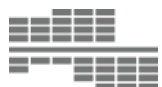


# Mastering the Complex Sale

How to Get Paid for the Value you Create!



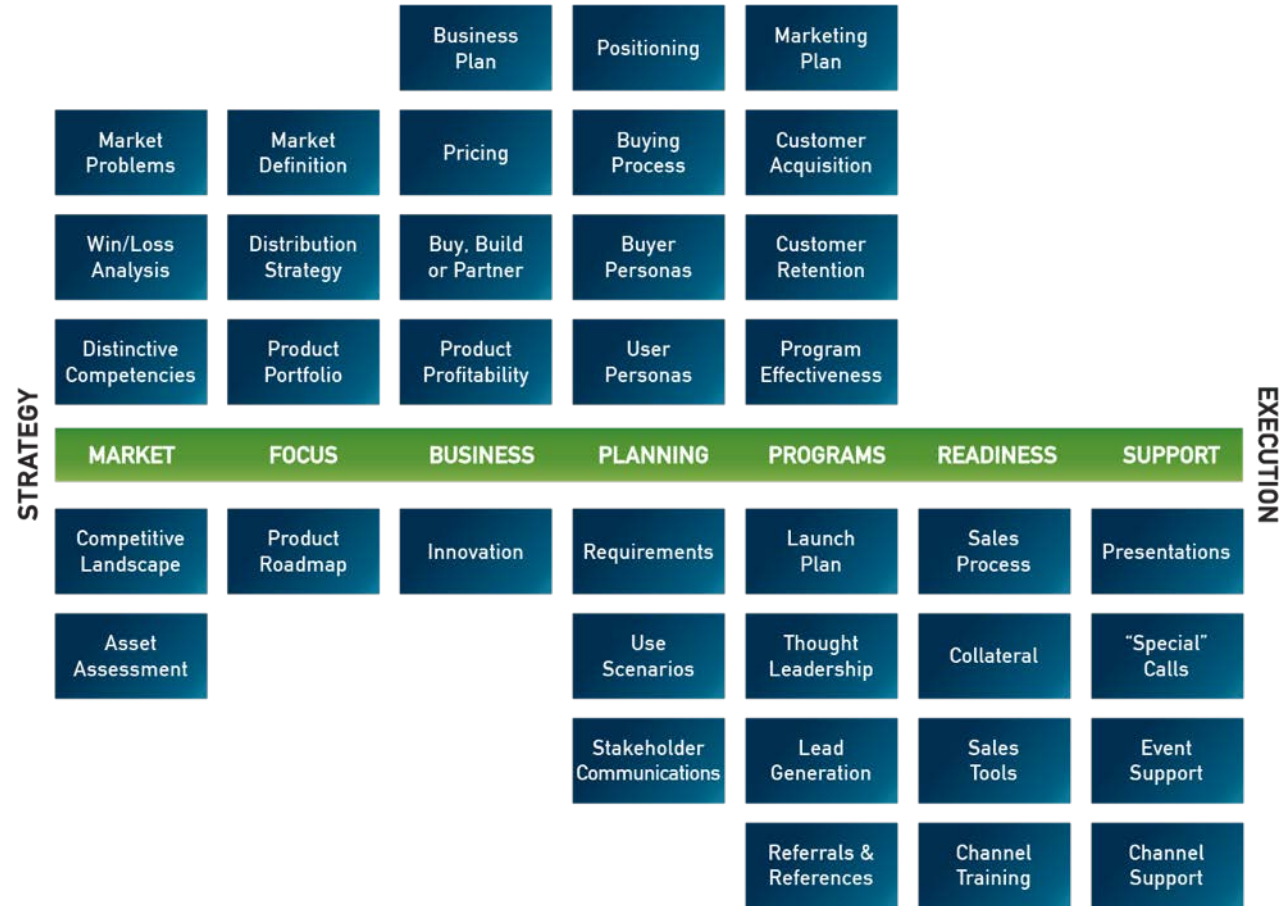
Pragmatic Marketing



Jeff Thull  
President and CEO  
Prime Resource Group



# about us



Experts in technology product management and product marketing

Specialize in training

Trained hundreds of thousands of people at thousands of companies since 1993



presenter



## Jeff Thull

is a leading-edge strategist and valued advisor for executive teams of major companies worldwide.

As President and CEO of Prime Resource Group, he has designed and implemented business transformation and professional development programs for companies including Shell, HP, 3M, Boston-Scientific, Compuware, Siemens, and Georgia-Pacific, as well as many fast track, start-up companies. He has gained the reputation for being a thought leader in the arena of sales and marketing strategies for companies involved in complex sales.

Jeff is the author of the best-selling books *Mastering the Complex Sale: How to Compete and Win When the Stakes are High, Second Edition*; *The Prime Solution: Close the Value Gap, Increase Margins, and Win the Complex Sale*; and *Exceptional Selling: Connect and Win in High Stakes Sales*.



# Agenda

- **Three Eras of Selling**
- **Three Challenges of Era 3**
  - **Decision Leadership**
  - **Change Management**
  - **Value Measurement**
- **Mapping the Journey of Value Belief**

## Complex Sale?

**Business / personal / technical / clinical decision ...  
in which the customer requires the assistance of  
outside expertise to:**

- ***Diagnose the Situation***
- ***Design the Solution***
- ***Deliver the Results***

# The Three Eras of Professional Selling

	<b>Era 1</b> 1955 →	<b>Era 2</b> 1975 →	<b>Era 3</b> 2000 →
<b>Tools</b>	Sales Script	Questions Needs Analysis	Business Process Analysis
<b>Skills</b>	Presenting Closing	Listening Trust Building	Business Knowledge Program Mgmt
<b>Role</b>	Persuader	Problem Solver	Source of Business Advantage

## Symptoms of an Era 1 and 2 Approach

- Long sales cycle
- Volatile forecasts
- Increased cost of sales
- Losing to competitors with less value
- Losing to “no decision”
- 11<sup>th</sup> hour discounting

# The Three Challenges of Era 3

- **Challenge 1: Decision**

Customers typically do not have a thorough, cross-functional, and objective process for making the types of decisions you are asking them to make.

- **Challenge 2: Change**

Buying involves changing, and changing is painful. The customer will not change unless the pain of staying the same is clearly greater than the pain of changing.

- **Challenge 3: Value**

The customer is unable to recognize and quantify the unique value (net-profit) at risk in their current situation, or your solution's impact on that risk (pre-sale), and is unable to measure the value achieved with your solution (post-sale).



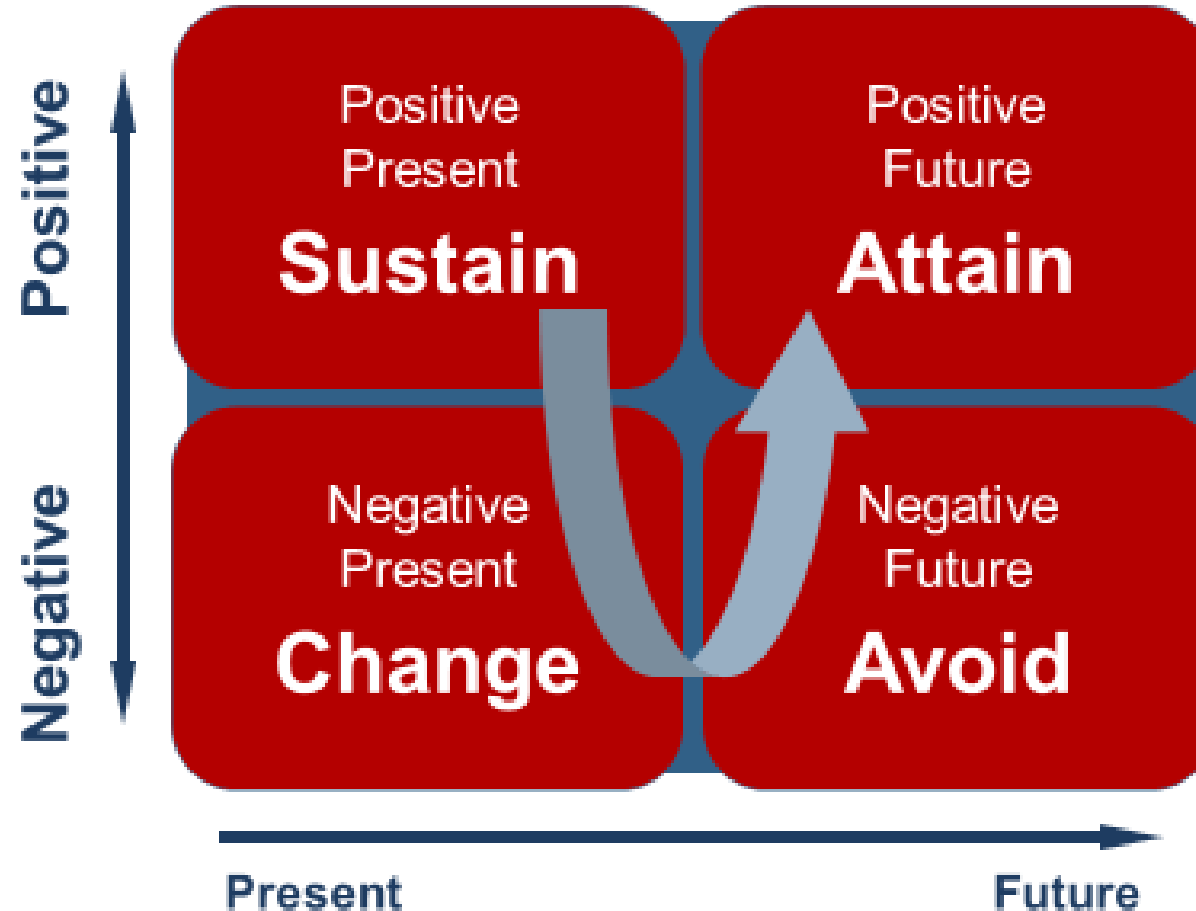
# Challenge 1: The Decision Challenge



## Challenge 2: The Challenge of Change



## Challenge 2: The Challenge of Change

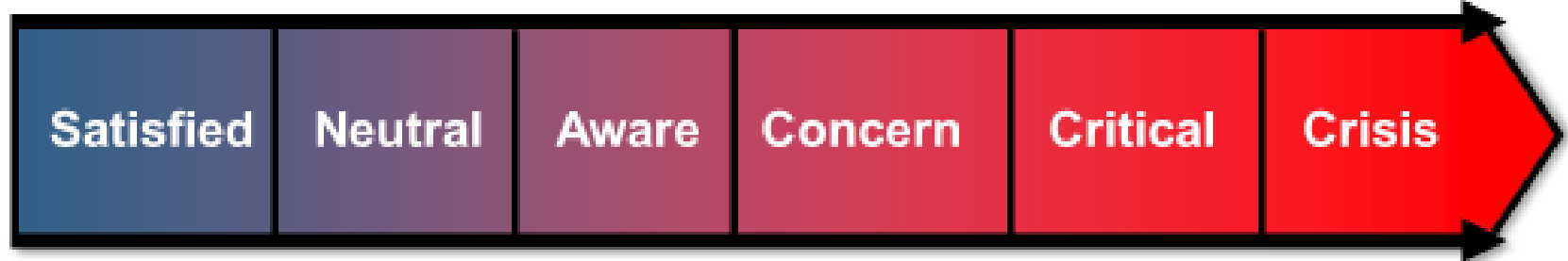


# The Progression to Change

Low  
Probability  
of Change

High  
Probability  
of Change

Discover . . . . . Diagnose . . . . . Design



Defensive . . . . . Curious . . . . . Select

Life is  
Great  
→

Comfortable  
→

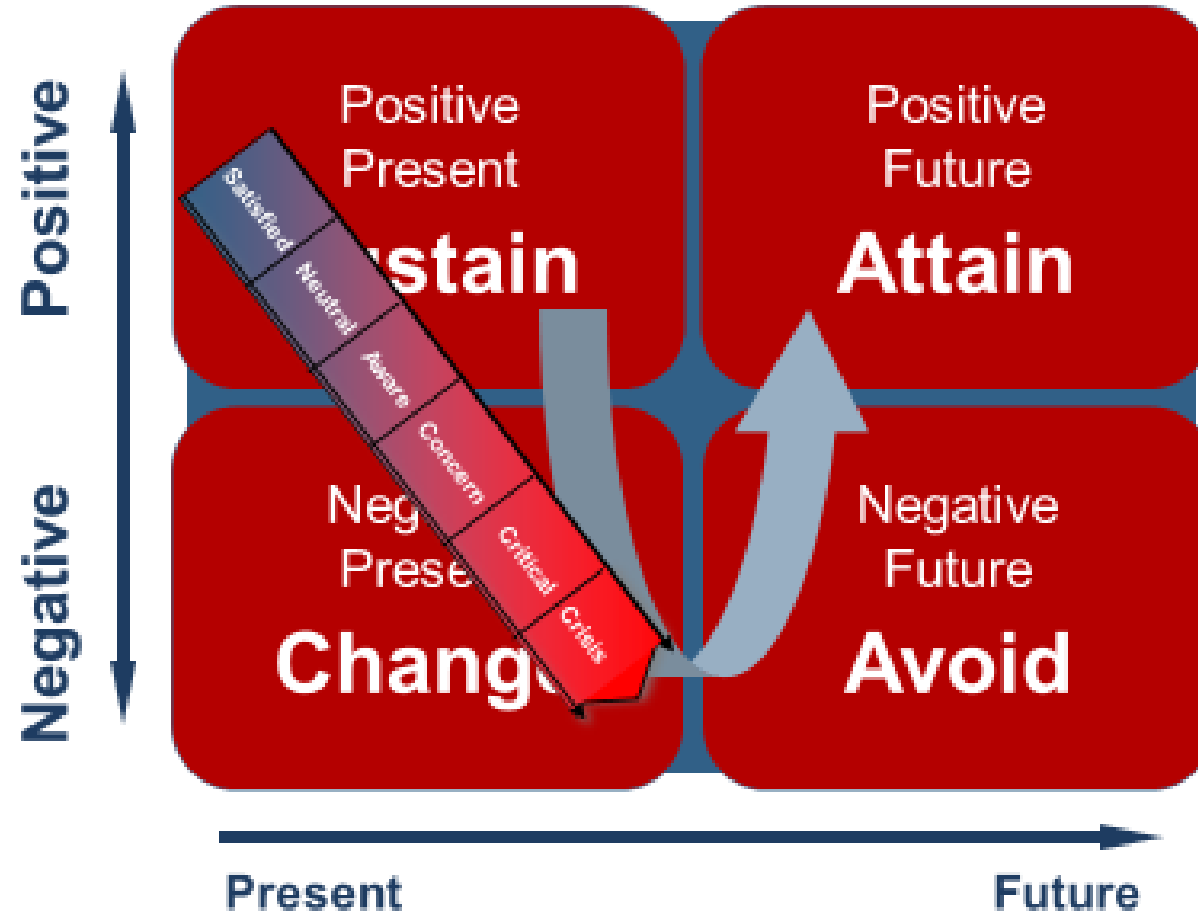
It Could  
Happen  
→

It Is  
Happening  
→

It's Costing  
\$\$\$  
→

Decision  
to Change  
→

# Challenge 2: The Challenge of Change

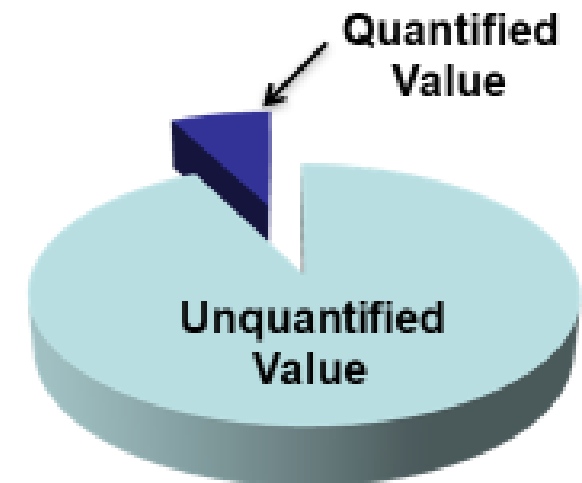


## Challenge 3: Value Leakage

- Nine recent projects
  - Medical devices
  - Industrial chemicals
  - Engineering services
  - Jet engines
  - IT infrastructure outsourcing
  - Software
  - Analytical instruments

- **Findings:**

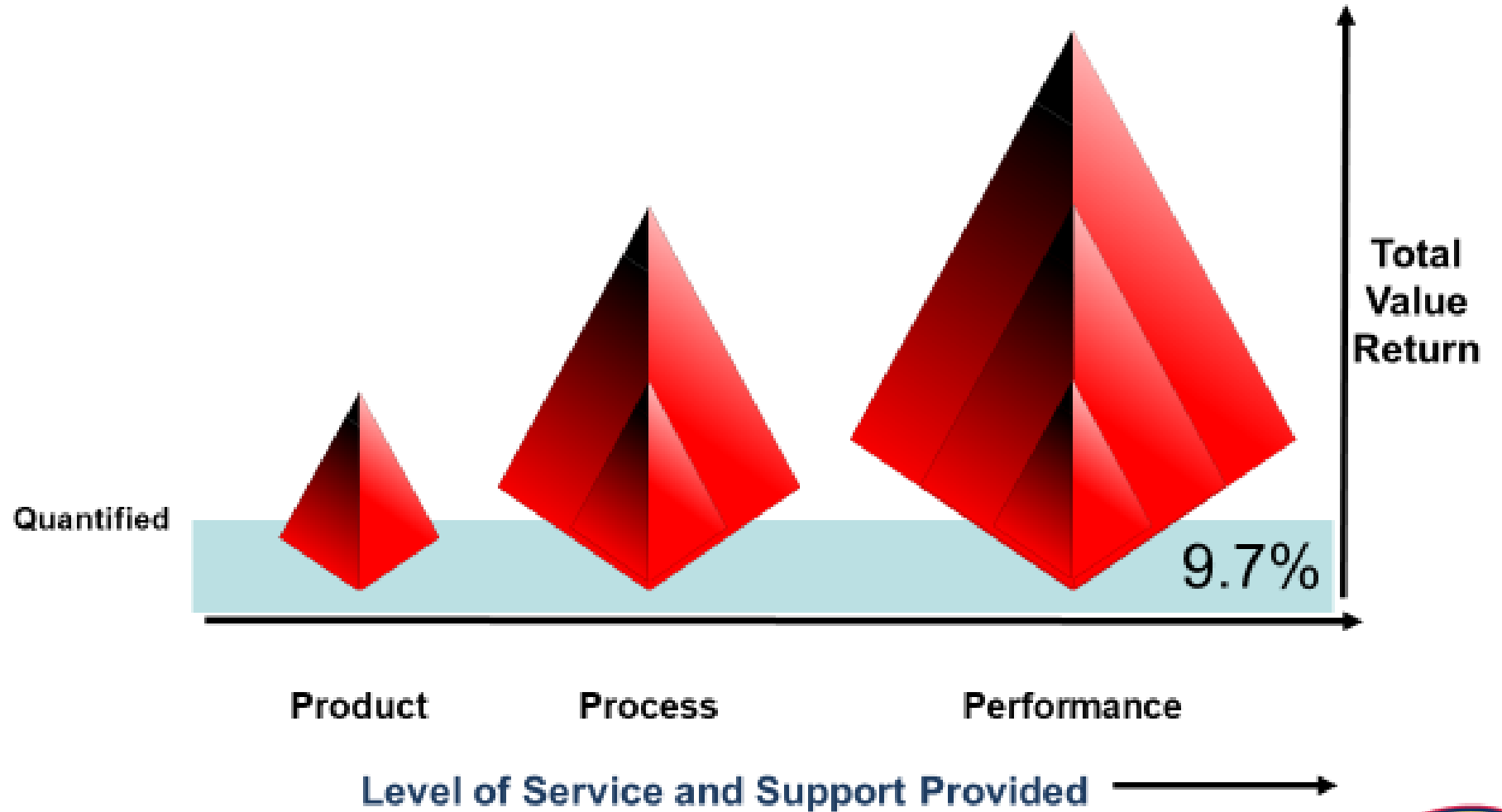
*All were going to market without Value Clarity.  
Less than 10% of their value was quantified  
with a dollar amount the customer believed.*



## Value Leakage Levels

Business Type	Client's Initial ROI Value	Certified Value Quantified	% of Value Initially Quantified by Client
ERP Software	\$310,000	\$3,300,000	9.4%
CRM Software	\$340,000	\$2,600,000	13.1%
Analytical Equipment	\$3,460,000	\$385,000,000	0.9%
Medical Device	\$600,000	\$4,000,000	15.0%
Call Center	\$130,000	\$3,140,000	4.1%
IT Infrastructure Outsourcing	\$110,000	\$2,300,000	4.6%
Portal Technologies	\$830,000	\$14,300,000	5.8%
Thin Client Technologies	\$720,000	\$5,970,000	12.1%
Pipe Manufacturing & Installation	\$7,780,000	\$34,900,000	22.3%
<b>Average Value Clarity</b>			<b>9.7%</b>
<b>Average Value Leakage &gt; 90%</b>			

# Challenge 3: The Challenge of Value





**To get paid for the value you create,**

**Your customer must believe they will receive that value.**

# Diagnostic Business Development

Stage	Agenda	Value Clarity	Customer's Decision
		<i>Value Proposition</i>	<i>Capability</i>
<b>Discover</b>	<ul style="list-style-type: none"><li>• Prepare</li><li>• Engage</li></ul>	<b>Value Hypothesis</b>	<b>Premise To Engage</b>
<b>Diagnose</b>	<ul style="list-style-type: none"><li>• Identify</li><li>• Quantify</li></ul>	<b>Value at Risk</b>	<b>Incentive to Change</b>
<b>Design</b>	<ul style="list-style-type: none"><li>• Create</li><li>• Align</li></ul>	<b>Value Expected</b>	<b>Confidence to Invest</b>
<b>Deliver</b>	<ul style="list-style-type: none"><li>• Implement</li><li>• Measure</li></ul>	<b>Value Achieved</b>	<b>On Success</b>

## For More Information:

### PRIME RESOURCE GROUP

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Email: [support@primeresource.com](mailto:support@primeresource.com)

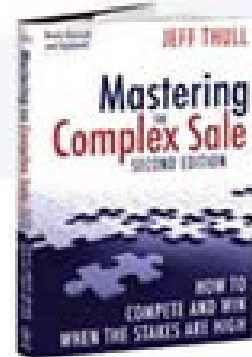
Website: [www.primeresource.com](http://www.primeresource.com)



## Strategy

An Integrated Approach to Close the "Value Gap"

Executive's Guide to World-Class Performance and Profitability

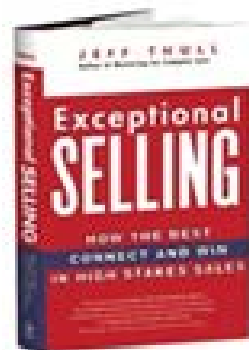


## Process

Set Yourself Apart and Become a Valued Resource

Systems, Skills and Disciplines for Winning High-Stakes Sales in a Complex and Evolving Market

*Updated and Revised Second Edition!*



## Execution

From "First Calls" to the "C-Suite" Plus Everything in Between

A Step-by-Step Guide to the Most Important Conversations You Can Have



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# contact

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**Thank You  
for attending!**

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Join us for next month's webinar:

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**The Key To Building  
Better Products**

**3/21/18**



<b>JAN</b> <b>Distribution Strategy</b>	<b>FEB</b> <b>Channel Training</b>	<b>MAR</b> <b>Use Scenarios</b>
<b>APR</b> <b>Market Definition</b>	<b>MAY</b> <b>User Personas</b>	<b>JUN</b> <b>Positioning</b>
<b>JULY</b> <b>Presentations &amp; Demos</b>	<b>AUG</b> <b>Buy, Build or Partner</b>	<b>SEP</b> <b>Lead Generation</b>
<b>OCT</b> <b>Program Effectiveness</b>	<b>NOV</b> <b>Buying Process</b>	<b>DEC</b> <b>Business Plan</b>