

# From Prospect to Loyal Customers

## Aspire Introduction

### HOW IT ALL STARTED

In the mid 90s, four friends each on a completely different career course bonded over two things – their passion for creating positive change in people's lives and their love of sports. Having travelled the world attending leadership schools and sports camps, it quickly became evident that the best way to penetrate minds and impact people was not through conventional means. To their surprise and delight it was actually fun, discovery and challenge, all components of competitive games.

They discovered first hand that when people fully engage for even an hour in a game or sport, their true personalities involuntarily emerge. Then stripped from their personas of everyday life, it became easy to address the real issues and cause major change. And because people were experiencing the lessons instead of just hearing about them, they became engraved on a deeper level in their minds.

So, with this knowledge in mind, they went about to create camps for

underprivileged children in Egypt. The results were outstanding. While on the surface it all seemed like fun and games, these children emerged with new values and behaviors. Parents, seeing their children become independent, cooperative, and emotionally strong were astounded with the results and decided that they too wanted a part of this phenomenal change.

The rest is history.

Despite its start at a community level, word eventually got out and market need for 'transformational change' grew high in demand amongst corporations. That's when Bassem Emad, Tamer Isaac, Hany Massoud and Maged Fawzy founded Aspire in 2007 with a clear vision that they would champion change through 'experiential training', a method that would revolutionize how people learned in corporations, among youths and within the community.



solutions with proven track records of success. Pioneers in our line of work, our distinct methodology heavily relies on simulating real-life settings and applying practical knowledge so that learnt concepts are firmly grasped over a short period of time. Because we use 'experiential' methods we are able to deliver tangible leaps in performance which is hard to achieve using conventional techniques that provide only theoretical teaching. We use creativity and a bold approach to create programs that work for corporates, youths and the communities we live in.

## VISION



To empower, enlighten and inspire deep, lasting transformation in the lives of individuals, teams, organizations and communities to live, lead and prosper.

## MISSION



To deliver unrivaled integrated experiences in every training solution we implement using a unique methodology combining knowledge, experience & innovation

## OUR VALUES



### **DARING TO BE DIFFERENT**

We create an unrivalled experience with innovation



### **CONSTANT IMPROVEMENT**

We learn continuously with intentionality.



### **SERVICE**

We genuinely support our customers.



### **COLLABORATION**

We work in teams with passion.



### **IMPACT**

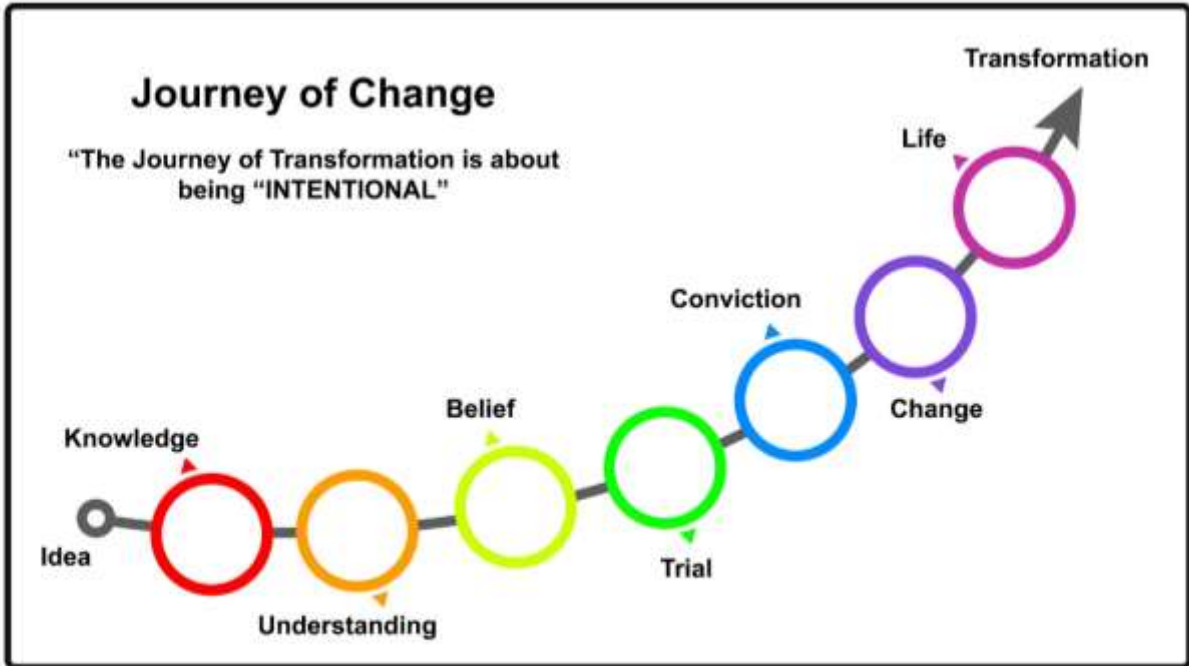
We add a value with a winning mindset.



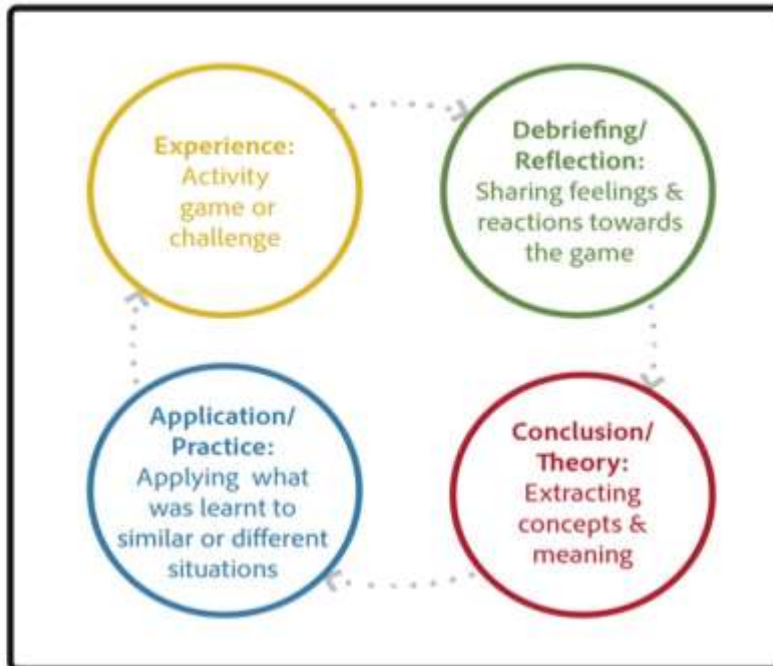
### **ACCOUNTABILITY**

To hold people responsible against agreed upon standards.

Training Methodology



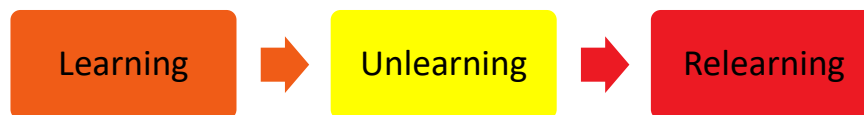
### Experiential Learning Cycle



## From Prospects to Loyal Customers “Part 1” A New Perspective: Paradigm Shift

### Paradigm shift

Paradigm is a word which means “a pattern or model; the generally accepted perspective.” Our paradigms represent our views of ourselves, everyone and everything around us, our explanations for what we observe in the world around us. A paradigm shift occurs when our paradigms change, allowing us to see the world in a new light, allowing us to reach our full potential. There’s such phenomenal opportunity for the person who really understands themselves, who understands how their paradigm was formed, and how that paradigm can be changed. Sometimes this happens suddenly, and sometimes very gradually.



### Learning, Unlearning, Relearning model

Shifting your paradigm is not so easy for most people because it’s often uncomfortable to go up against the border of our own reality. That shift cannot happen unless one masters “**learning agility**.” Learning agility is the willingness and ability to learn, unlearn and relearn through experiences and observations, as learning is not just about acquiring knowledge but it’s also about monitoring your knowledge and habits to see if it’s necessary to set aside old ideas and methods in order to embrace new ones.

**Learning** is the process of acquiring knowledge when first experiencing a new topic or idea.

**Unlearning** is the idea of erasing what was previously learned in order to replace it with a more relevant and suitable one. Unlearning is an ever-changing, fluid process of exploration by using different sets of questions about everything we know and value to discover unknowns.

**Relearning** is the process of acquiring new information on a previously known idea and adapting this new understanding with was previously known and why this new meaning is more relevant to the current situation. We shall question previous experiences and learnt ideas and consider what new meanings they have with our current state.

### The Learning Continuum

**Learning phase:** At this phase, we're starting to learn a new idea, concept or theory. As what we're learning is new and are bombarded with a lot of new knowledge to process in a short period of time, the progress we're making is relatively slow.

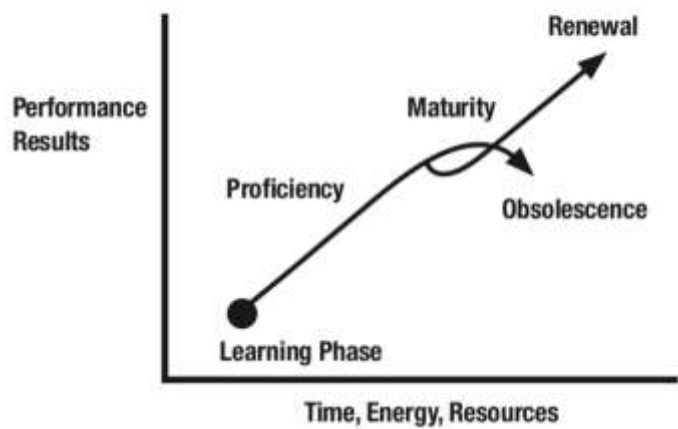
**Proficiency phase:** If we keep training and repeating something interesting happens; our brain starts adjusting to the challenge and suddenly the progress becomes much more accelerated.

**Maturity phase:** Once we reach a certain level of skill and knowledge, we enter the phase of maturity. We start mastering the new knowledge or skill and our brain has adapted and adjusted to the challenge; we hit the bounds of the skill or we know all there is to know in that field.

**Obsolescence phase:** As time goes, our surroundings change and that skill, knowledge or idea becomes outdated or not suitable for the new environment we're living in. That is where the unlearning part comes in; as context changes, we need to question that old-fashioned, useless information or skill, let it go in an effort to embrace new skills, experiences, behaviors, ideas and knowledge that are more in line with the new environment we currently live in.

**Renewal phase:** This phase occurs when a person desiring performance excellence embraces a new way of doing, being and behaving. Over time and under the right conditions, we can change old ideas and perceptions and create new ones that are more suitable for the new environment.

## The Learning Continuum



## Sales Process

The **sales process** is a series of steps that includes prospecting, qualifying leads, making a sales pitch, conducting a product demonstration, negotiating terms, and closing the sale. Each stage is essential for guiding prospects towards a purchase decision. (Kotler, P., & Keller, K. L. (2016). Marketing Management. Pearson).

This structured approach helps sales teams effectively manage their interactions with potential customers, improving the chances of converting them into buyers.



## Omicron Sales Process

### Standard Sales Process



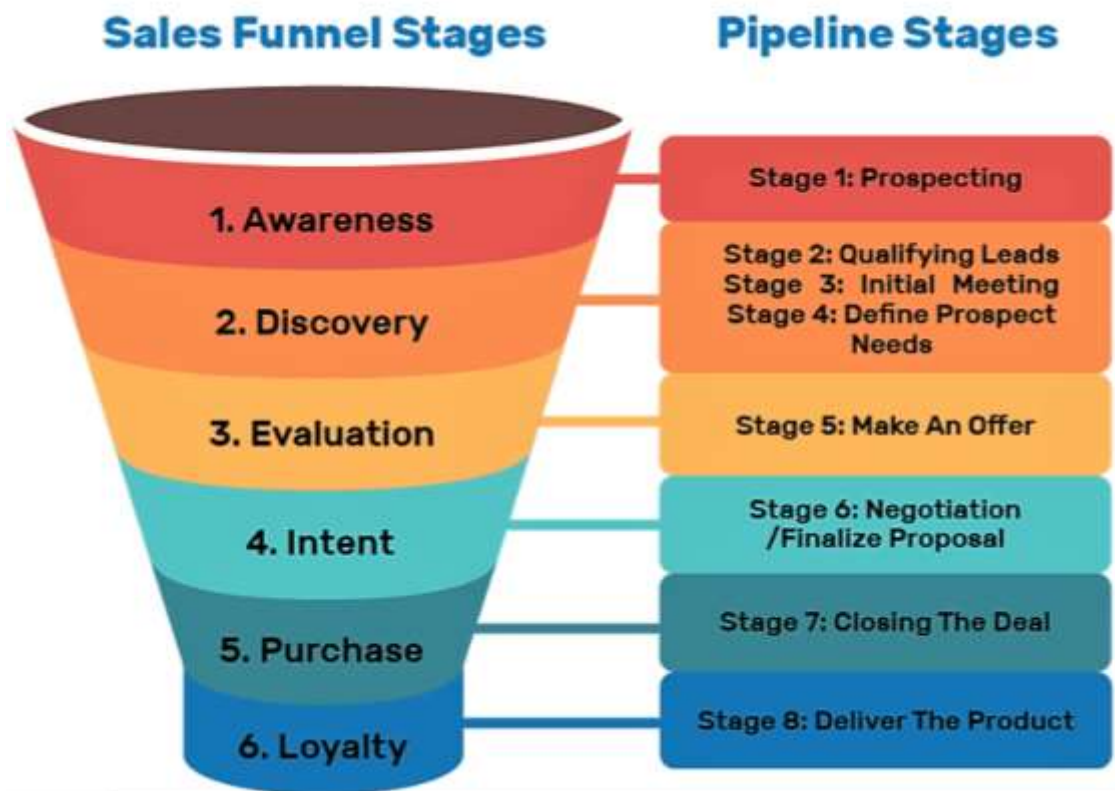
### Repurchase Process



## Sales Funnel

The sales funnel is a visual representation of the customer journey, from the initial contact with your brand to the final purchase. It's important to understand the different stages of the funnel in order to optimize your sales process and improve conversion rates.

The top of the funnel represents awareness, where potential customers are first introduced to your brand. The middle of the funnel is consideration, where customers are evaluating your product or service. The bottom of the funnel is decision, where customers are ready to make a purchase. By understanding the needs and behaviors of customers at each stage, you can tailor your marketing and sales efforts to move them through the funnel and close the deal.





## Prospecting & Qualifying Leads

There are 3 important definitions in sales planning:



Lead: .....

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Prospect: .....

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Customer: .....

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## Prospecting

Prospecting is a critical part of the sales process. It involves identifying potential customers and determining if they are a good fit for your product or service.



**There's gold in them than hills! Find out where before you dig. Nobody loves sales prospecting, but you can't sell without it.**

How many calls does it take to reach a buyer? How many new opportunities a month will keep you solvent? The prospecting sales statistics below can help you home in on the motherlode.

**42%** of sales pros say prospecting is the hardest part of their job. The rest say it's closing (**36%**) or qualifying (**22%**) (Hubspot)

100-200 new sales opportunities per month is best. **72%** of companies with **50 or less** new opportunities per month didn't meet their sales goals. That's **vs 15%** with **50-100** opportunities, and just **4%** with over **100**. (Hubspot)

Don't put it off. Average salespeople slack off the first two months of a quarter, then scramble in month three. Their third-month efforts get a lower success rate. (Gong)

Know your products. **58%** of prospects want to know pricing on the first call. **54%** want a product demo. (Hubspot)

Only **15%** of prospects want to talk about purchase authority on the first call. Less than a quarter want to talk about their budget or timeline. (Hubspot)

**60%** of prospects want to talk to sales staff after they've researched options. (Hubspot)

On average, it takes **18** calls to reach a buyer. (TopoHQ)

**90%** of sales pros use **2+** contact info providers. (TopoHQ)

Video is key. **70%** of prospects watch a video to help them decide. (So, send customized videos.) (ThinkWithGoogle)

Product feature videos are the most popular with prospects. Next come how-tos and reviews. (ThinkWithGoogle)



**42%** of sales pros say **prospecting** is the hardest part of their job. The rest say it's **closing (36%)** or **qualifying (22%)**

## Effective prospecting techniques include:

- Researching target industries.
- Attending networking events.
- Leveraging social media platforms.

By investing time in prospecting, you can increase your chances of **finding qualified leads** and **closing** more deals.

One example of an effective prospecting technique is to attend industry conferences and trade shows. These events provide an opportunity to meet potential customers face-to-face and learn about their needs and pain points. Another technique is to leverage social media platforms like LinkedIn to identify decision-makers in target companies and engage with them through personalized messages. By using a combination of these techniques, you can build a pipeline of qualified leads that are more likely to convert into paying customers.

## Qualifying Leads

Qualifying leads is a crucial step in the sales process. It involves determining whether a potential customer is a good fit for your product or service before investing time and resources into pursuing the sale. One effective way to qualify leads is by **asking open-ended questions that allow you to gather information about their needs, challenges, and goals.**

For example, you might ask,

**"Can you tell me more about your current situation and what you're hoping to achieve?"**

Another important aspect of qualifying leads is **assessing their level of interest and commitment.** This can be done by asking questions such as,

**"What are your thoughts on our product/service so far?"** or

**"Are you currently evaluating other options?"**

By understanding a lead's level of interest, you can prioritize your efforts and focus on those who are most likely to convert into paying customers.



## BANT Methodology



**BANT** is a sales qualification methodology that helps salespeople determine whether a prospect is a good fit based on their budget, internal influence/ability to buy, need for the product, and purchase timeline.

- Budget: Does the prospective client have the necessary budget to purchase your product?
- Authority: Does the potential lead have the authority to make a purchase, or are there additional people you need to speak with?
- Needs: What business pain points does your service reduce?
- Timeline: When is the lead looking to make a purchase?

## Creating a Sales Pitch

Creating a sales pitch is an art that requires careful planning and execution. The first step is to understand your audience and their needs. What are their pain points? What motivates them to take action? Once you have this information, you can tailor your pitch to resonate with them.

Next, focus on the benefits of your product or service rather than its features. Customers want to know what's in it for them. Use real-life examples to illustrate how your product or service can solve their problems and make their lives easier. Finally, be confident and enthusiastic when delivering your pitch. Your energy and passion will be contagious and help you close the deal.



## Sales Negotiation

Negotiating with customers can be a delicate dance, but it's an essential skill for any sales professional. The key is to understand the customer's needs and find a solution that benefits both parties.



### Here are 17 quick sales coaching tips to improve your sales negotiation skills:

1. Create An Agreed Upon Agenda. Determine the following: What needs to be resolved? Who is involved? What are the major issues? What are the time frames?
2. Resist Committing Too Early. Do not lock in your pricing or commit to other items until everything is on the table and negotiated.
3. Resolve Any Major Issues Early. If the prospect has some major concern about your organization, it is best to uncover this early, so that it is not brought up at the end of the negotiation which will weaken your position and you'll be tempted to give in to more concessions.
4. Determine What Can Be Shared. Determine the information you will disclose or not disclose with the prospect. Also, consider what types of information they are open to sharing and the information they are keeping from you.
5. Focus On Needs & Requirements. Don't get caught up on the price alone. Ask to put price aside for a moment and address all other obstacles to find a solution.
6. Establish Value For Your Service or Product. Understand needs, challenges, goals, and then provide a solution.
7. Throw Your Ego Out The Window. If you view the negotiation as a personal victory or loss, your ego is involved and can make it difficult to remain objective during the negotiation process.
8. Buy Yourself Some Time If Needed. Be upfront, but if you can't approve something yourself and you need a sales director to approve it for you, let the prospect know you need to check with your manager before making the change to the agreement.
9. Plan Ahead. Come to the table armed with where you are willing to give and where you simply can not make any changes.
10. Know When To Walk Away. You and your sales management team should have clear guidelines for what is profitable business and what is not. Be sure to know when you need to end the negotiation if it will be a loss to your company.
11. Be Patient. If you are in the middle of negotiations and significant decision are being made, don't rush to finalize a decision in that meeting. Consider requesting a break to

think it over and discuss with members on your sales team and schedule a follow up meeting.

12. Look At The Negotiation From Various Perspectives. Think about it from your prospects position and request the opinion of your sales manager or sales peers.

13. Make Sure You Are Talking To The Decision Maker. As sales professionals know, if you are not working with the decision maker, especially when it comes to negotiating the final deal, you are wasting your time.

14. Close Your Mouth. Learn to talk less and listen more. The more you listen and ask questions the better you will understand and be able to position your company effectively.

15. Provide Case Studies. If the prospective client has never worked with you before they may have some concerns. Bring written case studies of similar clients that your organization has helped. It will build credibility and help you initiate the partnership.

16. Remember To Give & Receive. If you are offering concession after concession without any commitments in return you are going to get run over in the negotiation. Remember that for each concession you make, there should be some commitment or concession made on the other side.

17. Be Optimistic, Confident & Positive. Expect more and receive more. Think big and aim high. It is easier to negotiate down, than up.

*Article contributed by a Sales Club member*

## Handling Objections

Objections are a natural part of the sales process. Rather than viewing them as roadblocks, successful sales professionals see objections as opportunities to further engage with their customers. By addressing objections head-on and providing effective responses, you can build trust and credibility with your customers.

When handling objections, it's important to listen actively to your customer's concerns and understand where they're coming from. Once you have a clear understanding of their objection, you can provide a response that addresses their specific concerns and demonstrates the value of your product or service. By doing so, you can turn objections into opportunities to close the deal.



## Snap Selling



**Want to succeed in sales?** Listen to customers, learn their needs, and find a way to fix their problems.

Free up time to do that by using the right tools.

The sales success statistics below suggest genuine interest in your buyers' challenges is a sure path to revenue growth.

Tools for success. 75%–85% of top salespeople value CRMs, productivity apps, email marketing, and social selling as key factors in their success. *(State of Sales, LinkedIn)*

Asking questions about your buyer's goals and pain points leads to better sales success. *(Gong)*

For better sales success, space your questions evenly throughout each sales call. *(Gong)*

Successful reps are 10x more likely to use collaborative words like "us," "we," and "our" and avoid words like, "I" and "me." *(Chorus)*

The most successful sales pros use confidence-boosting lingo like "definitely," "certainly," and "absolutely" 5x more than low performers.

What do buyers want from sales pros? 69% say, "Listen to my needs." 61% say, "Don't be pushy" and "give me relevant information." 51% want salespeople to respond in a timely manner. *(Hubspot)*

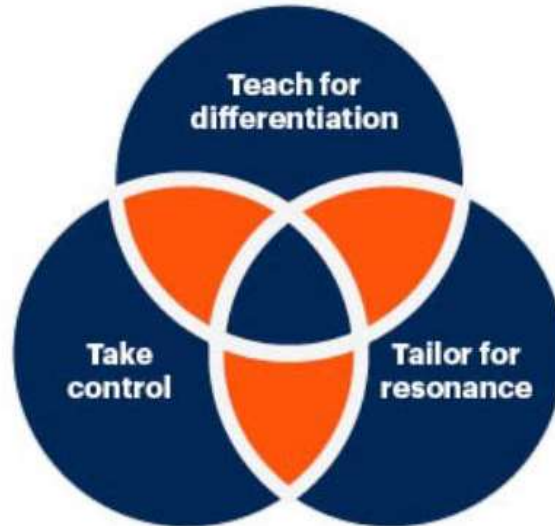
Prospects who are asked to take just a small step are twice as likely to spend. They spend just as much as those asked to spend a lot. *(Cialdini)*

Curiosity, intelligence, and an agile mind are the biggest predictors of sales success. *(Harvard Business Review)*

The most successful salespeople have aligned their personal goals with work goals. *(Harvard Business Review)*

Optimistic sales pros outperform pessimists by 57%. That's even true when pessimists have better selling skill sets. *(Forbes, Seligman)*

## Challenger Selling Method



"**Challenger Selling**," which is a well-known sales methodology developed by Matthew Dixon and Brent Adamson. If that's the case, I can provide an overview of Challenger Selling and how it can be effectively incorporated into sales content.

Challenger Selling is based on the premise that successful salespeople challenge the customer's thinking, push them out of their comfort zone, and provide unique insights that drive the customer to reconsider their current approach. It involves teaching, tailoring, and taking control of the sales conversation. Here's how it can be integrated into sales content:

1. **Teaching:** Sales content can include educational materials that provide valuable insights, industry trends, or research findings. These materials should challenge the customer's current beliefs or assumptions and help them recognize the potential risks or missed opportunities in their current approach.
2. **Tailoring:** Sales content should be customized to address the specific needs and pain points of the target audience. It should clearly articulate how the product or service being offered can solve their unique challenges and deliver superior results compared to alternative solutions.
3. **Taking Control:** Sales content can provide guidance on how salespeople can effectively lead the sales conversation and take control by challenging the customer's thinking. It can include strategies or scripts that help salespeople present provocative questions, share compelling stories or use data to disrupt the customer's status quo.



## NEAT



# N

### Need

In order to understand customers' needs as sales reps, you need to go beyond their surface pains and find their core pains.



# E

### Economic Impact

Help the prospect understand the economic impact of your solution. It's important to put a value to the impact. For example, if your solution saves your prospect time, what could your prospect do with that time?



# A

### Access to Authority

The average buying decision involves more than one person. In fact, it usually involves a whole group of individuals. The key is finding the one who can get you access to authority and has the actual buying power.



# T

### Timeline

This is more than just a deadline for when a deal will close. You should qualify your timeline and create implications for meeting or not meeting your timeline.

## From Prospects to Loyal Customers “Part 2” Creating a Winning Value Proposition

### Unique Selling Proposition (USPs)

**Unique Selling Propositions or USPs.** You may have heard this term before, but why are they important for businesses to understand? Well, simply put, a strong USP can make all the difference in a crowded marketplace.

### What are USPs?

A Unique Selling Proposition (USP) is a unique aspect or feature of a product or service that sets it apart from competitors. It's what makes your business stand out in a crowded marketplace. Unlike features, which are specific characteristics of a product or service, and benefits, which are the positive outcomes that customers can expect from using a product or service, a USP is a distinct advantage that your business has over others.

**Study: "The Power of Storytelling in Sales"** This study explored the impact of storytelling on sales effectiveness. Researchers found that storytelling activates multiple areas of the brain, including those associated with emotions, language processing, and memory. Storytelling creates a more engaging and memorable experience for customers, leading to increased emotional connection, brand recall, and purchase intent.

### Real-life Example: Nike's "Just Do It" Campaign:

Nike's "Just Do It" campaign is a prime example of using storytelling to connect with customers. The campaign tells inspiring stories of athletes overcoming challenges and pushing their limits. By tapping into customers' emotions and aspirations, Nike creates a strong brand identity and motivates customers to align themselves with the brand.

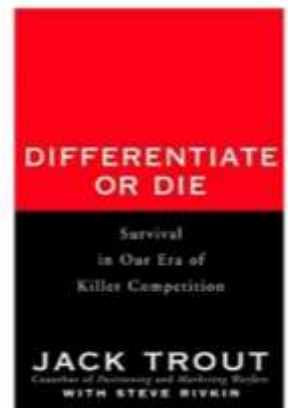


**Another example is TOMS Shoes**, which has built its brand around the idea of giving back. For every pair of shoes purchased, the company donates a pair to a child in need. This socially conscious approach has resonated with consumers and helped the company stand out in the competitive footwear industry.



### *Additional Resources*

For further reading on USPs and how to develop them, we recommend checking out the book "Differentiate or Die" by Jack Trout. This classic marketing text provides valuable insights into how businesses can stand out in a crowded marketplace.



Another great resource is the website of the American Marketing Association, which offers a wealth of information on marketing strategy and tactics, including articles on USPs and value propositions.



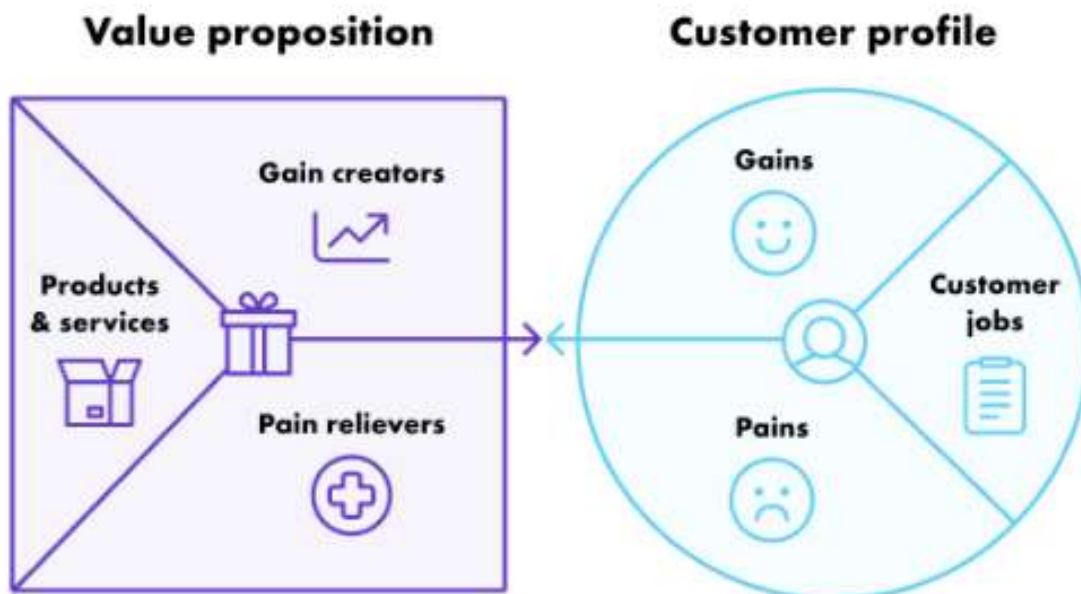
## Value Proposition Canvas

# What is the Value Proposition Canvas?

The Value Proposition Canvas is a framework which can help ensure that a product or service is positioned around what the customer values and needs.

The Value Proposition Canvas was initially developed by Dr Alexander Osterwalder as a framework to ensure that there is a fit between the product and market. It is a detailed tool for modeling the relationship between two parts of the Osterwalder's broader Business Model Canvas; customer segments and value propositions.

The Value Proposition Canvas can be used when there is need to refine an existing product or service offering or where a new offering is being developed from scratch.



**Customer Gains:** benefits the customer expects, desires or would be surprised by. This includes functional utility, social gains, positive emotions, cost savings, etc.

**Customer Pains:** negative emotions, undesired costs or situations, and risks the customer (could) experience before, during, or after getting the job done.

**Customer Jobs:** Describes what a specific customer segment is trying to get done. This could be tasks they're trying to complete, problems they're trying to solve, or wants or needs they're trying to satisfy.

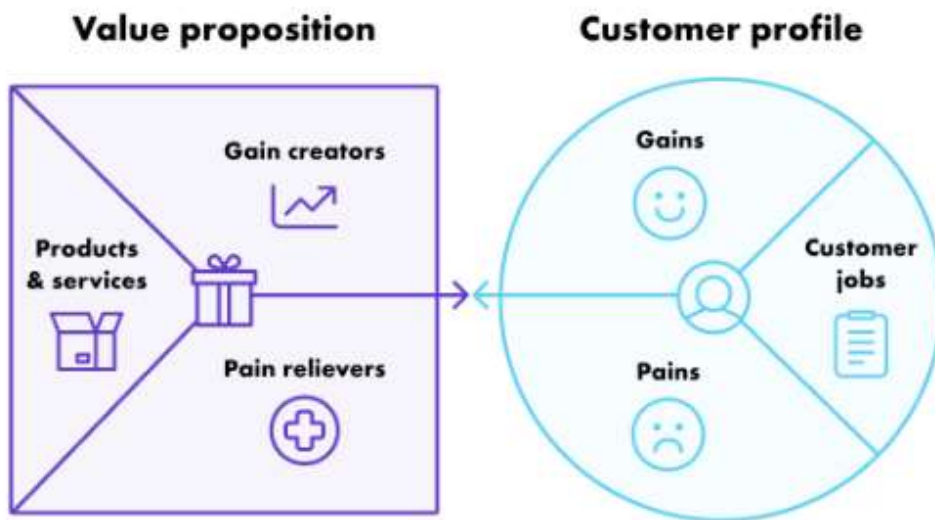
**Value Proposition- Gain Creators:** Describes how your product/services create benefits the customer expects, desires, or would be surprised by.

**Value Proposition- Pain Relievers:** Describes how your products/services alleviate or reduce negative emotions, undesired costs and situations, or risks that your customer may experience throughout getting the job done.

**Value Proposition- Products/Services:** Which products/services do you offer that help your customer get either a functional, social, or emotional job done, or help them satisfy wants or needs. In addition, what ancillary

products/services help your customer perform their role as buyer (decision maker), co-creator (customization or contribution), and transferrer (disposal, reseller, or sharer).

## VALUE PROPOSITION CANVAS STRUCTURE



**1. Jobs:** what task can the customer complete with your product?

**2. Pains:** which problems does the customer eliminate when using your product?

**3. Gains:** what benefits does the customer get when using your product?

## Customer profile



## Value proposition



### 1. Products and Services:

the place to list all your products, services, and features.

**2. Pain relievers:** focus on elements that remove a current frustration for the customer.

**3. Gain creators:** everything that offers something new or improves the user experience.

## Value Proposition Canvas Case Study

Case 1:

A recent incident at a nearby substation served as a stark reminder for Company X. A seemingly **minor equipment malfunction** escalated quickly, leading to a cascading outage and significant financial losses. The incident exposed the shortcomings of their current reactive maintenance strategy, which leaves them vulnerable to unexpected equipment failures and their costly consequences. This reactive approach often results in scrambling to diagnose problems after they occur, leading to expensive repairs, disruptive downtime, and frustrated customers.

**OMICRON** approached Company X with a solution that goes beyond reactive maintenance. We understand the crucial jobs Company X faces in ensuring a reliable and efficient power grid: maintaining stable and dependable power supply, preventing costly outages, optimizing maintenance practices to reduce costs and maximize resource utilization, and adhering to safety regulations to protect both workers and the public.

Our suite of advanced testing and monitoring tools empowers Company X to shift towards a proactive approach to grid management. These tools act as a guardian for their grid, identifying potential equipment issues before they snowball into major failures. Early detection allows for preventative maintenance, minimizing repair costs and avoiding catastrophic



breakdowns. This proactive approach translates to significant gains: increased uptime keeps the grid humming, minimizing revenue loss from power outages; improved maintenance efficiency through features like online monitoring and automated data analysis frees up valuable resources and reduces labor costs; and enhanced safety is achieved through accurate testing and data recording, ensuring compliance with safety regulations and fostering a safe working environment for the Company X team.

While the **upfront cost of OMICRON's solutions might seem substantial**, a long-term perspective is crucial. The potential cost reductions are significant: reduced equipment failures and repairs minimize the need for costly interventions after major breakdowns; minimized downtime and lost production mean fewer power outages and reduced revenue losses; and improved maintenance efficiency with automated data analysis and streamlined workflows frees up resources, reducing labor costs. Additionally, OMICRON understands budgetary constraints and offers various financing options, such as leasing or financing programs, to make the initial investment more manageable.

By partnering with OMICRON, Company X can transition from reactive maintenance to a proactive approach. This shift can lead to significant cost savings, improved grid reliability, and enhanced safety. OMICRON's solutions offer a compelling value proposition, empowering Company X to achieve its core objectives and ensure a reliable, efficient, and safe power grid for its customers.

### **Call to Action:**

After reading this case study, please complete the Value Proposition Canvas worksheet provided

**Jobs to be done - Customer Pains -Customer Gains – solutions – advantages – Price/cost**

## Value Proposition Canvas for OMICRON (Company X Case) – Model Answer:

Customer (Company X): Electrical Power Company

### Jobs to be Done:

- Ensure reliable operation of the electrical grid.
- Prevent costly equipment failures and downtime.
- Improve maintenance efficiency and reduce overall costs.
- Comply with industry regulations and safety standards.

### Customer Pains:

- Unexpected equipment failures lead to lost production, power outages, and significant repair costs.
- Reactive maintenance can lead to equipment degradation, increased risk of failure, and higher overall maintenance costs.
- Inefficient maintenance practices (manual data collection and analysis) are time-consuming, prone to errors, and hinder effective maintenance planning.
- Safety concerns and regulatory risks exist due to potential equipment malfunctions and non-compliance with safety regulations.

### Customer Gains:

- **Reduced Risk of Equipment Failure:** OMICRON's advanced testing and monitoring tools allow for early detection of potential equipment issues, preventing catastrophic failures and costly repairs.
- **Increased Uptime & Reliability:** Proactive maintenance based on accurate diagnostics ensures equipment operates optimally, minimizing downtime and production losses.
- **Improved Maintenance Efficiency:** OMICRON tools streamline maintenance workflows through features like online monitoring and automated data analysis, reducing labor costs and optimizing resource allocation.
- **Enhanced Safety & Regulatory Compliance:** Accurate testing and monitoring ensure compliance with safety regulations, protecting personnel and preventing accidents.

### Solutions:

- **Advanced Testing & Monitoring Tools:** OMICRON offers a comprehensive range of testing and monitoring solutions for various equipment types.
- **Data-Driven Maintenance:** OMICRON's tools provide detailed data analytics to identify trends and predict potential issues, enabling proactive maintenance strategies.
- **Streamlined Workflows:** OMICRON software automates tasks and simplifies data management, increasing maintenance efficiency and reducing labor costs.
- **Compliance & Safety Features:** OMICRON solutions ensure accurate testing and data recording for regulatory compliance, promoting a safe working environment.

### Advantages:

- **Global Expertise & Experience:** OMICRON is a leading brand with a proven track record and extensive experience in the power industry.
- **Advanced Technology & Innovation:** OMICRON invests heavily in research and development, offering cutting-edge tools with the latest features and functionalities.
- **Reliable & Accurate Solutions:** OMICRON products are renowned for their accuracy and reliability, providing trustworthy results for confident decision-making.
- **Global Support & Service:** OMICRON offers comprehensive customer support, training, and service programs to ensure customers get the most out of their investment.

### Price/Cost:

- **Focus on Return on Investment (ROI):** Highlight the significant long-term savings OMICRON solutions generate by quantifying potential cost reductions from:
  - Reduced equipment failures & repairs
  - Minimized downtime and lost production
  - Improved maintenance efficiency and labor costs
- **Offer Financing Options:** Discuss alternative payment solutions like leasing or financing programs to make the initial investment more manageable.

## Connecting Features and Benefits to Address Specific Needs



*Note: Reflect in your NoteBook..*

## From Prospects to Loyal Customers “Part 3” Mastering Negotiation

### 4 Steps of Negotiation Process

01

**Preparation:** Preparing in advance can improve your confidence, give you clear goals to work towards, and provide a strategy to base your approach on.

02

**Bargaining:** is about creating value for both you and other parties despite your differences.

03

**Closing:** Closing a negotiation can mean coming to an agreement or ending the discussion without reaching one.

04

**Learning:** Reflecting on the process and learning from your experiences enables you to become better negotiator.

#### 1. Preparation

Before entering a negotiation, you need to prepare. There are several things to define, including your:

- **Zone of possible agreement (ZOPA):** The range in which you and other parties can find common ground. To establish the ZOPA, think about your perspective and your counterpart's. What do you each want and need? Where might you be willing to compromise?
- **Best alternative to a negotiated agreement (BATNA):** Your ideal course of action if an agreement isn't possible. To determine your BATNA, consider alternatives that provide some of the value you aim to gain from the negotiation. In Negotiation Mastery, Wheeler gives the example that if you can't negotiate down a new car's price, your BATNA may be to have your old car repaired.
- **Walkaway:** The line where ending negotiations is better than making a bad deal. Use your BATNA to determine your walkaway. At what point would the BATNA provide more value than a possible negotiated outcome? That's your walkaway.
- **Stretch goal:** The best-case scenario for the negotiation's outcome. It's critical to give the negotiation a potential ceiling to gauge offers. In Negotiation Mastery, Wheeler recommends choosing a scenario that's unlikely but not impossible; something that has a 10 percent chance of occurring.

Preparing in advance can improve your confidence, give you clear goals to work toward, and provide a strategy to base your approach on.

#### 2. Bargaining

The second step, bargaining, is what most often comes to mind when thinking about negotiation. Yet, before discussions even begin, there are three levers that determine how the bargaining stage will play out:

- Engaging (the “who”): How do you engage with each other? Is this a friendly conversation, or do you fall into enemy territory?
- Framing (the “what”): How do you define the negotiation? For instance, is it a battle, partnership, or problem to be solved together?
- Norming (the “how”): How do you relate to one another? What behaviors are established that characterize the negotiation?

You typically define these levers in a negotiation’s first few minutes simultaneously. You negotiate the “who,” “what,” and “how” implicitly as the broader negotiation happens explicitly.

### **3. Closing**

The third step in the negotiation process is closing—either coming to an agreement or ending the negotiation without reaching one.

How a negotiation closes depends on each party’s walkaway, **BATNA**, and ZOPA. It also relies on how you use engaging, framing, and norming to create a relationship with the other parties.

If you can’t reach a solution in the **ZOPA**, perhaps one or more parties decide to go for their **BATNA** instead. If you and the other parties create and claim value, you may strike a deal.

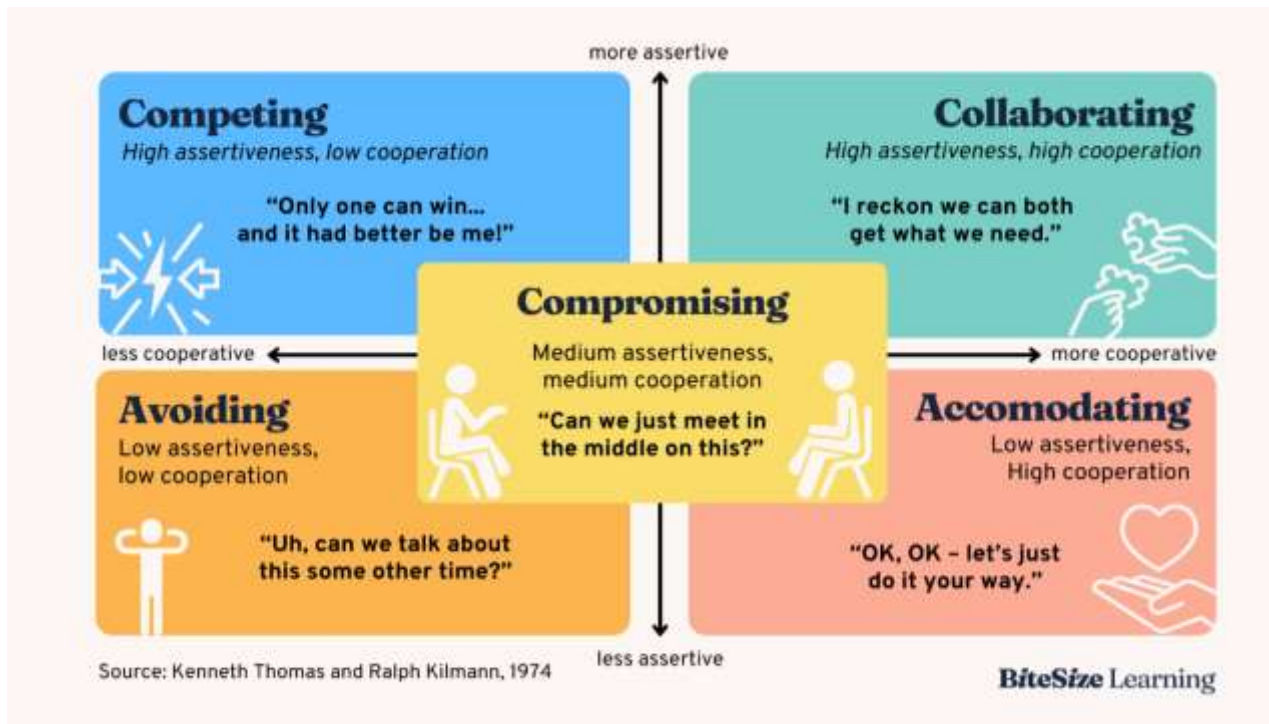
### **4. Learning from Your Experience**

The final step of the negotiation process is possible to overlook but critical to your ongoing growth: Reflect on your experience. What went well? What went poorly, and why? How do you feel about the outcome?

No two negotiations are the same. The foundational elements can vary (such as the scenarios and people involved), as well as the finer details (for instance, people’s demeanors, Emotions, walkaways, and **BATNAs**).

Reflecting on the process enables you to get to know yourself better as a negotiator and integrate your learnings into your next negotiation.

## Thomas Kilmann Conflict Resolution Model Negotiation Styles/Types



### 1. Compete (I Win- You Lose)

Competitive negotiators pursue their own needs and give little to others.

**When to use:** When you have an overwhelming clear advantage, need to get a deal done quickly, or are involved in a one-off transaction like buying a car.

**Pitfalls:** A high compete style is easy for the other party to prepare for and can often lead to deadlock. Unchecked competition can also ruin relationships.

**Defense:** Don't cave in! Appeasing a competitive negotiator creates an expectation that your concessions are a sign of things to come.

### 2. Accommodate (I Lose – You Win)

Accommodating negotiators believe that part of winning people over is to give them what they want. This not only includes products and services but also valuable information. If you're going to roll over, have a good reason.

**When to Use:** When you find yourself in a weak position and the only option is to give in gracefully. Sometimes, it's better to lose the battle and live to fight the war.

**Pitfalls:** Giving away value too early in the negotiation can give you little to offer later when you may need a strong card to play. It can also signal that you have deep pockets and much more to give.

**Defense:** Beware of gifts as they may have strings attached. Ensure that your counterparty is not giving something away with the intent to enjoy reciprocity later on.



### 3. Avoid (I Lose – You Lose)

High avoidance negotiators dislike conflict and can sometimes be passive-aggressive.

**When to Use:** When the benefit of not negotiating outweighs the value of investing time. Another great time to avoid a negotiation is when emotions run high and a cool-down period is required.

**Pitfalls:** Avoiding negotiations may signal to the other party that you are not interested.

**Defense:** If your negotiating partner is avoiding you, set clear expectations on timing up front and consider escalating to a higher level of authority.

### 4. Compromise (I Lose / Win Some – You Lose / Win Some)

Often thought of as splitting the difference. Compromise often results in both negotiators settling for less than what they want or need.

**When to Use:** When pushed for time and have a trusting relationship. Be careful that you win and lose the right things.

**Pitfalls:** This style is often used when you're not prepared and just winging it. The party that starts with the most ambitious opening position often ends up gaining the most. Beware of competitive negotiators, they love negotiators who want to compromise and go straight to an extreme opening position. If you end up splitting the difference, they win by virtue of their anchoring position.

**Defense:** If your counter party starts with an extreme opening position, be sure to counter with an offer that brings them back to reality. If you do retreat from a position be sure to do so with solid rationale.

### 5. Collaborate (I Win – You Win)

Often referred to as expanding the pie negotiation style. Collaborators are willing to invest the time to expand value through uncovering interests.

**When to use:** When the value in the negotiation is substantial, the relationship is long term and there is a high risk for both parties.

**Pitfalls:** It's dangerous to collaborate with a party who is not reciprocal in the sharing of information. Make sure to share information at the same level of detail as your counterparty.

**Defense:** Defend yourself against a collaborative negotiator if you determine that it is not in your best interest to collaborate. Your time is short, so be careful who you collaborate with.

## Negotiation Framework

1) Pre Negotiation Phase	2) Negotiation Phase			3) Post Negotiation Phase
Preparing	Initiating	Bargaining	Closing	Realising
<b>Activities:</b> <ul style="list-style-type: none"> <li>Review supporting documents</li> <li>Establish negotiation team</li> <li>Establish governance structure</li> </ul>	<b>Activities:</b> <ul style="list-style-type: none"> <li>Establish Rapport (Executive mtg.)</li> <li>Determine supplier needs and issues</li> <li>Signal Expectations and leverages</li> </ul>	<b>Activities:</b> <ul style="list-style-type: none"> <li>Resolve key issues</li> <li>Maintain action &amp; Decision Log</li> <li>Draft contract document</li> <li>Maintain document</li> </ul>	<b>Activities:</b> <ul style="list-style-type: none"> <li>Reach an agreement in principal</li> <li>Final review of contract</li> <li>Obtain internal approval</li> </ul>	<b>Activities:</b> <ul style="list-style-type: none"> <li>Commitment tracker</li> <li>Benefits tracker</li> <li>Post negotiation reviews</li> <li>Negotiation process improvement</li> </ul>
<b>Output:</b> <ul style="list-style-type: none"> <li>Negotiation strategy</li> <li>Negotiation workplan</li> </ul>	<b>Output:</b> <ul style="list-style-type: none"> <li>Key issue list</li> <li>Objective matrix</li> <li>Bargaining tactics</li> </ul>	<b>Output:</b> <ul style="list-style-type: none"> <li>Issue log</li> <li>Action &amp; Decision Log</li> <li>List of deal breakers</li> </ul>	<b>Output:</b> <ul style="list-style-type: none"> <li>Signed Contract</li> <li>Contract summary</li> <li>Governance Manual</li> </ul>	<b>Output:</b> <ul style="list-style-type: none"> <li>Commitment Compliance summary</li> <li>Benefits Realisation -</li> </ul>
<b>Tools:</b> <ul style="list-style-type: none"> <li>Negotiation Strategy template</li> <li>Outcomes summary</li> </ul>	<b>Tools:</b> <ul style="list-style-type: none"> <li>Document tracker template</li> <li>Objectives matrix</li> </ul>	<b>Tools:</b> <ul style="list-style-type: none"> <li>Concession Tracker Template</li> <li>Actions &amp; Decision log</li> </ul>	<b>Tools:</b> <ul style="list-style-type: none"> <li>Contract Summary template</li> <li>Executive briefing</li> </ul>	<b>Tools:</b> <ul style="list-style-type: none"> <li>Commitment Compliance template</li> <li>Benefits realization</li> </ul>

Using a structured and proven negotiation framework will help you to negotiate a significantly better contract and deliver the expected business benefits. A negotiation framework considers negotiation across the end-to-end process.

1. **Pre-negotiation**, where the negotiation is prepared;
2. **Negotiation**, where the negotiation takes place; and
3. **Post Negotiation**, where we realise the negotiation outcomes.

### Phase 1: Pre-negotiation

This phase is critical in setting you up for a great negotiation experience and outcome. This is where you establish the foundation for your negotiation. We call it the Preparation. The initial step is to ensure that you have obtained and analysed all of the relevant input documentations, e.g. your sourcing strategy, supplier proposals, evaluation report, business case etc. These documents are critical in designing your negotiation strategy. The negotiation strategy is effectively your road map for the negotiation. It details your negotiation objectives, negotiation style, leverage, tactics, process, team, venue and governance.

Before you are ready to execute the negotiation strategy, you need to establish and prepare your negotiation team. This typically includes a review and discussion of the negotiation strategy, the roles each team member will assume, and when and how to deploy your tactics. In addition, the governance team and its accountabilities must be defined and agreed. The role of the governance team is to act as the “higher authority”, including approval of concessions outside of the pre-approved range, e.g. accepting of a lower price at the expense of longer delivery time.

## **Phase 2: Negotiation**

This phase contains 3 sub-phases. Rather than go straight to the negotiation table, it is important to develop a detailed understanding of the negotiation situation and the other party's interests, needs and risks/concerns. As a buyer of products/services, it is important to look at these areas from both sides of the negotiation table. From a buyer's perspective, these key interests and needs are your negotiation objectives. From a supplier perspective, it is often assumed that the customer is only interested in a low price, has unrealistic implementation expectations, and wishes to off-load the majority of risks to the supplier. This sub-phase is referred to as Initiation in Figure 1 above.

The Initiation sub-phase also consists of meeting the supplier team (including executives and the "at the table" negotiation team) to establish rapport between the negotiation team members (assuming that you want the relationship to endure) and to signal your expectations, how you view the negotiation that is about to take place (reflecting your chosen negotiation style) and of course – to listen. The last part is often forgotten by the buyer, who is so concerned with getting his/her own issues and needs on the table. The experienced negotiator listens a lot more than they speak. The output of the Initiation phase is a refined and updated version of your negotiation objectives, understanding of the key issues and appreciation of the tactics you plan to use (including your response to supplier tactics).

The negotiation itself can take a number of formats, with the most common being face-to-face negotiations. However, it is not uncommon that some negotiations, or at least parts of a technology negotiation include some form of telephone or videoconference negotiation. In our digitally connected world the supplier account management and delivery team may be based in Australia, but some of the software development may be provided from Eastern Europe, the supplier head office and executives may be based in North America and the supplier's support provided out of a call center in South East Asia. To ensure the negotiation is executed as efficiently as practical, it is therefore critical that the negotiation processes and tools are defined and agreed by both parties prior to the bargaining taking place. The end of the Bargaining sub-phase is typically a short list of key issues or sometimes "deal breaker" issues. These issues carry high risk for either or both parties, and as such concessions are typically not offered until the end of the Bargaining process and typically require executive or Board approval in principle.

This leads us to the third sub-phase of the Negotiation which is referred to in Figure 1 as the Closing sub-phase. In this phase, the parties reach an agreement in principle, which can be taken back into both the buyer and supplier organization for a final review and approval before the contract can be executed (i.e. signed). At first glance, it may appear as a formality to go from agreement in principle to contract signature. After all, if the negotiation teams are empowered, then the deal is practically done, right? Assuming the negotiation is related to complex and strategic technology, i.e. high investments and/or business impact, it is not unusual for the final approval to require CEO or Board approval. As such, this requires briefing company Directors, non-executive Directors, and sometimes industry regulators. The Contract Summary is an important tool, which serves to recap on the deal as well as brief the approval authorities. An important element of Closing is to

ensure both parties have made commitments to close the deal and have “skin in the game” if the contract approval, and more importantly the contract deliverable, is delayed. The final piece of the Closing sub-phase is to develop the Governance Manual for the vendor management team, or the team responsible for managing the supplier and monitoring the benefits realization. The Governance Manual sets out the key responsibilities and obligations of both parties; it includes the timing of key deliverables, structure and format of meetings and how success will be measured and payments made.

### **Phase 3: Post Negotiation**

The period after contract signature is often not considered part of the negotiation process. However, As such, we strongly recommend that the results of the contract are compared to the expected benefits set out in the Benefits Realization Plan. Deviations from expected results, e.g. meeting key implementation milestones, must be analyzed, communicated and acted upon by both parties. We also strongly recommend that Post Negotiation Reviews are conducted to capture feedback on the negotiation framework, processes, tools and team members. The aim of these reviews is not to identify improvement areas in the contract, but through a structured learning process strengthen the negotiation framework, processes and tools, so that the next critical and complex technology negotiation becomes even more efficient and delivers even greater results.

**In summary, a comprehensive and efficient negotiation framework will significantly increase your probability of negotiating a successful set of contract outcomes. It will also ensure you enjoy the negotiation process much more than if you get caught in the myriad of potential complexities that form part of most strategic and complex contract negotiations. Ultimately, it is about you getting the results you have worked hard to achieve – We hope this framework help you as much as it has helped many of our clients.**



## Other Negotiation Framework:

### 1. Harvard Negotiation Project (HNP) - Getting to Yes:

Developed by Roger Fisher, William Ury, and Bruce Patton at Harvard Law School, the HNP Getting to Yes approach emphasizes principled negotiation. Here are the core principles:

- **Separate the People from the Problem:** Focus on the issues, not personalities.
- **Focus on Interests, Not Positions:** Understand the underlying needs and wants of both parties.
- **Invent Options for Mutual Gain:** Brainstorm solutions that benefit everyone involved.
- **Insist on Using Objective Criteria:** Base decisions on fair standards, not emotions or pressure.
- **BATNA (Best Alternative To a Negotiated Agreement):** Know your walk-away option for leverage.

### 2. ANAC Negotiation Model:

Developed by the William & Mary Program on Negotiation, the ANAC Model focuses on building a strong negotiation strategy. It stands for:

- **Alternatives:** Identify your BATNA (Best Alternative To a Negotiated Agreement) and explore other options.
- **No Deal Outcome:** Determine the consequences of walking away from the negotiation.
- **Anchor Point:** Set a strong opening offer to influence the negotiation direction.
- **Concessions:** Plan your concession strategy beforehand, knowing what you can give up and what's non-negotiable.

The ANAC Negotiation Model doesn't directly come from a single source like Harvard or Wharton. Instead, it originates from the annual **Automated Negotiating Agents Competition (ANAC)**.

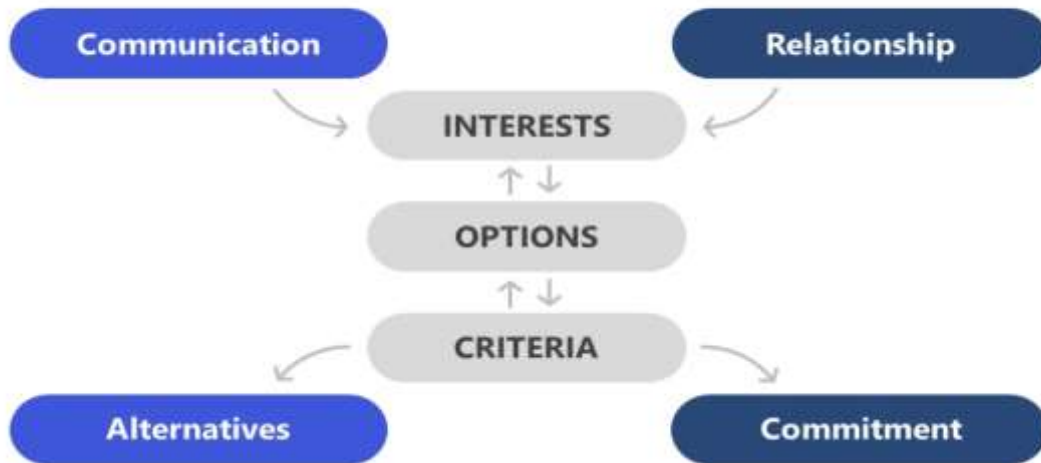


# Creating Value in your Negotiation

## SEVEN ELEMENTS OF EFFECTIVE NEGOTIATIONS

Harvard business review

### 7 Elements of a Negotiation



#### 1. RELATIONSHIP: AM I PREPARED TO DEAL WITH THE RELATIONSHIP?

- a. A good negotiating relationship is needed to address differences and conflicts.
- b. Separate people issues from substantive issues.
- c. Plan and prepare to build and maintain a good working relationship.
- d. Be respectful, trustworthy and unconditional constructive.

#### 2. COMMUNICATION: AM I READY TO LISTEN AND TALK EFFECTIVELY?

#### CREATING A LEARNING CONVERSATION

a. Core Skills – Basic Communication Skills in Negotiation

i. Active listening – To do active listening, we must overcome some of our tendencies and habits that interfere with good listening.

ii. Acknowledging what has been said and felt – Have you effectively demonstrated to the other negotiators that you have heard and UNDERSTOOD what they have said? Use paraphrasing and summarizing.

iii. Listen to understand, speak to be understood – Have you thought about ways to communicate with the other party by using words (and at the right time) in a way that they will understand?

iv. Speak about yourself, not them – Have you let them know what are the crucial issues for you and your community and how you feel about the problem at hand? Use “I” statements.

v. Speak for a purpose – Have you thought through the timing and impact of what you wish to say? Be clear and concise.

b. Core Skills – Communications to Gather Knowledge and Learn About Their Interests

i. Clarifying and Probing Skills

- Have you thought about basic questions for clarification (including empathetic questions) you might ask to draw out the interests from the other negotiators? E.g. can you explain...?
- Could you use consequential questions to draw out the other side?

E.g. what would you need to...?

ii. Integrative Framing Skills

- Paraphrasing – Have you given feedback in your own words or what you understand the key concerns and interests on the other side to be?
- Summarizing – Can you accurately draw together the main points of the discussion up to that point in time?

### 3. INTERESTS: WHAT DO PEOPLE REALLY WANT?

a. Collectively identify and articulate the interests, concerns, and needs of all relevant parties (mine, yours, theirs). Remember: most parties do not know all their interests or necessarily agree on their interests.

b. Identify and prioritize community interests together. Get on the same page.

c. Probe for your and their unarticulated or underlying interests.

- d. Share and clarify the respective interests of the parties. Move beyond speculation about to acknowledgement of their interests.
- e. Identify and share common interests as a basis to develop options.
- f. Interests from the agenda.

#### **4. OPTIONS: WHAT ARE THE POSSIBLE AGREEMENTS OR BITS OF AN AGREEMENT?**

- a. Design options, not positions.
- b. Create options to meet interests of both parties.
- c. Remember when designing options they also must transparently meet their interests. Find ways to maximize joint gains for both.

#### **5. ALTERNATIVES: WHAT WILL I DO IF WE DO NOT AGREE?**

- a. Do we need to negotiate or can we satisfactorily meet our interests in other ways?
- b. Identify and articulate our best/doable alternatives to a negotiated agreement.
- c. Fully understand the implication, consequences, risks and costs of your and their BATNA.
- d. Select and improve our BATNA
- e. Identify the best and worst alternatives open to the other side.
- f. How can we make their BATNA worse for them? (i.e. keep them at the table)

#### **6. LEGITIMACY: WHAT CRITERIA WILL I USE TO PERSUADE EACH OF US THAT WE ARE NOT BEING RIPPED OFF?**

- a. Fairness is a governing consideration.
- b. Use external criteria and objective standards as a basis to legitimize your preferred options and as a shield against unreasonable proposals from the other side.
- c. Use demonstrable “fairness” of the process and outcome to persuade them of the merits of a proposal.
- d. Offer their negotiator an attractive way to explain his decision to his principals (see number 8).

#### **7. COMMITMENT: WHAT COMMITMENTS SHOULD I SEEK OR MAKE?**



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- a. Get commitments at the end not the beginning.
- b. Identify all of the implementation issues to be included in the agreement.  
No post-argument surprises?
- c. Plan the timeframe and steps to implement the agreement.

**8. CONCLUSION: WHAT IS A GOOD OUTCOME?**

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- a. Meets interests.
- b. Demonstrably fair.
- c. Better than BATNA.
- d. Doable.