals and presentations give you the best opportunities to relate the benefits of your product to the perceived needs of the entire decision making group. Yet, in all honesty, how many of your salespeople's proposals and presentations:

- Open with a detailed but unpersuasive pitch about your organisation's history, size etc? (So what?)
- Focus on the features of your product or service rather than the specific needs of individual decision-makers?
- Fail to make a comprehensive business case and so are unpersuasive to decision-influencers who have not been closely involved in the sale?
- Meet with low or no reaction because they are unstructured, boring or difficult to follow?
- Offer detailed price breakdowns that invite analysis, comparison and negotiation?
- Fail to differentiate your offering effectively from those of your competitors?

It's ironic, but the emphasis on consultative selling may mean that your proposal and presentation skills are now the weakest link in your sales chain. The key question is, what can you do to improve them?

Win with Huthwaite

For almost thirty years Huthwaite has been researching the key success factors on the process of making complex, high value sales.

Thousands of live sales interviews have been subjected to Behaviour Analysis, a research technique for observing and quantifying interactions between sellers and buyers.

This research revealed a set of interactive skills, based largely on questioning, which the most effective salespeople use to help the buyer work through the psychological stages of making a major purchase, while influencing the decision in favour of the seller, of course.

Huthwaite researchers also conducted hundreds of interviews with successful high value sellers and buying teams. Using a variety of techniques ranging from focus group discussion to structured questionnaires, they explored key issues such as:

- methods used by buying teams to evaluate competing offerings
- unspoken concerns which cause buyers to reject apparently attractive offers – and the excuses they give to salespeople
- qualities that make a proposal readable, accessible and persuasive to buyers
- reactions of the buying audience to differing presentation skills, styles, structure and content.

From this huge research base Huthwaite has created skill development programmes that help salespeople apply the concepts of buyer psychology to the presentation of persuasive proposals.

Huthwaite training in 'SPIN[®] in the sales proposal' and 'SPIN[®] in the sales presentation' will strengthen your late cycle selling efforts and help to eliminate nasty shocks. We like an adult-to-adult relationship with our clients, so we won't claim that you'll win every deal; but we'll help you win the ones you should win – and if you lose, at least you'll probably understand why.

Following on are overviews of the two programmes.

Overview – SPIN[®] in the sales proposal

Objectives

By the end of the programme each participant will:

- have analysed a proposal brought with them to the programme, and considered its strengths and weaknesses in terms of its persuasiveness
- be able to understand the process of persuasion and the phases of buyer psychology and how the proposal can impact in these areas
- understand how to position the proposal so that it will re-enforce the vendor's value when considered in the light of competition
- recognise the impact of risk upon a decision and how the proposal can be utilised to minimise the risk associated with that decision or the vendor and the vendor's solution
- have an appreciation of how the language used in the proposal can impact upon the empathy it generates with the customer
- have considered ways of ensuring that the proposal actually gets to be read by all the decision-makers and influencers
- realise the importance of a clear structure within the proposal
- be able to give consideration to the proposal's readability for the given decision-makers.

Target audience

All those who participate in preparing proposal documents. If technical specialists are required to make a large contribution, continuity of style and the persuasive message will be improved if the whole 'bid team' attends the programme together.

Programme content

The programme addresses distinct areas of the proposal's content:

Persuasive case

- Making the case client focussed.
- Building the value of your solution.
- Demonstrating your capability to meet client needs.
- Elaborating a clear business case.
- Handling concerns about risk and cost.

Presentation, style and structure

- Reflecting the client's language and culture.
- Making the document easy to navigate.
- Value of the executive summary and customer quotes.
- Ensuring understanding with graphics and illustrations.

Training design and methodology

This is an advanced, one-day workshop that integrates Huthwaite's original models of buyer psychology and persuasion. Delegates will create a structural template to make future proposals more successful.

Materials

There are comprehensive exercises throughout the day. Delegates also receive user-friendly reference materials giving detailed explanations of the key concepts and behaviours.

Faculty and group size

The class size is usually limited twelve delegates and is run by an experienced consultant.

Overview – SPIN[®] in the sales presentation

Objectives

By the end of the programme each participant will:

- have analysed a presentation brought with them and considered its strengths and weaknesses in terms of its persuasiveness
- be able to understand the process of persuasion and the phases of buyer psychology and how the presentation can impact in these areas
- understand how to position the presentation so that it will re-enforce the vendor's value when considered in the light of competition
- recognise the impact of risk upon a decision and how the presentation can be utilised to minimise the risk associated with that decision or the vendor and the vendor's solution
- have an appreciation of how the language used in the presentation can impact upon the empathy it generates with the customer
- understand the importance of graphics and their effective use in the presentation
- able to handle different types of audiences and venues.

Target audience

All those who participate in preparing presentations. If technical specialists are required to make a large contribution, continuity of style and the persuasive message will be improved if the whole presentation team attends the programme together.

Faculty and group size

The class size is usually limited twelve delegates and is run by an experienced Huthwaite consultant.

Programme content

The programme addresses distinct areas of the presentation's content:

Presentation problems

- Making the case client focussed.
- Building the value of your solution.
- Demonstrating your capability to meet client needs.
- Elaborating a clear business case.
- Handling concerns about risk and cost.

Style and structure

- The S.I.E.V.E. Model for powerful presentations.
- Reflecting the client's business environment.
- Maintaining a smile.
- Making the presentation easy to follow.
- Ensuring understanding with graphics and illustrations.
- Handling difficult audiences.

Training design and methodology

This is an advanced, two-day workshop that integrates Huthwaite's original models of buyer psychology and persuasion. Working on a presentation brought with them to the programme delegates will have opportunities for practice and feedback and will leave the programme with a structured template to make future presentations more successful.

Materials

There are comprehensive exercises throughout the day. Delegates also receive user-friendly reference materials giving detailed explanations of the key concepts and behaviours.

A brief proposal

You undoubtedly have some, possibly many, salespeople who are experiencing the performance problems and frustrations outlined at the beginning of this brochure.

Because of lost orders you may also be suffering from internal team stress, low morale, missed targets and damage to your own career prospects.

Assuming their early cycle sales skills are adequate, you need to improve the effectiveness of your people's proposals and presentations in order to increase sales productivity.

Huthwaite has the Skill Models and skill development programmes which could give the desired improvements in effectiveness.

There will be additional payoffs for you in terms of forecasting accuracy, staff retention, job satisfaction and marginal profitability.

In case previous bad experiences have given you concerns about the effectiveness of skills training, we would welcome the opportunity to explain and demonstrate how Huthwaite programmes and consultancy can achieve measurable skill transfer and performance improvement.

May we propose that you contact us to arrange to discuss how 'SPIN[®] in the sales proposal' and 'SPIN[®] in the sales presentation' can positively impact on your organisation.

Find out more today.

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Change Behaviour. Change Results.

