

TOP 10 Business Development Practices in Contract Training



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Contract Training
EDGE LLC

1997-2003 (16 years)

Senior Account Executive
(1997-2003)



New Horizons is the world's largest independent IT training company, with 300+ centers in 70 countries

- **Cleveland Account Executive of the Year:** 2000, 2001, 2002. Sold over **\$1,000,000** each year.
- **International President's Club Member:** 2001, 2002. One of the top producers in the world
- Generated over \$6,000,000 in revenue

Director of Business Development
(2003-2013)



Ohio's oldest and largest community college with 55,000+ students

- First 100% salesperson at the college
- Built a centralized sales function within a Program Focused organization
- Generated over \$11,000,000 in contract training revenue

1) Define what a “TOP ACCOUNT” is from a business perspective

ENGAGEMENT METRIC: Sell at least 2-3 different services in the same fiscal year. **WHO ELSE? & WHAT ELSE?**

REVENUE METRIC: Generate at least \$_____ in gross revenue in the past fiscal year

SUSTAINABILITY METRIC: Generate at least \$_____ in gross revenue over the past ____ fiscal years with at least 1-3 transaction(s) in each fiscal year

How many TOP ACCOUNTS do we have today?

2) Create a Business Development Strategy

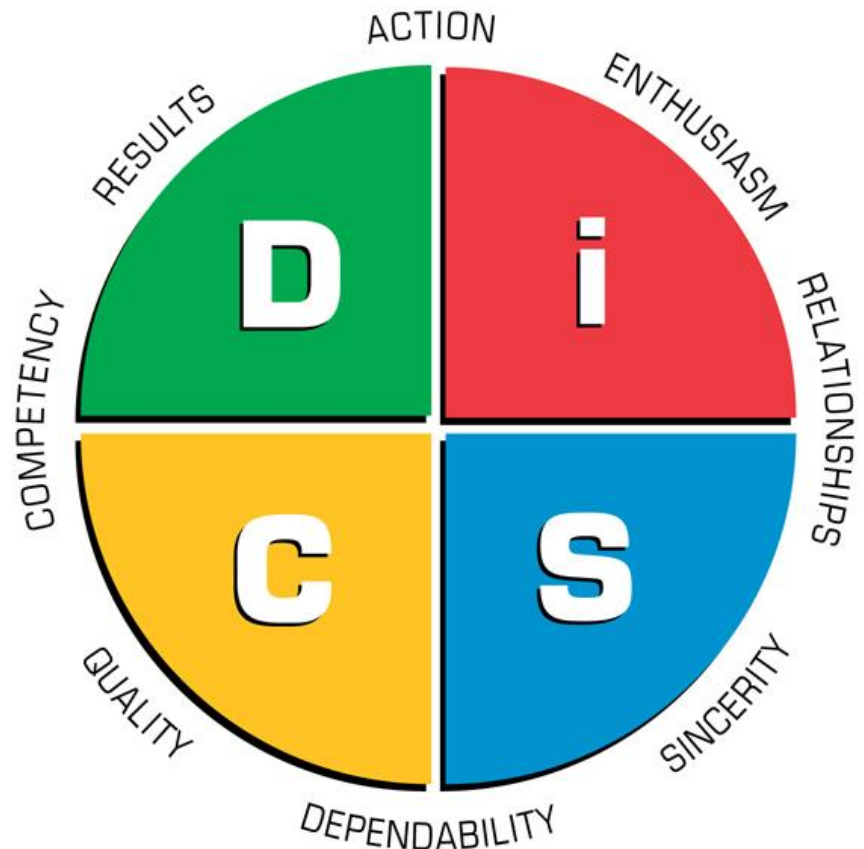
- ✓ Involve the **entire team** in the process
- ✓ Transition from “Defense” to **“Offense”**
- ✓ Prioritize the **industry sectors** in your area
- ✓ Identify the **top 100 potential accounts** based on Criteria (# of employees, industry sector, etc.)
- ✓ Establish team **goals** and **metrics** (\$ & non\$)
- ✓ Establish **individual goals & action plans**
- ✓ Engage your **executive team**
- ✓ **Execute!**

PLAN FIRST!



#3) Understand our clients “Style”

- Understand our own sales style
- Identify our clients buying style
- Use an effective engagement strategy





Client Profiling

Fast-Paced & Outspoken

OR

Cautious & Reflective

Questioning & Skeptical

OR

Accepting & Warm





The “D” Style: Dominance

“D” STYLE BEHAVIORS:

- Assertive, Results-Oriented Demeanor
- Fast, Action-Oriented Pace
- Straightforward or even Blunt Speech
- Willingness to take Risks
- Open Skepticism
- Impatience with Small Talk
- Eagerness to Control Discussions
- Quick, Decisive Actions



PRIORITIES

- Results
- Action
- Competency





Selling to “D” Customers

IS BOTHERED BY:

- Wasting time
- Small talk
- Too many Details
- Indecisiveness
- Challenging their authority



STRATEGIES TO ENGAGE:

- Be confident and get to the point
- Provide immediate feedback
- Give them options and a sense of control
- Respect their authority
- Demonstrate business results



The “i” Style: influence

“i” STYLE BEHAVIORS:

- Upbeat and Enthusiastic
- Positive Outlook
- Friendly toward Others
- Reliance on Intuition or Gut Instinct
- Fast, Action-Oriented Pace
- Interest in forming Personal Relationships
- Consideration of other’s Feelings
- Eagerness to Meet New People
- Willingness to explore Innovative Ideas



PRIORITIES

- Enthusiasm
- Action
- Relationships





Selling to “i” Customers

IS BOTHERED BY:

- Dull Analysis
- Too many Details
- Cold or Detached People
- Loss of Approval
- Negativity or Pessimism



STRATEGIES TO ENGAGE:

- Use an upbeat and lively approach
- Let them tell their Stories
- Show empathy for their concerns
- Use references and other case studies
- Be open to sharing information about yourself
- Focus on the bigger picture - spare the details



The “S” Style: Steadiness

“S” STYLE BEHAVIORS:

- Agreeable and Welcoming Manner
- Softer Speech
- Moderate, Methodical Pace
- Attentive and Patient Listener
- Calm, Gentle Demeanor
- Frequent displays of Modesty and Accommodation
- Reluctance to Commit Quickly
- Caution or Hesitancy when Making Decisions
- Avoidance of Change



PRIORITIES

- Sincerity
- Relationships
- Dependability





Selling to “S” Customers

IS BOTHERED BY:

- Pushy People
- Conflict
- Uncertainty & Unpredictability
- Pressure
- Sudden Change



STRATEGIES TO ENGAGE:

- Show warmth and sincerity
- Use a casual & low-pressure approach
- Present information step-by-step
- Give them time to process information
- Provide reassurance
- Earn their trust



The “C” Style: Conscientiousness

“C” STYLE BEHAVIORS:

- Professional, even Stoic Demeanor
- Slow, Methodical Pace
- Reliance on Logic and Reason
- Avoidance of Emotional Expressions
- Discomfort with Small Talk or Personal Questions
- Open Skepticism
- Caution when Making Decisions
- Interest in Details



PRIORITIES

- Quality
- Competency
- Dependability





Selling to “C” Customers

IS BOTHERED BY:

- Emotional or Illogical People
- Personal questions
- Overly enthusiastic Presentations
- High pressure



STRATEGIES TO ENGAGE:

- Use an objective approach
- Go through the details
- Spreadsheets are Good!
- Let them demonstrate their knowledge
- Use logic and evidence to connect your solutions with their business issues

4) Identify & Prioritize the Business Issues

2 Types of Clients	Perspective	My Experience
They want to discuss Challenges & Problems (pain)	Current State	90%
They want to discuss Goals & Desired Results (gain)	Future State	10%

Appreciative Inquiry (Neutral) Approach

“I’m interested in learning about any _____ your team is looking to address this/next year?”

- Issues
- Employee Development initiatives
- Organizational Development initiatives
- Mention something specific (if known)



“I’m sure all of these issues are important to your business. Of the ____ issues you mentioned, which ones would you consider “wildly important”? Which issue(s) would you like to discuss today?”



5) Back off the Solution

Discipline yourself to
back away from the
SOLUTION

We Can!

We Have!



6) Gather EVIDENCE & IMPACT data

EVIDENCE: Define the issue and identify examples

WHAT'S HAPPENING?

Example Evidence Question (leadership issue):

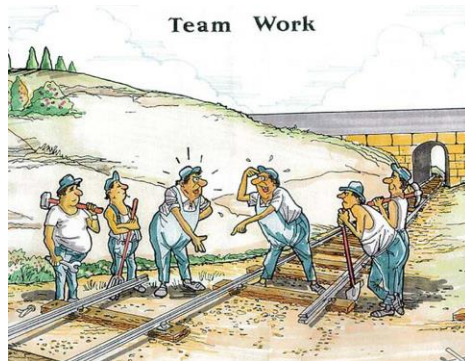
What behaviors are you seeing from your frontline managers?

IMPACT: How is this issue impacting...

COST, REVENUE, PRODUCTIVITY, & CUSTOMER SATISFACTION

Example Impact Question (leadership issue):

What kind of impact is this (behavior) having on productivity?



NEGATIVE IMPACT (the pain)

For clients who want to discuss Challenges & Problems

How is (the issue) impacting?

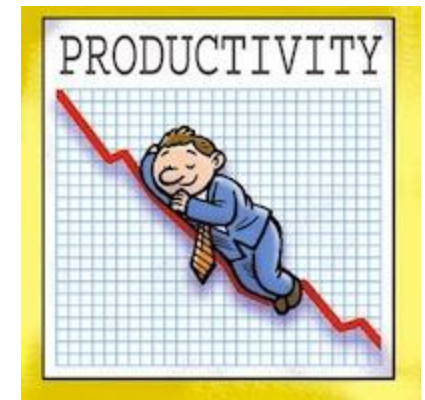
Decrease in Revenue



Increased Costs



Decrease in Productivity



Unsatisfied Customers

- Satisfied
- Unsatisfied

POSITIVE IMPACT (the gain)

For Clients who like to discuss Goals & Desired Results

How is (the issue) impacting?

Increase in Revenue



Reduced Costs



Happy Customers



Increase in Productivity



7) Discuss a Needs Analysis

Stakeholders to engage?



- Learners
- Managers & Executive Leaders
- Frontline personnel
- Customers/Suppliers

Methods of data collection?

- Focus Groups & Interviews
- Surveys
- Walk the client experience



What should we ask them?

- About the issue(s)?
- What prevents success?
- What success should look like?
- What they feel will be helpful?



This is the data we need to Design & Develop the **RIGHT** Solution

The Result:
Larger and more Sustainable Contracts

8) Celebrate and Promote our Success

CELEBRATE SUCCESS within the organization

- ✓ Formal Graduation Events with Keynote Speakers, Student Testimonials, Punch & Cake, etc.
- ✓ Co-Branded Certificates signed by both parties
- ✓ Co-Branded Patches (frontline staff)



PROMOTE SUCCESS outside the organization

- ✓ Written Testimonials
- ✓ Co-Branded Marketing
- ✓ 3rd Party Articles (business publications)
- ✓ Client Videos



9) Failure Management



Kenny Lofton FAILED 7 out of 10 times at the plate over his 17 year career, and is a solid candidate for the National Baseball Hall of Fame.

- FACT: You will sometimes Fail
- What's next?
- SUCCESS = Our ability to move on (quickly)



10) Invest in Ourselves

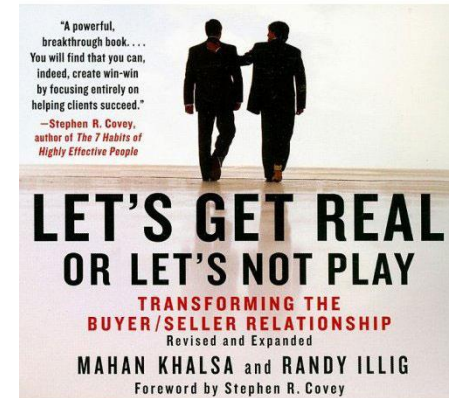
Learning more about yourself and others can significantly improve the performance of your team AND your client relationships

Be a “Student of the Game” and take ownership over your own development

Participate in some of the Contract Training initiatives you sell. ADVANTAGES:

- 1) Learning more about specific subject matter will help you sell it
- 2) You can apply what you learned (i.e. Lean Six Sigma) to your business
- 3) Strengthen your relationship with that client

Build your own network...





SERVICE OFFERINGS

“helping you drive higher levels of revenue”

CATEGORY	SERVICES AVAILABLE
Consulting	<ul style="list-style-type: none">• Organizational Assessment, Data Analysis, & Recommendation Report• Visioning Workshop• Keynote Presentations
Team Development	<ul style="list-style-type: none">• DiSC Assessment, Profile, & Workshop• Business Development Strategy Workshop• Service Offering Portfolio Workshop• Process Mapping Workshop
Individual Development	<ul style="list-style-type: none">• Strategy & Solution Selling Workshop (2-days)• Sales Call Shadowing & Feedback• One on One Coaching



Quote

“Start **ANYWHERE**,
Go **EVERYWHERE**”

focus **LESS** on the specific service you want to sell, and focus **MORE** on the specific **issue(s)** they want to address

THANK YOU!



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