

# Customer Focused Solution Selling

## Overview

This workbook is to be used in conjunction with the “Customer Focused Solution Selling code” course. The eLearning version of this course may be found on Polycom University. Customized training using this workbook and content from the eLearning course may also be delivered in a live interactive format.

Assets and tools found in this workbook align with the five modules contained in the course:

- Module 1: VIP<sup>2</sup> (Vision X Impact X Power X Proof)
  - Activities 1 – 4
- Module 2: Business Issues and Impact Identification
  - Activity 5
- Module 3: Customer Storytelling
  - Activity 6
- Module 4: Leading the Customer Conversation
  - Activity 7
- Module 5: Lines of Business and Industry Vertical Assets

**NOTE:** Completion of the activities and documents in this workbook are NOT required, they are supplemental to provide deeper learning.

## Module 1: VIP2 (Vision X Impact X Power X Proof)

### Activity 1: Cycle, Circle, Awareness

Think about a current customer you are working with and respond to the questions. Begin to think about what that means to you and how that changes how you interact with them.

Customer Name:	
	<p><b>GRC Cycle:</b> Do you understand where your customer is in the GRC Cycle? Where can you get this information (stakeholders, internet, etc.)?</p>
	<p><b>Golden Circle:</b> Are you connecting the “WHY” to the GRC Cycle? Are you looking for bottom line improvements, top line growth, workflow improvements and advancements to the “WHY”?</p>
	<p><b>Buyer Awareness:</b> Where is your buyer in this process? Are their impacts that they haven't thought about? Do they have a solid idea on the solution? Could there be upsell or “value add” opportunities?</p>

## Activity 2: CEO Exercise

**CEO Questions and Roadmap:** If asked by the CEO, can you offer convincing answers? It is likely that the IT Director you are talking with have to answer these tough questions. Can you help him/her with the answers?

1. Why do we need this?
2. Who is the best alternative? Can we do it ourselves?
3. Is it worth the price?
4. Is it more important than other issues? Do we need it now?
5. Who does it impact?
6. Can we trust them?

### Why?

Current Business  
Issue

Challenges

Impact

### Why Us?

Solution

Power

Proof



### Activity 3: Deal Reviews

Use the “deal review” template below to grade yourself on your opportunities. The goal is to score a “1” on each area!

## VIP<sup>2</sup> Coaching Navigator for Deal Reviews

VIP <sup>2</sup>		Answer	Sanity Test	Zero?
Vision	What's the Current Business Issue?		Is it a CBI or a technical need? Where did we get this info? <i>Why should they buy?</i>	What's the risk to your sale if the customer doesn't connect us to a CBI? <b>Score: 1 or 0</b>
	What customer challenges differentiate our solution?		Would the customer agree? Have they agreed? <i>What will they buy?</i> <i>What should they buy?</i> <i>Why this?</i>	What's the risk if we aren't differentiated? <b>Score: 1 or 0</b>
Impact	What's the Impact?		Did the customer agree? <i>Will they buy (now)? What should they buy?</i>	What's the risk if the customer doesn't know the impact? <b>Score: 1 or 0</b>
Power	What level of access (Power)?		Do they have signoff authority for this order size? <i>Can they buy? Who cares?</i>	What's the risk to your order if the Power person isn't aligned with the vision and impact? <b>Score: 1 or 0</b>
Proof	Is the Proof plan in writing?		Has the customer agreed? <i>Will they buy from us? Can they trust us?</i>	What's the risk to your sales cycle if the Proof Plan is not in writing? <b>Score: 1 or 0</b>

#### Activity 4: Consultative Approach and Challenger Approach Questions

Review the questions below. Which of those seem the most relevant and help to ask of the customers you are working with?



#### Listen Questions

1. To help set the stage for our meeting today and give greater context for our discussion, can you give me an understanding/overview from a macro perspective on what initiatives are top of mind for "company X".
2. How would you describe your overall environment at this time?
3. How would you describe your overall charter right now?
4. What does your desired state look like in a perfect world?
5. What are the biggest gaps from current state to desired state from your perspective?
6. What current challenges are you facing that bring you to Polycom today?
7. What is most important in the solution you select?
8. We talked about why you are here today but why now? (Trying to find impact to their business)
  - a. What happens if you do nothing?
  - b. If you were to execute on this project what could this mean to your business?
  - c. If you were to execute on this project what could this mean to YOU?
9. Who are other key stakeholders in this project?
  - a. Are there other groups in your organization that are struggling with an issue (HR, Finance, etc.)?
10. How do you recommend we get in front of other stakeholders in this project?
11. Can you walk us through your internal process for doing business with your company?
12. What is the measurement of success for this initiative?
13. How important is it for executives to be satisfied with the solution you choose?
14. What bottom line improvements are you working towards?
15. What areas of your company do you want to grow or improve (top line improvement)?
16. What metrics are important to this project?

#### Costs

- a. What are your travel costs?
- b. What's the goal for reduction?

### Mergers/Acquisitions

- c. What happens if this merger is not a success?
- d. What timeframe is required for integration?

### Training

- d. What measurable outcome are you trying to achieve?
- e. What problems are you trying to address?

### Lead Questions

1. Do you face challenges related to \_\_\_\_\_? (Selected to differentiate from known competition, or create need in areas the prospect did not articulate, examples such as: connecting with partners or customers who may have different systems? Low bandwidth in remote offices like India or Africa? A large mobile workforce? Etc...)
2. Based on the challenge \_\_\_\_\_, do you also think it's important to have the ability to \_\_\_\_\_ (integrate seamlessly with other equipment? provide high quality images with low bandwidth? provide a solution that works on the latest mobile devices with the highest security?)
3. Does IT get emergency calls and often times, for simple operational set up?
4. Are you running lean on resources, both technical and human?
5. Do you receive complaints that the systems are not easy to use?
6. Are you challenged with a multi-vendor set up?
7. Customer X really values our service options. Would that be of interest to you?
8. Is future proofing this purchase a concern?
9. Do you have any SLAs in this area?
10. Do you have a mobile workforce?
11. Do you have occasions where you need asynchronous opportunities for your workforce to participate in decision making? Or to review information?
12. Most IT leaders tell us they are pressured to get more done with fewer resources. Would you say that is the case for you?
13. Do you have a geographically challenged facility map and workforce?
14. XYZ corporation was challenged with capturing the knowledge and experiences of their aging workforce. We were able to provide them a solution that natively integrated with previously purchased infrastructure. Would you like to learn more about applications of that solution?
15. Are there instances when your workforce needs to work simultaneously on projects or issues that require content or video collaboration?
16. *Many other role or vertical specific leading questions...*

### Linking Questions

1. I heard you say \_\_\_\_\_. Is that correct?



## Module 2: Business Issues and Impact Identification

### Activity 5: Research and Discovery

Use the table below to learn more about your customer. Complete the cells “Findings” and “Potential Polycom Solution”.

BI Category	Description	Findings	Insight or Action	Potential Polycom Solution
External Factors	Factors outside of the customer’s control (regulatory, trends, prices, etc.)		Reference external factors early in customer conversation to demonstrate you understand their business and establish credibility.	
Business Initiatives	Initiatives essential to growth (new products, acquisitions, etc.)		Begin thinking of ways that Polycom solutions can impact their business initiatives.	
Future	Forward looking statements, future plans, etc.		Position yourself/Polycom for a long-term future relationship.	
Financial Metrics	Ratios, prior year successes, failures, etc.		Quantify the value of Polycom solutions aligned with their metrics	
Significant Trends	Market, product, or divisional trends		Show creativity with giving them new ideas related to trends	

BI Category	Description	Findings	Insight or Action	Potential Polycom Solution
Revenue	Trend past 3 years, % of revenue change by region or BU		Downward trends represent a selling opportunity to recover/improve using Polycom solutions.	
Product or Service mix	Change up or down, new		Upward trends also represent a selling opportunity to cut costs and improve efficiency.	
Gross Margin	Trend past 3 years, % change by region or BU			
Profitability	Trend over past 3 years			
Assets	Growth or shrink during past 3 years, significant assets with any change (accounts receivable, inventory, etc.)		Asset categories (other than cash) that show a growth trend represent a selling opportunity because this means cash is available for other investments	
Growth Areas	Product, solution, region, client base, etc.		High growth areas represent your strongest selling opportunities.	



BI Category	Description	Findings	Insight or Action	Potential Polycom Solution
Operational	Processes, reduce costs, improve performance			
Risk Management	Minimize, monitor, and control the probability and/or impact of unfortunate events or maximize opportunities			
Hidden Opportunities	Partnerships, growth, products, etc.		References to their relationships, contingencies or other factors provide you with data points for strengthening your business case and supporting the value of Polycom solutions.	
C-Level	Who are the C-Level individuals?			
Board Members	Who are the board members? Do they have any connections with Polycom and/or competitors?			



## Module 3: Customer Storytelling

### Activity 6: Construct Your Story

Name of customer: \_\_\_\_\_

Describe their business issues? What “integrate collaboration into the workflow” problem were they trying to solve? \_\_\_\_\_

What was the solution? Try and use generic terms like “video enabled”, “video capture”, etc.: \_\_\_\_\_

\_\_\_\_\_

What were the results/metrics can you share that shows how the problem was solved? \_\_\_\_\_

\_\_\_\_\_

Was there a value-add of top-line improvement? If so, what was it? \_\_\_\_\_

Was there a value-add of bottom-line improvement? If so, what was it? \_\_\_\_\_

Using the above list, construct your story! Challenge yourself and try to use no more than 5 sentences!

*Write your story here.*

Example: “A Federal Credit Union in the mid-West had 50 loan officers serving 120 regional banks. They were losing customers because the loan officers couldn’t be in all places at all times. After video enabling all regional facilities, and bull penning the loan officers: a) they are gaining more customers = top line growth, and b) they reduced the number of loan officers from 50 to 10 = bottom line improvement!”

### Grade your story:

Characteristic	Point value	Your score
Will a similar customer connect (care) about this story? Is it compelling? Will an audience be able to feel any emotion that may induce urgency for <b>them</b> to change?	10	
Is the story more about a customer and less about Polycom?	5	
Does the story have a “journey” where Polycom solutions helped the customer overcome challenges?	5	
Does it include value-add business issues that the customer was facing?	10	
Does it tell HOW Polycom collaboration solutions were integrated into the workflow?	10	
Does it include impact (metrics) that Polycom solutions had on the customer business issue?	10	
<b>Total</b>	<b>50</b>	

## Module 4: Leading the Customer Conversation

### Activity 7: Construct a Plan for the Conversation

**Scenario:** You are meeting with the Director of IT at a company or organization (you can choose the type of organization from this list).

- Government	- Retail & Wholesale
- Education	- Oil, Gas, & Energy
- Healthcare	- Hospitality
- Manufacturing	- Pharmaceutical
- Financial Services	- Business Services
- Entertainment	

#### Assumptions:

- You are already into the conversation (no need for introductions)
- IT has told you that they just rolled out Microsoft Lync
- IT has told you they have some Cisco infrastructure and a mix of Cisco and Polycom endpoints
- The customer employees are geographically disperse
- The customer works with others outside of their organization
- You don't know much about their workflow integration or utilization
- You can make up some things..."I read from your annual report..." or "In our phone conversation, you said..."

#### Your Task:

- Plan your conversation
- Use resources to help you with your plan
  - Use the "Leading the Customer Conversation Attributes"
  - Use customer stories, listen and link questions, etc.
  - Use the research and discover items and answers you wrote for VIP2
- Your plan/questions should help you set the agenda
- Your plan/questions should help you drive the conversation

## Module 5: Lines of Business and Vertical Assets

### Line of Business and Verticals

- Use [LOB and Vertical Cards](#), brainstorm solutions and then list the challenges they solve

### Customer Stories on Polycom Web Sites

- On Polycom.com at <http://www.polycom.com/solutions/customer-stories.html>
- On SalesConnect/PartnerConnect at <http://connect.polycom.com/content/polycom/ppn/home/customers/customers/customer-story-assets.html>

# Appendix – VIP<sup>2</sup> Definitions

## Vision

- Current Business Issues (CBI): These are the issues the customer's company is facing at the highest level and typically have the attention of the C staff. Examples could include Merger/Acquisition Integration, lack of competitive differentiation, cost management difficulties, global expansion, and many others. Polycom can contribute to the resolution of some business issues, but not necessarily all. It's important to uncover their current business issues to either attach yourself as a possible solution or recognize they may have other priorities and understand how your purchase may be delayed as a result.
- Challenges: These are the underlying customer people/process/technology problems that are impeding the CBI. Examples could include low bandwidth in certain parts of the organization, investments in legacy equipment or software, outside stakeholders like customers or vendors with other solutions, long development cycles, delays in communication based processes, and other challenges. Identifying and confirming these challenges becomes the foundation for you to establish your credibility as a trusted advisor and establish the need for Polycom capabilities that are differentiators.

## Impact

- These are the tangible/measurable and intangible/not measurable outcomes of either implementing a Polycom solution or not implementing a solution. For example, although T&E savings are common, there are other metrics associated with Challenges and CBI's that are valuable for your customers: these include tangible metrics such as time to successful M/A integration, new business logo acquisition, and ability to "visit" more remote offices in a single day, among others. Intangible results could include career visibility, more time with the family, morale improvement and so on. It's important to ask your customer's to identify their win if they implement a solution to the Challenges or their loss if they don't take action so that you can help them prioritize their purchase more effectively or avoid a no decision outcome.

## Power

- This is the identification and access of the key stakeholders that are required to secure a purchase and the stakeholders that can help you accelerate your sale. Although we rely on IT for many transactions, there are many business unit stakeholders who have an interest in the CBIs/Challenges/Impact and could help you improve the prioritization or justification of the sale. Consider the General Manager who has to fly twice a month to another continent and feels disconnected from her family as an example, or the new CFO who is trying to make his mark by significantly reducing costs or accelerating merger consolidation. When these stakeholders see a win for themselves or their organization they can be recruited to support your initiative.

## Proof

- This is the series of activities the customer will need to experience in order to validate our credibility and trustworthiness. Common examples are reference checks, proof of concept trials, subject matter expert presentations and more. It's important to document the plan activities with the customer in order to more effectively manage schedule delays and expectations for the customer and Polycom. Keep in mind, activities like POC's are not always required, and many times are just a thoughtless, uncreative approach to validating Proof. If you've developed credibility by doing a great job in building the business rationale for the purchase, you may be in a position to guide the prospect through a more efficient proof step as an alternative to lengthy and costly POC's.