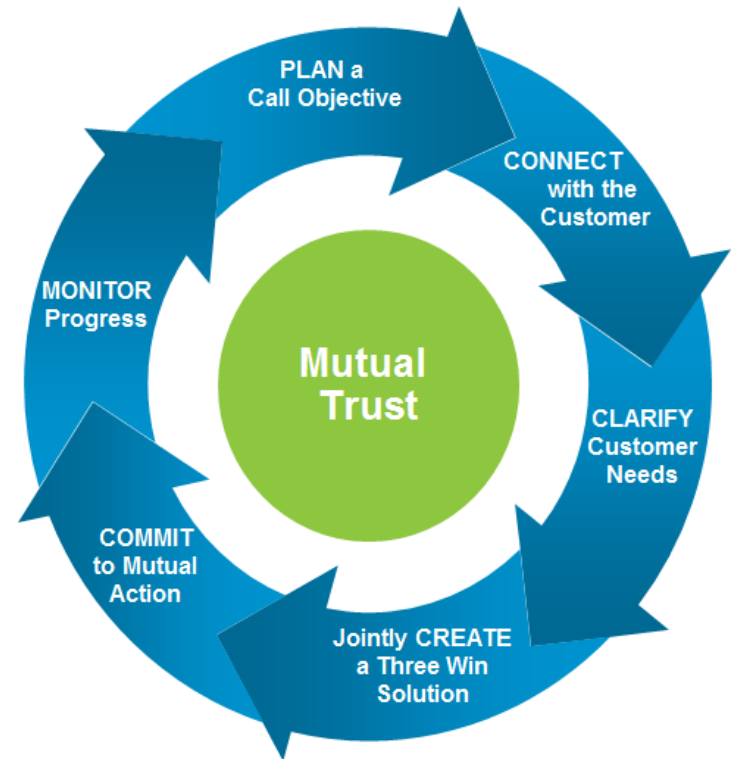


Solution Selling

Dr. Doug Braun, Marketing Manager, Zoetis
Atul Goyal, Consultant/Trainer



Douglas Braun DVM, MBA

douglas.a.braun@zoetis.com

DVM, Michigan State University

- MBA, Marquette University



1990 2002 2003 2005 2007 2009 2011 2012 2013 2014 2015

Attica Veterinary Associates

- Primary care veterinary practice
- Small Business Management
 - Dairy Producer Clients
 - Health Care
 - Nutrition
 - Process control

Zoetis

- Technical Service
- Dairy Producer and Dairy Veterinarian
 - Health Care
 - Training
 - Monitoring
 - Process Control

Zoetis

- Program Marketing
- Digital app
- Web Traffic
- Content strategy
- Digital communication

Atul Goyal

- Lean Six Sigma Green Belt

- Lean Six Sigma Black Belt
- MBA, Northwestern Univ.
- Project management certification

- Lean Six Sigma Master Black Belt



Motorola

- Warranty Reduction - 10% → US\$35M
- Defect rate forecast → Software reliability
- Testing design cycle time reduction
- NPI time to market reduction by 4 months
- Escaped defects triage process
- Front end planning processes

Acxem

- Web Marketing
- Click through
- NPI Process
- Sales processes

Walmart

- Comm. Effectiveness
- Click through
- Web Traffic
- Content strategy

atul@atulgoyal.net, +1 919 803 9184

New Challenges

- Fewer differentiated products
- More complex customer needs
- Growing demand to provide value for our **customer's** customers:
 - End users
 - Farmers
 - Pet Owners



New Opportunities

Differentiate Ourselves by:

Richer – and often different conversations with customers that focus on their:

- Goals
- Needs
- Unmet opportunities



Being a Trusted Advisor

To This...

Change

I'm interested - it's a more holistic approach - not just trying to sell the latest product.



Customer



Customer

Living in the Customer's World

What Part of the Message *Customers Receive* is Communicated by:

Your words?

7%

Your tone of voice?

38%

Your non-verbal communication?

55%

100%

What Salespeople
Typically Worry
About

What Customers Pay
Attention to

CUSTOMER FIRST

WHAT CUSTOMERS TELL US

“Help producers and clients see the value in my professional advice.”

“Help me differentiate myself from the competition.”

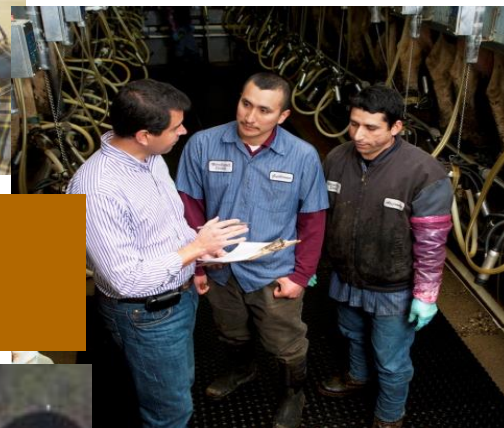
“Offer a program that fits my needs and is easier to manage.”

**BUILD
YOUR PRACTICE**



“My business model has to evolve to stay competitive.”

**GROW
YOUR PEOPLE**



**SUPPORT
YOUR CLIENTS, PROFESSION
COMMUNITIES**



CONNECTIONS AND FIT

Process-Program Relationships



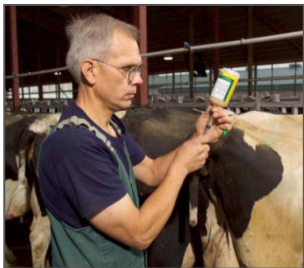
2 Rep ensures Dr. John has access to LEADERS' EDGE resources, Scheduhealth & VHUB



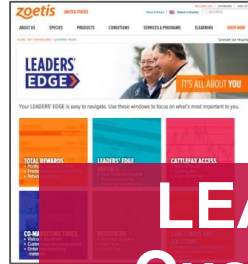
3 Dr. John uses our tools w/ his clients to remain compliant



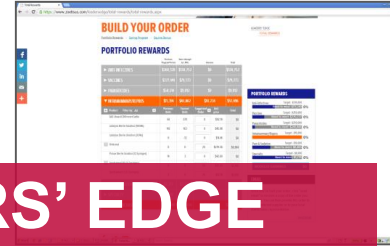
4 Dr. John administers our products w/ his clients



5 LEADERS' EDGE Website Reminder



6 Models an order on LE Website

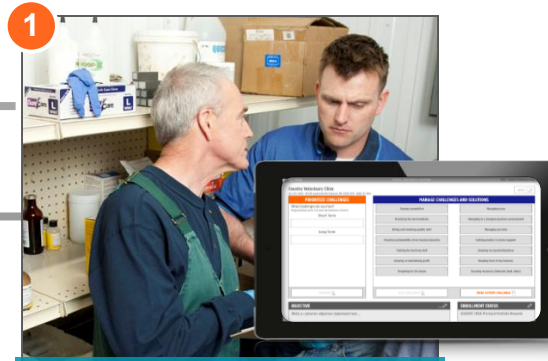


7 Sends modeled order to Ecommerce



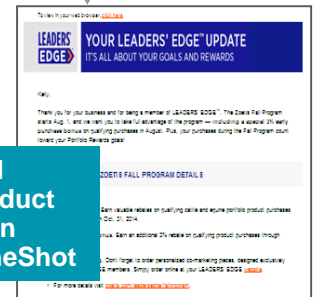
LEADERS' EDGE Customer Journey

8 Through Salesforce.com & Marketo – we see what he left in his cart

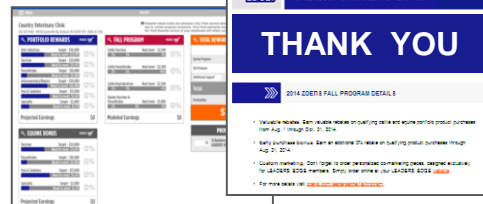


Challenge identified: Compliance with Vaccination Protocols w/ clients

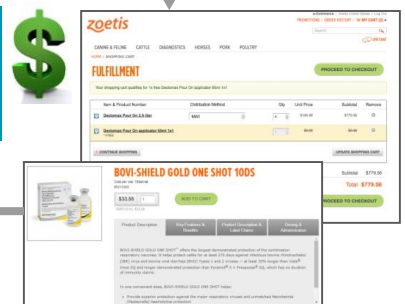
9 We send him new product detailer on BoviShield OneShot



11 Thank you email that directs them back to check their tracking



10 He clicks through to the detailer & purchases on Ecomm



LEADERS EDGE SOLUTION SUITE

Solutions Suite

See also the Excel version of the Solutions Map



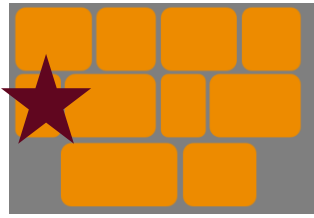
Solutions can take on a variety of forms.



Selections
from the
Leaders'
Edge
Solutions
Suite

Selections
from the
Zoetis'
Product and
Service
Portfolio





Clinical Education

Connections with professional development...

When a customer is discussing **needs and challenges**, you might hear phrases like:

- “My people are bright, but they need more than I have time to give them...”
- “Good programs aren’t available locally...”

Examples of **solutions** in this group...

- Wet Labs
- Regional and Local Conferences
- What other solution could you create/customize?

SIX SALES DIMENSIONS

Taking traditional selling steps further...extending

Traditional Sales		Solution Sales
		
<ul style="list-style-type: none">• You explain		<ul style="list-style-type: none">• You question, listen, and teach
<ul style="list-style-type: none">• Identify features and benefits		<ul style="list-style-type: none">• Demonstrate knowledge of customer's business / Identify opportunities for strengthening the business/insight of industry
<ul style="list-style-type: none">• Build confidence in your company and product		<ul style="list-style-type: none">• Build value in the sales call
<ul style="list-style-type: none">• Establish credibility		<ul style="list-style-type: none">• Establish reliability and knowledge of the customers business
<ul style="list-style-type: none">• Compete against your competitors		<ul style="list-style-type: none">• Help your customer compete against his/her competitors
<ul style="list-style-type: none">• Propose product offering		<ul style="list-style-type: none">• Co-create the solution with your customer

It's All About the Customer!

Solution Selling Dimensions



① PLAN the call

② OPEN the call

An effective pre-call plan depends on an effective follow up from your last business. Conversation.

Step 1

- Plan a call opening that considers the customer's preferences and decision making preferences (profile). Identify and collect relevant insights to share.

Step 2

- Develop a specific call objective

Step 3

- Determine which products, services, or solutions you plan to discuss that will deliver the greatest value and create a competitive advantage for each customer

SHARE insights!

Make them relevant!

Insights are new ideas or information that help the customer make money, save money, or otherwise improve their business or build confidence in a solution. Insights are ideas that Zoetis brings to the table.

Sharing insights is usually a planned activity—on your part--but can be employed at any time during the sales process.

Use insights to engage the customer based on her general motivations, specific interests or challenges.

Throughout the call...

Sales professionals must be knowledgeable and conversant!

**Teach / Share INSIGHTS
and Actionable Expertise—Tailored to Current or Foreseeable Needs**

Best Practices

**Research
and Reports
Industry Data**

Demonstrations

**Case
Studies**

- Insights lead back to Zoetis products and services
- Teaching the customer an XYZ insight must be followed with this:
“...and we can help you with XYZ better than our competitors can”
- Keep drilling down insights with questions throughout the call

③ LISTEN for challenges... VALIDATE needs...

The quality of the solution you help create for your customer depends largely on the quality of your questions!

Ask meaningful and relevant questions that logically follow customers statements.

Engage in meaningful business dialogue on what matters most to the customer.

Ask questions to help you and the customer identify challenges, problems, or under-developed opportunities.

Listen in depth to the customer's responses and accurately summarize or reflect on their point of view.

Respectfully, dig a little deeper. The real challenge or real need could lie below the surface.

Needs Assessment

LEADERS' EDGE

IT'S ALL ABOUT YOU.
NEEDS ASSESSMENT

Business Name: _____

Zoetis Representative: _____

Use this SWOT analysis to identify your business' internal strengths and weaknesses, and the external opportunities and threats facing your business. This analysis allows you to identify, and focus, on the challenges and opportunities present that influence the future success of your business.

1 STRENGTHS
(What does your business do well?)

1. _____

2. _____

3. _____

2 WEAKNESSES
(Where can your business improve?)

1. _____

2. _____

3. _____

3 OPPORTUNITIES
(What external trends positively impact your business?)

1. _____

2. _____

3. _____

4 THREATS
(What external obstacles does your business face?)

1. _____

2. _____

3. _____

How can you differentiate your practice to add value for your client?

USING THE RIGHT QUESTION TYPE

OPEN ENDED QUESTIONS

- Don't have "yes" or "no" answers
- Encourages an expanded answer or discussion
- May be perceived as less threatening



Uses for Open-Ended Questions

- To help develop a conversation and encourage people to open up to you at the beginning of a call
- To help build rapport
- To find out more about people, such as their wants, needs, and problems
- To get people to realize the extent of their problems

Examples

- How have things been going here?
- What problems or concerns are keeping you awake these days?
- Why is that issue so important to you?
- Tell me more about that.

USING THE RIGHT QUESTION TYPE

CLOSED ENDED QUESTIONS

- Encourages a short answer (e.g., yes/no) without much expansion
- Can be leading
- May discourage disclosure or lead to misperceptions
- The questioner remains in control of the conversation



Uses for Closed-Ended Questions

- Establishing or confirming facts
- For testing understanding
- For setting up a desired positive or negative frame of mind (asking successive questions with obvious yes/no answers)
- For achieving closure in a persuasive approach (seeking yes to the big question)

Examples

- Are you satisfied with your current Zoetis products?
- Are you receiving the type of service that you need?
- If I can deliver that product next week, will you purchase it?

GOING DEEPER

EXAMPLES OF CHALLENGE QUESTIONS

When discussing challenges, use questions such as these to draw out more information and clarity from the customer on the challenges they select.

- “What are (or aren’t) you seeing or hearing that leads you to believe this is a challenge for your business?”
- “What’s happened or what’s changed that makes this a challenge?” “How long has this been a problem?”
- “Who’s affected by this, and how? (impacts)”
- “Are there measures or numbers that give you an idea about the size of the problem?”
- “What would you prefer to be happening?”
- “What are specific difference between the way things are now, and the way you would like them to be?”
- “If this need went away, how would your business be different?”

4 TAILOR Solutions

The purpose of the tailoring solutions discussion should be to:

- Focus on priority opportunities and challenges once these are understood in detail.
- Suggest one or more solution options.
- Look for ways to combine solution.
- Inform the customer about what can be expected as the solution is implemented.

Solutions follow logically from a thorough discussion of challenges.

How well the solution fits the challenge—and the goal is a good fit—depends largely on YOUR ability to understand the challenge and YOUR knowledge of solution options—both product knowledge and familiarity with Leaders' Edge services, tools and opportunities.

An Approach to Tailoring

Guidelines to Consider

- From your customer's perspective, which opportunity or challenge has highest priority? The highest priority challenge doesn't necessarily call for the "biggest" solution.
- (On your own, use/view the **Solution Map** as a resource.) Does the customer's challenge call for Building, Growing or Supporting? Which solution categorie(s) address challenges that have been confirmed? The best solution could be a combination of solutions.
- Do some solutions or solution combinations offer short term assistance? With newer or less experienced clients, quicker wins could set a foundation for longer term solutions.
- Realistically, what is the customer's solution "bandwidth?" What solutions does this customer have the internal resources to manage? What solutions can the customer's budget take on at this time?
- Which solutions balance Zoetis' investment in the solution—with recent or likely sales returns?

⑤ ASK for the business...

⑥ FOLLOW UP post call

Trial close as needed.

Surface and address any unanswered customer concerns.

Ask for business commitments.

Check for additional product purchases based on product use history, opportunity, and place order.

Document detail on needs and challenges not reflected in LE App.

With customer, specify and prioritize follow-up activities, staff involvement, and timelines

SUMMARY

We Define Solution Selling As...

Addressing
True **Customer**
Needs

Delivered
in a **Tailored**
Approach

A **Compelling Offer**
Made Up of...

- Products
- Services/Tools
- Expertise

Offers can be a combination of products, services/tools and expertise – or just one of the three!

COMMUNICATING OUR VALUE

From the customers' perspective, our solutions and offers—and the way they are sold—need to be:

- **Relevant:** the tangible and intangible value must fit my preferences, priorities, experiences and goals.
- **Believable:** Without overstatement or overpromise.
- **Manageable:** Don't sell me a solution that becomes a problem to manage.
- **Unique:** The difference between what Zoetis is offering and what the competition is offering should be clear.