

# Agile Sales Process Case Study

*Global B2B Integration Services Provider*

# Project Results...

## Client Problem

1. Not achieving new business revenue goals
2. Slow new hire ramp to productivity
3. Imbalanced performance

## Solution

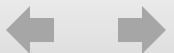
Using SBI's Agile Development methodology we developed a customized Sales Process that is focused on aligning selling efforts with the customer's buying process. It was adopted globally.

- **Buyer Process Mapping**
  - Developed buyer process maps
  - Developed buyer personas
  - Outlined detailed micro-questions the buyer is asking throughout the buying process
- **Sales Process Adoption**
  - Mapped sales process to buying process
  - Created a customized process and curriculum
  - Iterated the process based on field testing and proof
  - Transferred ownership to sales leadership
  - Executed an adoption plan to ensure results were achieved

## Results - 6 months post-rollout

Metric	Year-over-Year Results (2012-2013)
New Logo Production	↑ 36%
Sales productivity per head	↑ 12.8%
Total pipeline Size	↑ 7.5%
Pipeline Velocity	↑ 23.6%
New Hire time to 1st deal	↓ 20.5%

**Note:** These results were provided by the client



# Buyer Personas

# IT Anthony

Business Titles: CIO/CTO/VP/  
Director

*“Unless it’s a one-off fix needed immediately, I won’t consider it if it doesn’t fit into my overall IT strategy. I need to help consolidate and streamline for the business”*



**Approver**

*“If a current vendor can solve the problem and differentiate they will likely get the business”*

**Key Takeaway:** ID the business need first and align with overall prospect strategy

## Background

- 15+ years in IT
- System Architecture / B2B background

## Responsibilities

- Staff of 10+
- IT OpEX/CapEX Budget of \$5 million+
- Directs all aspects of IT resource deployment
- Designs or contributes to design of future IT strategies
- Approves Technology spend

## Fears

- Inability to meet internal or external customer requirements
- Personal impact due to IT failure
- Missing out on opportunities for IT reliability at same or reduced costs

## Influenced by:

### Internal

- CEO
- CFO
- Business Leads

## Business Objectives

- Improved outcomes directly related to internal and/or external customers
- Streamlined, Integrated IT infrastructure built for scalability
- No cost additions unless commensurate improvement in revenue uplift to justify
- Remain true to the IT Roadmap for efficiency, consolidation and improved service levels

## Personal Objectives:

- Recognition from Boss
- Approval from Business Execs
- Move up within IT or move to larger organization

### External

- IT Industry Analysts (Gartner, etc.)
- Trusted Vendors
- Peers

# EDI Edwin

Business Titles: EDI Mgr., B2B Mgr., EDI Analyst, IT Mgr.

*“If we’re going to recommend a vendor to take on something mission-critical, I need to see it working before I commit”*



**Influencer**

*“When asked to do more with less, I’ll look at outsourcing but I get worried about losing control”*

**Key Takeaway:** Uncover their fears and concerns and bring them personal & business gains

## Background

- 8+ years in IT
- System Architecture / B2B background

## Responsibilities

- Staff of 10 or less
- IT OpEX/CapEX of \$2 million or less
- Research and provide input into future technology development
- Daily production support, monitoring, and resolution of issues in the EDI environment

## Fears

- Personal impact due to IT failure
- Loss of job or turf due to outsourcing
- Loss of control
- Making a decision that negatively impacts IT’s ability to serve

## Influenced by:

### Internal

- CIO / VP / Director of IT
- Business Technical Leads
- Procurement

## Business Goals

- Find a better way to implement what my boss or the business needs
- Maintain or improve SLA’s for internal and external clients
- Maintain costs while improving quality of processes

## Personal Goals

- Move up to Director level
- Be seen as adding strategic value
- Maintain or grow sphere of influence

### External

- User Groups
- Peers
- IT Industry Analysts (Gartner, etc.)
- Trusted Vendors

# Business Betsy

Business Titles: VP/GM/Director

*“I need help from potential vendors – sometimes, I don’t even know how to approach them. They need to help me recommend what’s best for the business”*



**Approver**

*“I need to add capabilities for my customers. I won’t win by maintaining status quo, even at lower cost”*

**Key Takeaway:** Focus effort on improvement in their customer experience & competitive positioning

## Background

- 15+ years Business Side
- Broad business experience
- B2B /E-commerce background

## Responsibilities

- Staff of 50+
- P & L responsibility for \$100 million+
- Customer Acquisition & Retention
- Setting Business-Side Strategy

## Fears

- Customer / Partner defection
- IT issue impacting P & L negatively
- Inability to grow the business due to internal constraints
- Eroding Competitive position
- Loss of visibility

## Influenced by:

### Internal

- CEO / CIO / VP / Director of IT
- CFO / Procurement
- Business Technical Leads

## Business Goals

- Client / Partner satisfaction
- Competitive Positioning
- Maintain costs while delivering improved service.
- Grow the business

## Personal Goals

- Being viewed as a thought leader and strategic force
- Maintain control of outcomes
- Move up to CSO / COO / CEO or higher level within unit

# Financial Frank

Business Titles: CFO/VP  
Finance/Supply Chain/  
Procurement

*“I lose sleep at night if we aren’t looking at things in an apples to apples way across all options. If not, there are going to be surprises that cost us money”*



**Approver**

*“I need to know all ambiguity is removed before & during the RFP process. Ask us questions to clear it up”*

**Key Takeaway:** Ensure all potential costs are openly discussed. Integrate finance process and show savings

## Background

- 10+ years Finance Side
- Supply Chain / Procurement Experience

## Responsibilities

- P & L Performance
- Supply Chain Efficiency
- Strategic allocation of spend to drive value to the business

## Fears

- Hidden costs due to bad purchase decision
- Missing EBITA numbers
- Loss of revenue due to loss of customers or partners

## Influenced by:

### Internal

- CEO / CFO / VP Supply Chain
- Business Leads
- CIO / VP / Director IT

## Business Goals

- Cost Containment
- Supply Chain integration
- Support the business in finding, vetting and selecting best vendors based upon Cost/Benefit analysis

## Personal Goals

- Move up to CEO or higher level within Finance / Supply Chain
- Prove a positive individual or team impact on EBITA
- Be seen as a strategic enabler for the business

### External

- Peers
- Trusted Vendors
- Competitors

# Mapping The Buying Process

	Not in the market	Stimulated	Problem Defined	Options Identified	Evaluate	Preferred Options Vetted	Final Approval	Implementation
Buyer Actions	<ul style="list-style-type: none"> <li>Observe Market Trends</li> <li>Observe Customers &amp; Competitors</li> </ul>	<ul style="list-style-type: none"> <li>Event Occurs</li> <li>Problem Surfaces</li> <li>Problem Studied</li> <li>Consequences of Problem Identified</li> </ul>	<ul style="list-style-type: none"> <li>Identify &amp; Involve Stakeholders</li> <li>Research Possible Options</li> <li>Establish Functional Requirements</li> <li>Draft ROI</li> </ul>	<ul style="list-style-type: none"> <li>Explore Promising Options</li> <li>Narrow List</li> <li>Reconfirm Functional Requirements</li> <li>Refine Business Case</li> </ul>	<ul style="list-style-type: none"> <li>Detailed Evaluation of Short-Listed Options</li> <li>Secure Stakeholder Consensus</li> <li>Finalize Business Case</li> </ul>	<ul style="list-style-type: none"> <li>Finalize Contractual &amp; Business Terms</li> <li>Check References</li> <li>Reconfirm Decision</li> <li>Finalize Internal</li> <li>Request to Purchase</li> </ul>	<ul style="list-style-type: none"> <li>Submit Final Proposal to Formal Approval Process</li> </ul>	<ul style="list-style-type: none"> <li>Implement Solution</li> <li>Achieve Expected Benefits</li> <li>Validate Decision to Buy</li> </ul>
Micro Questions	<p>What does Gartner say? What do my preferred vendors doing? What do my Peers say? What does the business say about our customers? What are my competitors doing?</p>	<p>Who identified the problem? What caused the problem? Who's asking for the fix? Who does this effect? Can I ignore this? Can I fix this myself? Can one of my Vendors fix this? How does this directly impact me? What if I ignore this?</p>	<p>Have my vendors fixed this problem before? Do I have the expertise to fix internally? What does Gartner say? What do my Peers say? How quickly must this get fixed? Does this option fit into my IT roadmap? How do I solve this? Can vendors help me ID functional needs? What other functions are effected? How much will this cost? Will this save costs? Will this improve customer retention or acquisition?</p>	<p>What does Gartner say? Can my vendor fix this? How are my Peers fixing this ? How do I remove as much risk as possible? How are my competitors fixing this? Who can meet my budget &amp; timeline? Who matches our roadmap best? Who knows our business requirements best? Who does the business trust? Which option provides the best business benefit?</p>	<p>Do I need to go to RFP? Who else has used them? Can they show me how it will work? How will this option impact me &amp; my team? Who has the most experience? Are all the stakeholders involved? What do each of the stakeholders want and who do they trust? Are their any hidden costs? Who will own this going forward?</p>	<p>Do we have a MSA? What Risks do I still have? Are they flexible during negotiation? Who have they done this work with before? Are they easy to work with? Did they meet time-line &amp; budget? Did they deliver what they promised? Are the stakeholders still on board? Are Procurement, Finance and Legal in agreement/signed off?</p>	<p>What approvals are needed? Do I need a PO? Do I need to meet with key approvers? When will we sign? Is my team ready as soon as they sign? Is the vendor team ready when we sign?</p>	<p>Who is leading from my team? Who is leading at the Vendor? Who do I escalate to? Is the solution operating as promised? How will we measure success? Have they been easy to work with? Have they been flexible? How quickly did they fix any problems? Did they fairly represent themselves? Is there anything else they can solve?</p>
Accelerators	<p>Persona based, differentiating content delivered at right time.</p>	<p>Level of impact to customers; Personal impact to the buyer; ACME relationship with the buyer; level of the buyer</p>	<p>Deliver insight w/future vision; Understand business problem before product selling; help customer define business requirements; engage with all stakeholders</p>	<p>Aligned IT roadmap; incumbent vendor; business-side advocate; customer competitors using ACME</p>	<p>Referrals (within Industry with same problem) Live Demos; Executive Sponsors; F2F with full delivery team</p>	<p>Impeccable References; Risk mitigation planning with ALL Stakeholders</p>	<p>ACME Delivery team previously already introduced to client team</p>	<p>Post Implementation Support; Flawless execution</p>
Persona Involved	<ul style="list-style-type: none"> <li>IT – All Levels</li> <li>Business – Sr. Levels</li> </ul>	<ul style="list-style-type: none"> <li>IT – All Levels</li> <li>Business – All Levels</li> </ul>	<ul style="list-style-type: none"> <li>IT – All Levels</li> <li>Business – Lower Levels</li> </ul>	<ul style="list-style-type: none"> <li>IT – All Levels</li> <li>Business – Lower Levels</li> </ul>	<ul style="list-style-type: none"> <li>IT – All Levels</li> <li>Business – Lower Levels</li> <li>Finance - Procurement</li> </ul>	<ul style="list-style-type: none"> <li>IT - Sr. Levels</li> <li>Business - Sr. Levels</li> <li>Finance - Sr. Levels</li> </ul>	<ul style="list-style-type: none"> <li>IT - Sr. Levels</li> <li>Business - Sr. Levels</li> <li>Finance - Sr. Levels</li> </ul>	<ul style="list-style-type: none"> <li>IT – All Levels</li> <li>Business – All Levels</li> </ul>

**Triggers**

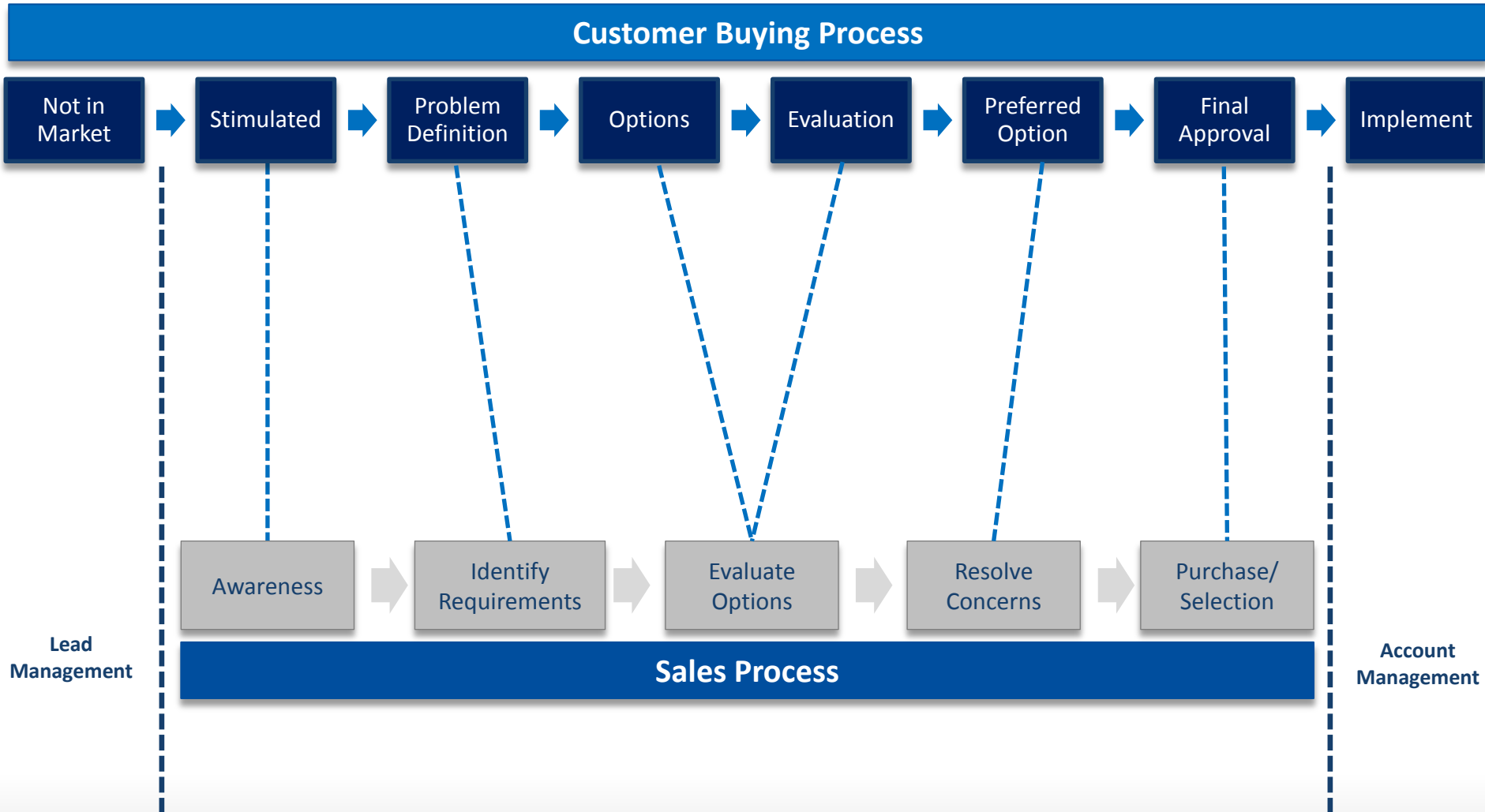
**Proactive:** Strategic IT Process Integration / Centralization / Consolidation; Expansion (Geographic / Channel); Customer / Trading Partner; Acquisition; Cost Reduction; Deliver Competitive Advantage; Merger / Acquisition / Divestiture; Modernization

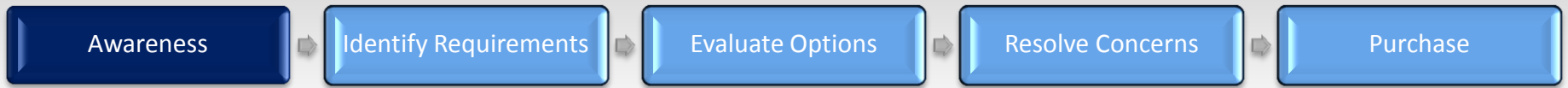
**Reactive:** Change to Customer / Trading Partner Requirements; Customer Dissatisfaction / Loss; Change in Vendor Support of Legacy Systems; Change in Regulatory Environment; Response to Competitive Disadvantage; Vendor Merger / Acquisition ; Aging Workforce



# Aligning the Buying & Sales Process

# Aligning the Buying and Sales Process





## Awareness

Definition: Buyer determines there is a problem that needs to be solved

### I can tell the Buyer is in this stage because...

- They are explaining a problem they are trying to solve
- Asking about industry trends
- Inquiring about what competitors are doing
- Unable to meet their customer's needs
- Need help due to expansion
- Short on internal resources
- Have been asked by the business to enhance capabilities
- Current vendor unable to meet their needs

**Entry Criteria:** Qualified Lead - Lead converts to opportunity

### Strategic Sales Activities

- 1) **Conduct internal opportunity planning (1,2)**
- 2) **Research prospect, industry & competition (7)**
- 3) **Hold introductory discovery meeting (MI #1) (3,4,5,6)**
  - Confirm any assumptions
  - Explore the problem in depth – focus on impact to business, not technical solutions (discovery questions)
  - Determine if this is a qualified opportunity (5)
  - Determine strength of compelling event (6)
  - Determine customer's objectives if known
  - Define the customers buying process and the buying decision team
  - Does the initiative have executive sponsorship?
- 5) **Differentiate (MI #2) (3,4)**
  - Bring strategic value / consult for the customer / focus on business problem (may be product agnostic)
  - Frame the problem in a way that leads the buyer to your solutions
  - Gain agreement on next steps & date/time of next interaction
- 6) **Send Opportunity E-mail (MI #3) (8)**

### **Job Aids**

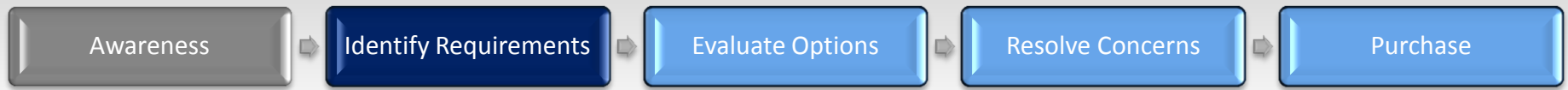
#### Internal

1. Opportunity Plan
2. Opportunity Assessment
3. Call Plan
4. Persona
5. BANT Qualification Guide
6. Compelling Event Guide
7. Hoovers, LinkedIn, Crush

#### External

8. Opportunity E-mail

**Exit Criteria:** Qualified Opportunity - Buyer states they have a problem and responds positively to Opportunity email (or return to nurture)



## Identify Requirements

Definition: Explore and define buyer needs, requirements to solve and success criteria

### I can tell the Buyer is in this stage because...

- Trying to understand the extent of the problem
- Explaining the problem to other stakeholders internally
- Determining business requirements to solve the problem
- Has a clear timeline and compelling event
- Starts developing success criteria
- Building initial business case
- Considering where budget might come from
- Considering if other problems can be fixed at same time
- Trying to understand how to fit into overall IT roadmap

**Entry Criteria:** Qualified Opportunity - Buyer states they have a problem; responds favorably to opportunity email

### Strategic Sales Activities

- 1) **Conduct internal opportunity planning (1,2)**
- 2) **Prepare for discovery meeting (MI #4) (3,4)**
  - Determine ACME resource needs / obtain resources (Engage SC if qualified)
  - Discuss meeting agenda / key discussion points with buyer prior to meeting
  - Identify / request customer participants needed for successful meeting
- 3) **Conduct Discovery meeting (MI #5) (4,5,6)**
  - Validate prior meeting and re-confirm compelling event (4,6)
  - Define business needs/requirements and explore early success metrics
  - Quantify cost of inaction. Has the client determined this?
  - Discuss the budget and selection process (define next steps and timeline) (5)
  - Confirm all stakeholders (names/titles/roles in decision) for initiative.
- 4) **Follow-Up with all Stakeholders not in attendance during discovery (3,4)**
  - Define, influence and confirm each stakeholder's business needs/requirements
  - Determine personal win/agenda for each stakeholder
- 5) **Introduce ACME Executives to gain Executive access (7)**
- 6) **Follow-up e-mail to all confirming business requirements (8)**

### **Job Aids**

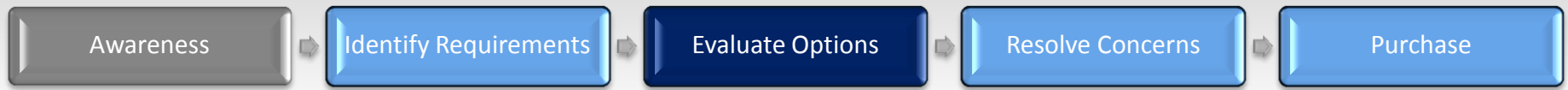
#### Internal

1. Opportunity Plan
2. Opportunity Assessment
3. Call Plan
4. Persona
5. BANT Qualification Guide
6. Compelling Event Guide
7. Executive Call Plan

#### External

8. Business Requirements Follow-Up e-mail

**Exit Criteria:** Proposal - Customer asks for proposal / RFP (or return to nurture)



## Evaluate Options

Definition: Build & finalize Proposal components, gain stakeholder agreement, deliver proposal

### I can tell the Buyer is in this stage because...

- Issues an RFP
- Asks for a demo, POC or Pilot
- Asks for Use Cases
- Asks for a formal proposal
- Discusses reasons why specific solutions won't work
- Describes concerns (either their own or other stakeholders)
- Performs technology review
- Asks for references

**Entry Criteria:** Proposal - Customer asks for proposal / RFP

### Strategic Sales Activities

- 1) **Conduct internal opportunity planning (1,2)**
- 2a) **Respond to Blind RFP – determine if a response is appropriate (BANT) (MI #6) (3,4,5,6)**
  - Decide to pursue – engage RFP response team
    - Contact customer coach/primary contact to probe on RFP situation/competition
  - Decline participation – contact customer contact to respectfully decline
- 2b) **Respond to Anticipated RFP – Obtain customer feedback on RFP (MI #6) (3,4,6)**
  - Follow Risk Discussion Guide to identify and mitigate customer's risk
  - Review solution options with customer
- 3) **Schedule meeting with prospect decision makers, stakeholders and ACME delivery team**
- 4) **Deliver formal proposal with ACME Executive team as appropriate (MI #7) (3,4,7)**
  - Share implementation best practices and pitfalls
  - Review implementation team roles and responsibilities
  - Outline relevant past experience that mirrors prospect business issue
- 5) **Submit RFP response and receive feedback from customer**

### **Job Aids**

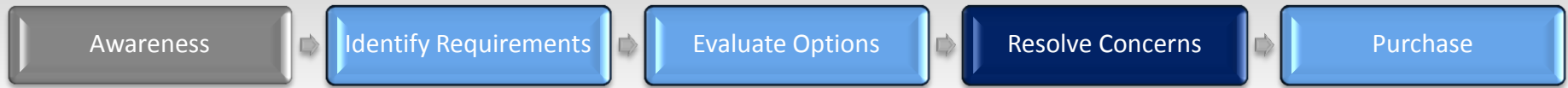
#### Internal

1. Opportunity Plan
2. Opportunity Assessment
3. Call Plan
4. Persona
5. BANT Qualification Guide
6. RFP Strategy Guide
7. Executive Call Plan

#### External

8. Risk Discussion Guide

**Exit Criteria:** Short-List - Customer states that a ACME solution has been short listed or is a finalist (or return to nurture)



## Resolve Concerns

Definition: Negotiate formal terms & conditions, mitigate client concerns, provide references

### I can tell the Buyer is in this stage because...

- They are negotiating the price
- Checking references
- Prospect is discussing perceived risks
- Executive level is reviewing

**Entry Criteria:** Short-List - Customer states that a ACME solution has been short listed or is a finalist

### Strategic Sales Activities

- 1) **Conduct internal opportunity planning (1,2)**
- 2) **Develop / Implement Risk Response Strategy as appropriate (7)**
  - Discuss internal resources to be involved in implementation
  - Review Implementation timeline
  - Submit references
- 3) **Introduce ACME Executives to elevate within customer (3,4,6)**
- 4) **Discuss risk with customer (MI# 8) (3,4,7)**
  - Incorporate any additional requirements identified (e.g. – security audit, contract, etc.)
  - Update SRQ/Pricing
  - Understand contractual requirements – influence them to use ACME and not their contract
- 5) **Summarize the value proposition for the customer**
- 6) **Determine negotiation strategy and tactics (5)**
- 7) **Negotiate pricing with customer (MI# 9) (5)**
- 8) **Determine customer’s specific process for final approvals / contract signature**
- 9) **Inform Internal Resources**
  - Inform all internal resources of the possibility of deal being closed. Assemble team and review all pertinent aspects of the SOW
- 10) **Activate Internal Delivery Team**

### Job Aids

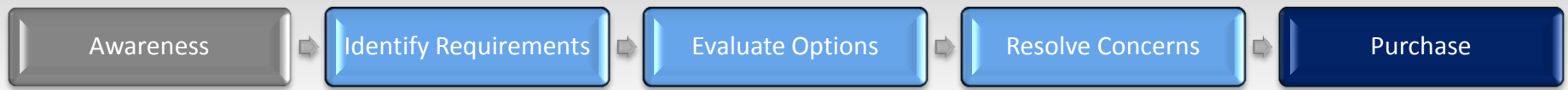
#### Internal

1. Opportunity Plan
2. Opportunity Assessment
3. Call Plan
4. Persona
5. Give-Get Framework
6. Executive Call Plan

#### External

7. Risk Discussion Guide

**Exit Criteria:** Verbal - Customer Decision Maker verbally states they have selected a ACME solution (or return to nurture)



## Purchase

Definition: Terms & Conditions of purchase & client approvals finalized

### I can tell the Buyer is in this stage because...

- Contract is under legal review
- Finalizing terms and conditions
- Finance is approving expense
- Organizing internal implementation resources

**Entry Criteria:** Verbal - Customer Decision Maker verbally states they have selected the ACME solution

#### Strategic Sales Activities

- 1) Conduct internal opportunity planning (1,2)**
- 2) Obtain all necessary internal ACME approvals**
  - Gain internal approval for all Non-Standard T's & C's.
  - Submit to ACME legal for final review
- 3) Close any/all negotiations and provide final pricing. (MI #10) (3,4,5,6)**
  - Submit final MSA
    - Review T's & C's with customer
  - Obtain signed contract
- 4) Finalize internal implementation planning**
  - Assemble ACME implementation team
  - Conduct internal implementation meeting with all appropriate personnel
- 5) Conduct Implementation meeting with client (3,4)**
  - Team Member roles and responsibilities
  - Escalation Process
  - Project Plan Review w/deliverables, responsible parties and timelines

#### **Job Aids**

##### Internal

1. Opportunity Plan
2. Opportunity Assessment
3. Call Plan
4. Persona
5. Give-Get Framework

##### External

6. Finalized MSA / SOW / Contract

**Exit Criteria:** Signature - Customer signs the final contract and ACME & Client have begun implementation planning

# Sales Aids

<b>Account</b>	-Name of customer and potential buyer-
<b>Sales Professional</b>	-Sales Executive assigned to the account-
<b>Call Date</b>	-Date of the next Major Interaction-
<b>Major Interaction #</b>	-Major interaction number between 1 and 10-
<b>Sales Process Phase</b>	-Enter the name of the phase you are in-
<b>1. Call Objectives</b>	
Planned objectives of this call	Result
<b>2. Buyer Roles</b>	
Roles of the Buyer on this call	Result
<b>3. Buyer View</b>	
Possible objections/concerns/questions of the Buyer	Result
<b>4. Future Outcomes</b>	
Desired end result	Result
<b>5. Next Steps</b>	
List of next steps / Date Due	Result

## Opportunity E-mail Job Aid

Dear [Insert Buyer Name],

Thank you for taking the time to discuss the business objectives of your new initiative and the challenges you face today. The purpose of this note is to summarize my understanding of our conversation and to suggest next steps.

**Summary of Current Campaign**  
 (Insert description of current campaign, Ex. ACME will be taking a new trading partner in 3 months)

**Primary Business Goals**

- [Insert Goal]
- [Insert Goal]
- [Insert Goal]

My understanding of what you would like to accomplish with a possible solution is [insert statement of what the Buyer wants]

**Capabilities Sought**

- [Insert Capabilities Sought]
- [Insert Capabilities Sought]
- [Insert Capabilities Sought]

**Evaluation Criteria**  
 I understand that the following are your most important ones:

- [Consideration]
- [Consideration]
- [Consideration]

**Next Steps**

- GXS will:
  - Action Item #1 [with target delivery date]
  - Action Item #1 [with target delivery date]
- [Insert Company Name] will:
  - Action Item #1 [with target delivery date]
  - Action Item #1 [with target delivery date]

[Insert Buyer Name], please confirm that I have correctly and correctly understood the business challenges and goals we your current situation, please respond with clarifications.

I'll look forward to our next call on [Insert Date].

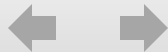
Thank you,

## Compelling Event Guide

Dimension	Question	Yes	No	Don't Know	Comments
<b>Internal Pressure</b>	Is there any internal pressure and/or initiatives to specifically deploy a ACME solution by a certain date? If so please provide in the comments section.				
	Has a date or timeframe been set for a solution to be in place? (e.g., beginning of fiscal year)?				
	Are there competing projects for the funds available?				
	Is the potential ACME solution the highest priority among competing projects with the company?				
<b>External Pressure</b>	Has the Economic Buyer openly committed to a result that is tied to this project by a certain date?				
	Is there any regulatory, legal, or government risk that is prompting the Economic Buyer to investigate a new product or external solution (e.g., merger, acquisition, divestiture)?				
	Is the current situation negatively impacting current business (e.g., dissatisfied partners/customers, inability to acquire new partners/customers, competitive disadvantage)?				
<b>Personal Impact</b>	Have there been negative personal effects related to the <del>business</del> <b>business</b> situation?				
	Does our Contact and/or Economic Buyer stand to benefit personally if a ACME solution is approved or deployed by a certain date?				
<b>Consequences of Inaction</b>	Does our Contact and/or Economic Buyer stand to suffer professionally if a ACME solution is not approved or deployed by a certain date?				
	Are the potential wins by stakeholders associated with this project greater than the possible risks of remaining with status quo (Implementation, Legal compliance, Risk, Sustainability, etc.)?				
	Has the Economic Buyer or key influencer personally committed to the success of the project by a certain date?				
	Are there negative consequences if they do not go live on a potential ACME solution by a certain date?				
	Are there hard, soft, political, or personal costs of doing nothing? If so, please document in the comments section.				

## Opportunity Assessment

Account		Rep		Influenced by		
Opportunity Name	Date	Yes	No	GXS	Competitor	Comments
<b>Stage 1</b>	Is the Buyer motivated to investigate the possibility?					
	Are they willing to provide the info we need to do good discovery?					
	Is there a key driver or compelling event that will cause the prospect to take action?					
	How far along was the opportunity when we found it?					
<b>Stage 2</b>	Have we clearly established the buyer's expressed needs?					
	Have they stated to us that we cannot find them?					
	Has the buyer explored their challenge/need before?					
	Has the buyer established a timeframe for addressing his need?					
<b>Stage 3</b>	Does the buyer have a validated solution?					
	Has the buyer offered staff time to us to do a discovery?					
	Do we have access to the right technical and business info?					
	Do we have the ability to plug the buyer's intent?					
<b>Stage 4</b>	Did we conduct a demo to connect with the buyer's pain?					
	Do we have unique differentiators from the buyer view?					
	Do we see a vision for the future of GXS match well with buyer's future if they buy?					
	Are we well positioned in this industry from the buyer's view?					
<b>Can we win this opportunity?</b>	Does the power sponsor have a high priority pain?					
	Do we have access to the power sponsor?					
	Does the Sponsor believe GXS has a differentiated vision?					
	Has the Economic Buyer validated the business case and ROI?					
<b>Will we win this opportunity?</b>	Do we have a coach who wants us to win?					
	Do we have strong relationships with all key influencers?					
	Do we have regular access to the Economic Buyer?					
	Do we have a greater relationship to competition?					
				Total		0 0 0





# Adoption Plan

# For a Sales Process to stick, reinforcement and adoption is everyone's responsibility

All levels within ACME Sales – from front-line reps to EVP and Sales Ops – have specific activities to drive adoption

Date	A - Communication Plan	B -VP's: Deal Reviews With Directors	C - Directors: Deal Reviews With Reps	D -Sales Process Audit	E -Directors: Process Reinforcement Calls	F -Directors: Rep Observations
	Tab A	Tab B	Tab C	Tab D	Tab E	Tab F
5-Apr	EVP email					
12-Apr	VP email	2 - Planning/Co-Leading			Major Interaction #1 & BANT	2 - 1/2 Day Field Rides
19-Apr	EVP email		4 - Planning/Co-Leading			2 - 1/2 Day Field Rides
26-Apr	VP email	2 - Planning/Co-Leading			Major Interaction #2 & Opportunity Assessment	2 - 1/2 Day Field Rides
3-May	EVP email		4 - Planning/Co-Leading	30 Day Review		2 - 1/2 Day Field Rides
10-May	VP email	2 - Planning/Co-Leading		Sales Survey	Major Interaction #3 & Call Plan	2 - 1/2 Day Field Rides
17-May	EVP email		4 - Planning/Co-Leading			2 - 1/2 Day Field Rides
24-May	VP email	2 - Shadowing			Major Interaction #4 and BANT	2 - Field Ride Planning/Review
31-May	EVP email		4 - Shadowing			2 - Field Ride Planning/Review