Think! Inc.

business negotiation, redefined

# Redefining Negotiation: Driving Adoption and ROI

## THE THINK! 3-PHASE APPROACH

The Think! 3-phase approach to driving training adoption and ROI is based on primary research outlined in our white paper entitled “Enable Your Growth Strategy.”

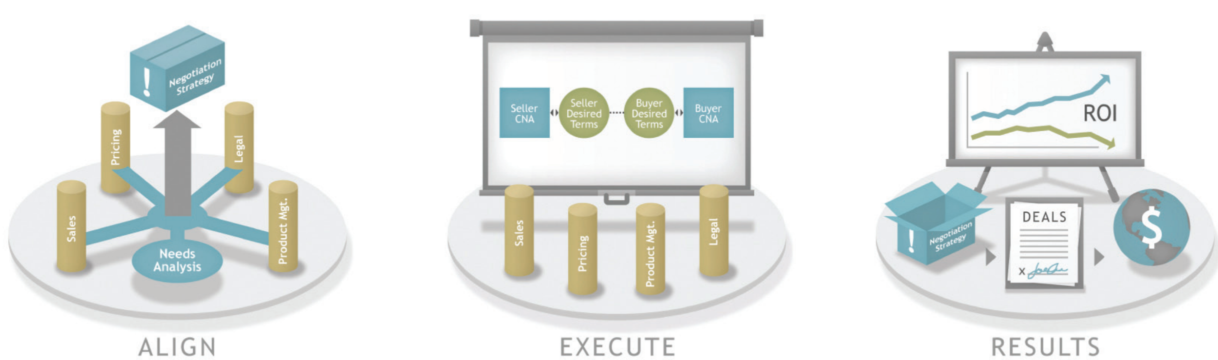
In partnership with Selling Power Magazine and the Society for Sales and Marketing Training we ventured out to identify the key drivers of world class execution, organizational adoption and returns from organizations’ sales training investments. We surveyed 20,000 sales executives, human resources managers and performance improvement consultants to determine if they had been involved with a sales training initiative that went beyond training and was successful in becoming deeply “embedded into the DNA of the organization.”

We found 150 companies that had done so and studied them further with surveys and focus groups. We identified many factors that contributed to adoption but, the three drivers which consistently rose to the top were:

1. Aligning the initiative to enable the higher level go-to-market strategy
2. Securing cross-functional executive sponsorship
3. Enabling coaches who measure and are measured in relation to the desired new behaviors and actions

We also know from this research that the quality of the IP itself also drives adoption and ROI. It needs to be simple with recognizable benefits for the team and the organization that are both immediate and easily measureable.

Our 3-phase approach is based on this research.

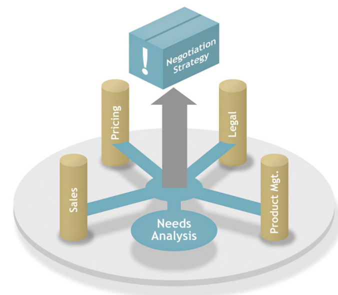


## PHASE I: Organizational Alignment and Customization

Think! solution adoption and implementation begins the moment we engage with your firm. Our first efforts involve surveying and interviewing key cross-functional leadership. This early effort to understand their current state, desired future state/ROI and potential barriers to success around negotiation begins the process of gaining their buy-in and sponsorship of our joint efforts, such that "post workshop" we have their attention, commitment and support to using and enforcing the process. This is the beginning of adopting a common negotiation language and process that promotes organizational negotiation alignment and accelerates time-to-proficiency at the individual level.

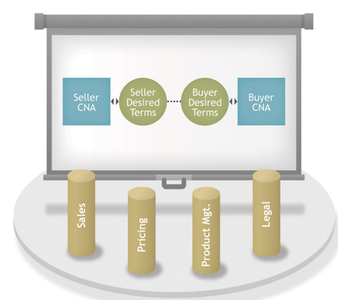
Our Solutions Team customizes the workshop training content and builds our proprietary Negotiation Value Blueprint to reflect the realities of your marketplace, integrate with your sales process and align with your desired success metrics.



ALIGN

## PHASE II: Workshops and Training of the Field and Coaches

We know that coaching from cross-functional leaders and field coaches drives adoption. As such it must be enabled and measured. "Volunteer Armies" do not work for adoption. Salespeople and coaches must have both rewards and consequences for using or not using the "new" process and tools. The simplicity of the Think! core solution, with 3 negotiation concepts (CNA, Trades and MEOs) and only 2 key coaching questions is understanding, execution and adoption.



EXECUTE

## PHASE III: Staying Connected

After the organizational alignment in Phase I and training for field sales representatives and coaches in Phase II, we stay connected to help you sustain cross-functional management alignment and focus on the initiative. We ensure the coaches are enabled to coach effectively and to measure and report on success metrics/ROI. Additionally, provisions are made to integrate new field coaches, new cross-functional leaders and new field salespeople into the system. Furthermore, an intranet-based virtual community is developed as the central place for all things negotiation. This community helps salespeople understand who their cross-functional executive sponsors are, how to obtain deal coaching, post difficult problems etc.

RESULTS

| PHASE I – ALIGN | | | |
|---|---|---|---|
| | **Due Date** | **Responsibility** | **Completed Date** |
| **Organization Alignment, Leadership Engagement and Success Metrics** | | | |
| Identify executive sponsor | | | |
| Identify cross-functional leaders | | | |
| Conduct executive overview including identification of roles and responsibilities | | | |
| Define leading and lagging indicators of success (phone calls with cross-functional leaders | | | |
| Conduct cross-functional and field sales e-survey / benchmarking | | | |
| Identify coaches | | | |
| Embed coaching into performance appraisals | | | |
| Embed Blueprinting into field performance appraisals | | | |
| Identify key national and global accounts for account specific negotiation strategy (Tier 1 deals) | | | |
| **Customization** | | | |
| Identify 4–5 interviewees for customization interviews | | | |
| Populate the Value Blueprint software and embed into CRM | | | |
| Finalize cases for Value Blueprinting Workshops | | | |
| Populate Negotiation Virtual Community website | | | |
| Integrate Value Blueprinting process into opportunity management process and methodology and tools | | | |
| Integrate the Value Blueprint into CRM/SFA & ID administrator | | | |

| PHASE II – EXECUTE NEGOTIATION PROCESS | | | |
|---|---|---|---|
| | **Due Date** | **Responsibility** | **Completed Date** |
| Value Blueprinting training | | | |
| Coaching training on Tier 2 deals | | | |

| PHASE III – MEASURE RESULTS | | | |
|---|---|---|---|
| | **Due Date** | **Responsibility** | **Completed Date** |
| **Year 1** | | | |
| Live deal coaching calls for Tier 1 face-to-face | | | |
| Key accounts: consult on negotiation strategy and alignment | | | |
| Key deal reviews, face-to-face | | | |
| Quarterly Management Reviews (virtual) | | | |
| Quarterly Coach-the-Coach calls (virtual) | | | |
| Measure leading and lagging indicators of success | | | |
| Update the Value Blueprint | | | |
| **Year 2 – Reset and Onboarding** | | | |
| New Executive Overviews | | | |
| New Managers / Coaches Negotiation On-boarding | | | |
| Key deal reviews, face-to-face | | | |
| Quarterly Coach-the-Coach calls (virtual) | | | |
| Quarterly Management Reviews (virtual) | | | |
| Ongoing organization alignment and leadership engagement (from Year 1 into Year 2) | | | |
| Refresh diagnostic | | | |
| Cross-functional interviews and alignment consulting | | | |
| Revisit and define leading and lagging indicators of success | | | |
| Survey field and leadership | | | |
| Compare movement from Year 1 to Year 2 | | | |