

Introducing the **Outcome-Centric Selling® Toolkit**



01: Introducing the Outcome-Centric Selling® Toolkit

Overview

This guide has two intended audiences: firstly, it is aimed at **existing users** of the Outcome-Centric Selling® system - helping you to understand when, how and where to use each of the tools to their best effect.

Secondly, it is aimed at **sales leaders** who are considering implementing the Outcome-Centric Selling® system within their own organisation - helping you to assess how the approach can enable you to achieve the improvement in sales performance that you are looking for.

Either way, we hope that this guide will help you to achieve your objectives.

Now, let's start at the beginning - with **targeting**.

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02: Outcome-Centric Targeting Tools

There are four key considerations when deciding where we can most effectively target our prospecting energies:

1. What are the **key business issues** that we can address more effectively than any other option?
2. What are the common characteristics of the **ideal customers** that are most likely to be motivated to address the issues we have chosen to target?
3. What are the **key roles** within these organisations that are most likely to be responsible for dealing with these issues?
4. What are the **key trends** and **trigger events** that are likely to cause these potential prospects to conclude that they have to urgently address the issue?

The **first three factors** help us to identify our **long-term prospects**: the **fourth factor** helps us to determine which of these prospects are likely to turn into **short-term opportunities**.

Key Targeting Tools:

02.1 Key Business Issues

02.2 Ideal Customer Profile(s)

02.3 Key Roles

02.4 Key Trends and Trigger Events



02.1 Key Business Issue Worksheet

Our targeting process must start by identifying the **key business issues** (*as opposed to functional needs*) that our organisation is particularly **expert at addressing** - preferably backed up by positive references and case studies.

These issues must be **common** (and **important**) enough across our target markets to make them worth focusing our energies on - there is little value in targeting uncommon or low-priority issues.

The **key business issue worksheet** enables us to identify and describe our prospective customer's top-three common addressable business issues:

- How would our prospective customers **describe** the issue?
- Is the issue something they need to **fix, avoid, or achieve**?
- What are the typical **symptoms** and **indications**?
- What is the likely **impact** of the issue on both the organisation and the key stakeholders?
- What **better outcomes** are they looking for?

Outcome-Centric Selling® | Key Business Issue Worksheet

| Offering: <input type="text"/> | | | | |
|--|------|----------------------|----------------------|----------------------|
| Target Market/Audience: <input type="text"/> | | | | |
| Issue | Type | Symptoms/Indications | Impact | Expected Outcomes |
| <input type="text"/> | ? | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | ? | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| <input type="text"/> | ? | <input type="text"/> | <input type="text"/> | <input type="text"/> |

When, how, and where to use this tool:

- As an essential input into our **territory** and **account planning** processes
- To help us develop our **prospecting** priorities, messages, and campaigns
- As a high-level **initial qualifier** - does a potential opportunity suffer from any of the issues we have chosen to target?



02.2 Ideal Customer Profile Worksheet

Our **ideal customer profile** (or profiles) must capture the **common characteristics** of the organisations that are most likely to be suffering from the **business issues** we have chosen to target.

Our ideal customer profile will typically start with the typical demographic indicators of **size**, **sector**, and **location**, but to be effective it also needs to reflect:

- **Key structural factors**, such as organisational structure, their go-to-market model, their market focus, the systems they have in place, their strategic vendor relationships, the functions or departments we are targeting, and so on ...
- **Cultural/behavioural factors**, such as the way they make buying decisions, their relationship with suppliers, appetite for innovation, willingness to buy best-of-breed solutions, position on the adoption curve (early adopter, early majority, mainstream, laggard) and so on ...
- **Current Priorities**: their most important current strategic programmes and initiatives - for example, cost reduction, revenue growth, market share growth, digital transformation and so on ...

Outcome-Centric Selling® | Ideal Customer Profile Worksheet

Context:

| Category/Factor | Perfect Fit | Acceptable Fit | Avoid/Disqualify |
|---------------------------|----------------------|----------------------|----------------------|
| Demographic - Size/Growth | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Demographic - Sector | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Demographic - Location | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Structural | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Cultural/ Behavioural | <input type="text"/> | <input type="text"/> | <input type="text"/> |
| Current Priorities | <input type="text"/> | <input type="text"/> | <input type="text"/> |

When, how, and where to use this tool:

- As an essential input into our **territory** and **account planning** processes
- To help us research and build our **target account** and **prospect lists**
- As a high-level **initial qualifier** - how closely does a potential opportunity reflect our **ideal customer profile**?



02.3 Key Roles Worksheet

Once we have established the **key business issues** we are going to target, and identified our **ideal customer profiles**, we then need to identify the **key roles** within these organisations that are most likely to be responsible for addressing the targeted issue(s).

These **key project sponsors** are likely to be senior business executives with operational responsibility for the departments or functions that are most affected by the issue(s). We need to identify their typical **job titles**, and anticipate their likely ...

- **Primary responsibilities** and **key priorities**
- **Common business challenges**
- **Key internal relationships** and **influences**
- **Key external influences**

... particularly as they relate to the **business issues** we have chosen to target.

We also need to be clear about how we **deliver valuable outcomes** to these key stakeholders.

Outcome-Centric Selling® | Key Roles Worksheet

| Context: <input type="text"/> | Potential Ultimate Approver(s) | Potential Executive Sponsor |
|-----------------------------------|--------------------------------|-----------------------------|
| Factor | | |
| Typical titles | | |
| Primary responsibilities | | |
| Key priorities | | |
| Common challenges | | |
| Internal influences | | |
| External influences | | |
| How you deliver valuable outcomes | | |

When, how, and where to use this tool:

- As an essential input into our **account** and **opportunity planning**
- To help us research and build our **target account** and **prospect lists**
- As a high-level **initial qualifier** - do our current contacts have the potential to play a key role in the customer's decision and approval processes?



02.4 Key Trends and Trigger Events Worksheet

The final consideration when it comes to targeting are the **key trends and trigger events** that are likely to cause our potential customers to recognise that they **need to change** - and to **act sooner rather than later**.

There are three key categories of event:

- **Internal trigger events** - such as new senior appointments, new strategies, new initiatives, new investments, new product launches, and so on
- **External trigger events** - such as new legislation or regulation, new competitors, new technologies, one-off events and so on
- **Unavoidable trends** - these are typically long-term, profound changes in the business landscape whose impact can no longer be ignored or avoided

These trends and trigger events are the **catalysts** that cause prospective customers to recognise that they can no longer continue on their current path and that **urgent action is required**.

Outcome-Centric Selling® | Key Trends and Trigger Events Worksheet

| Context: | | | | |
|-------------------------|---------|---------------------|------------------|------------------------|
| Factor | Example | Symptoms/Indicators | Who is affected? | How are they affected? |
| Internal Trigger Events | | | | |
| | | | | |
| | | | | |
| External Trigger Events | | | | |
| | | | | |
| | | | | |
| Unavoidable Trends | | | | |
| | | | | |
| | | | | |

When, how, and where to use this tool:

- To identify key internal and external events that are affecting our target and existing customers and that we need to **monitor** and **respond to**
- To prioritise where our **short-term pipeline building** activities should be focused
- As a high-level **initial qualifier** - is there a powerful trend or trigger event that is driving the opportunity?



03: Outcome-Centric Planning Tools

The Outcome-Centric Selling Toolkit offers simple, effective easy-to-keep updated frameworks for **two key levels** of sales planning:

- An easily-sharable one-page overview of how you plan to **maximise the potential** of your **territory** that establishes the core principles and can be supported by whatever level of additional information is necessary
- An easily-sharable one-page overview of how you plan to **maximise the potential** of each **key account** that can be supported by whatever level of additional information is necessary

Unlike many traditional approaches to these types of planning, which are often done as a once a year exercise and rarely revised afterwards, both frameworks are intended to be **reviewed** and **updated** on a **regular basis** to reflect the inevitable changes in both the territory and account environment - as well as our own shifting priorities.

Key Planning Tools:

03.1 Territory Planning

03.2 Account Planning



03.1 Territory Planning

Our approach to territory planning is to summarise the most important elements **on a single page**, each of which can then be expanded as necessary.

- First, of course, we need to clearly **define the boundaries** of the territory - which might include geography, vertical market, product line, go-to-market-model, or any other relevant factors
- Then we need to accurately summarise - backed by evidence - our **strengths, weaknesses, opportunities, and threats** in the territory
- Based on this analysis, we then need to clearly articulate our **top three objectives, strategies and tactics, and pipeline building initiatives**
- We then need to identify our **top three existing and target accounts** in the territory, and our **most important measurable objectives** for each of them
- This needs to be supported by the work we have done to identify our **key target issues, ideal customer profile, key roles, and key trends and trigger events**

| Outcome-Centric Selling® Territory Plan Worksheet | | | |
|--|-------------|-------------------------------------|-------------------|
| Territory | Salesperson | Sales Year | Updated |
| Territory Definition | | Current Situation | |
| Key Strengths | | Key Weaknesses | Key Opportunities |
| Key Threats | | | |
| <input type="checkbox"/> Key Business Issues Worksheet <input type="checkbox"/> Ideal Customer Profile Worksheet <input type="checkbox"/> Key Roles Worksheet <input type="checkbox"/> Trends and Trigger Events Worksheet | | | |
| Top 3 Objectives for Territory | | Top 3 Strategies and Tactics | |
| 1: | | 1: | |
| 2: | | 2: | |
| 3: | | 3: | |
| Top 3 Existing Accounts and Objectives | | Top 3 Pipeline Building Initiatives | |
| 1: | | 1: | |
| 2: | | 2: | |
| 3: | | 3: | |

How, when, and where to use this tool:

- At the **start** of every **new sales year**, to align everyone around our focus and priorities
- Whenever **circumstances change**
- To help plan and prioritise our **territory and pipeline development activities**



03.2 Account Planning

Our approach to account planning is - once again - to **summarise** the most important elements on a **single page**, each of which can then be expanded as necessary.

- In addition to providing a **brief account overview**, the worksheet explores the alignment against the demographic, structural and cultural/behavioural aspects of our **ideal customer profile**
- We then go on to explore our **importance to them**, their **importance to us**, and our **relationship** with their **executive leadership**
- We then capture the account's **top three business priorities** and how we contribute to them
- We then **contrast** our **presence** in the account against our key competitors, as well as identifying our **opportunities/potential** and our **threats/risks**
- In the light of the above, we then summarise our **SMART objectives** for the account, together with our **key strategies and tactics**

This can then be supported by **further details** including a stakeholder map, active opportunity plans, revenue analysis/ projections and a tactical timetable.

| Outcome-Centric Selling® Account Plan Summary Worksheet | | | |
|--|----------------------|---|---|
| Account: Owner: Last Updated: | | Account Overview: | |
| Demographic Fit vs ICP | | Structural Fit vs ICP | Cultural/Behavioral Fit vs ICP |
| Our current importance to them [select one] <input type="checkbox"/> LEVEL 0: We are not currently a supplier to them <input type="checkbox"/> LEVEL 1: We are one of many suppliers or options in our space <input type="checkbox"/> LEVEL 2: We are one of a few preferred suppliers in our space <input type="checkbox"/> LEVEL 3: We are their primary or exclusive supplier in our space <input type="checkbox"/> LEVEL 4: We are their long-term strategic partner in our space Evidence for your rating/future potential/action required: | | Their current importance to us [select one] <input type="checkbox"/> LEVEL 0: They are not a current customer, but we are targeting them <input type="checkbox"/> LEVEL 1: They are one of many similar existing customers <input type="checkbox"/> LEVEL 2: They are one of our more significant customers <input type="checkbox"/> LEVEL 3: They are one of a handful of our most strategic accounts <input type="checkbox"/> LEVEL 4: They are a critical must-retain strategic account Evidence for your rating/future potential/action required: | Our current relationship with their executive leadership <input type="checkbox"/> LEVEL 0: We have no relationship with their executive leadership <input type="checkbox"/> LEVEL 1: We have occasional contact with their exec leadership <input type="checkbox"/> LEVEL 2: We have regular conversations with exec leadership <input type="checkbox"/> LEVEL 3: We have easy and frequent access to their execs <input type="checkbox"/> LEVEL 4: Their exec leadership relies on us as trusted advisers Evidence for your rating/future potential/action required: |
| Their Top 3 Priorities and Initiatives | | Our Potential Contribution | |
| 1: | | | |
| 2: | | | |
| 3: | | | |
| Our Presence | Competitive Presence | Opportunities/Potential | Threats/Risks |
| | | | |
| What are our S-M-A-R-T Objectives for this Account? | | What are our Key Strategies and Tactics? | |
| Current Year: 3-5 Years: | | | |
| Key Supporting Documents <input type="checkbox"/> Stakeholder Map <input type="checkbox"/> Active Opportunity Plans <input type="checkbox"/> Revenue Analysis/Projection <input type="checkbox"/> Tactical Timetable | | | |

When, how, and where to use this tool:

- When taking over responsibility for a **new account**
- At the **start of each new sales year**, and reviewed on at least a **quarterly** basis thereafter
- Whenever **anything significant changes**
- To help **plan and prioritise** our **account development** activities



04: Outcome-Centric Opportunity Management Tools

The Outcome-Centric Selling Toolkit includes a number of carefully-crafted **building blocks** that are specifically designed to help salespeople assess and manage their significant sales opportunities:

- An **opportunity review checklist** designed to focus attention on the key things salespeople need to know and do in order to give themselves the best possible chance of winning the opportunity
- A continuously updatable **opportunity qualification worksheet** based on the **IMPACCT framework** - an evolved version of MEDDIC
- A continuously updatable **stakeholder management worksheet** designed to help salespeople identify, engage, and assess every key player in the decision and approval process
- A **mutual success plan framework** designed to help salespeople and key customer stakeholders to collaborate to ensure that the prospect's desired outcomes are clearly understood and successfully achieved

Key Opportunity Management Tools

04.1 Opportunity Review Checklist

04.2 IMPACCT Qualification Worksheet

04.3 Stakeholder Management Worksheet

04.4 Mutual Success Plan Framework

04.1 Opportunity Review Checklist

The opportunity review checklist seeks to capture the current status of some of the most important factors that have been proven to have a significant impact on the outcome of every sales opportunity.

It highlights what the salesperson **does and doesn't know**, and what they **have and haven't done**, and includes:

- The **evidence** behind the **close date**
- The nature and status of the customer's **buying decision journey**
- The current status of **qualification** and **stakeholder engagement**
- The current status of the **customer-specific value proposition**
- The salesperson's **strategy** for winning the opportunity
- Potential **risks** and **mitigations**
- Any other **key information**
- Key **next steps**

| Outcome-Centric Selling® Opportunity Review Checklist | | |
|--|-------------|--|
| Customer: | | Opportunity: |
| Value: | Close Date: | They MUST commit by this date <input type="checkbox"/> They WANT to commit by this date <input type="checkbox"/> We HOPE they will commit by this date <input type="checkbox"/> |
| Evidence for close date: | | |
| What is the current phase of their buying decision journey ? Concerned <input type="checkbox"/> Exploring <input type="checkbox"/> Defining <input type="checkbox"/> Selecting <input type="checkbox"/> Verifying <input type="checkbox"/> Confirming <input type="checkbox"/> | | |
| Evidence for current phase of their journey: | | |
| What is their primary business issue ? | | |
| Why do they need to act (and what makes this urgent)? | | |
| What is the relative importance of this project? It's the organization's most urgent priority <input type="checkbox"/> It's one of their top priorities <input type="checkbox"/> It's one of many potential projects <input type="checkbox"/> | | |
| What is the evidence for the above assessment? | | |
| Is this a discretionary <input type="checkbox"/> or an inevitable <input type="checkbox"/> purchase ? | | Are they on a familiar <input type="checkbox"/> or an unfamiliar <input type="checkbox"/> buying decision journey ? |
| What other options are they considering? | | |
| Is the IMPACCT qualification workbook up to date? <input type="checkbox"/> | | Is the stakeholder assessment workbook up to date? <input type="checkbox"/> |
| What steps are you taking to fill in any gaps in the above workbooks? | | |
| How complete is their customer-specific value proposition ? Not yet started <input type="checkbox"/> Somewhat complete <input type="checkbox"/> Mostly complete <input type="checkbox"/> Finished <input type="checkbox"/> Verified with customer <input type="checkbox"/> | | |
| What steps are you taking to complete and verify their value proposition? | | |
| Summarise your strategy for winning the opportunity: | | |
| | | |
| What was the most recent meaningful advance (and when)? | | |
| What next meaningful advance are you aiming for (and when)? | | |
| How do you plan to achieve this next advance? | | |
| What are the potential risks , and what are you doing to mitigate them? | | |
| Do you have any other observations, concerns , etc., relating to this opportunity? | | |

When, how, and where to use this tool:

- As soon as an opportunity is **first registered**, to ensure we have a deep understanding of the circumstances
- To help us recognise what we **still need to find out or confirm**, and what we **still need to do**
- Whenever the customer's **circumstances change**
- **Before advancing** the opportunity to the next stage

04.2 IMPACCT Opportunity Qualification Worksheet

The IMPACCT opportunity qualification worksheet is based on an evolved version of MEDDIC - today's most widely adopted qualification framework for complex B2B sales.

IMPACCT addresses 7 key qualification factors ...

- Issues and Implications
- Money and Economic Metrics
- Authority and Influence
- Process and Criteria (*Decision and Approval*)
- Champion(s) (*Approach and Project*)
- Competition (*Options and Projects*)
- Timing and Urgency

... using a 5-point colour-coded scale ranging from **very positive** to **very negative**, but always initially defaults to “unknown”

Salespeople must **justify** their assessment of each factor and provide the **evidence** to support it.

| Outcome-Centric Selling® IMPACCT Opportunity Qualification Worksheet | | | | |
|--|--|-------------|--|-------|
| Organisation | | Opportunity | | Score |
| Qualification Factor | Description | Status | Justify your conclusion and summarise the evidence | 0 |
| I Issues and Implications | What are the prospect's key business issues, what are the implications, who is affected by them, and are the consequences sufficient to force them to take action? | ? | | 0 |
| M Money and Economic Metrics | Has an appropriate budget been allocated and if not, is there an obvious source of funding - and what is the economic impact of the key business metrics? | ? | | 0 |
| P Process and Criteria [Decision+Approval] | What are the prospect's decision and approval processes, what are their decision criteria - and are all of these clear and favourable to us? | ? | | 0 |
| A Authority and Influence | Who are the key stakeholders and gatekeepers and what influence do they have over the decision - and who has the ultimate authority to approve the project? | ? | | 0 |
| C Champion(s) [Approach+Project] | Have we identified and engaged with powerful and effective internal champions who are willing and able to promote our approach to the rest of the stakeholder group? | ? | | 0 |
| C Competition [Options+Projects] | What alternative options are they considering, how do we stand against them, and what is the relative priority of this project vs. their other investment opportunities? | ? | | 0 |
| T Timing and Urgency | How urgent is the project, when are they planning to make a decision, what is driving this, and how confident are we in this date? | ? | | 0 |
| NOTES | | | | |
| | | | | |

When, how, and where to use this tool:

- Review all factors soon as a potential opportunity requires **initial qualification**
- Reassess all factors whenever our or the customer's **circumstances change**
- Reassess all factors **before advancing** any opportunity to the next stage

04.3 Stakeholder Management Worksheet



The stakeholder management worksheet is designed to help salespeople **identify, engage, and assess every key player** in their prospective customer's **decision and approval process**.

In addition to each stakeholder's name and title, the worksheet guides salespeople in assessing:

- Their **primary role** in the decision process
- Their **primary perspective** - and how to best communicate with them
- Their **influence** over the decision
- Their **attitude** towards **us** as a vendor
- Their **attitude** towards the **project** as a whole
- How easy it is to **access** them
- The single most important thing they need to **fix, avoid, or achieve**
- The single most important way in which we **create value for them**

Salespeople are encouraged to rely on **evidence**, and not hope or assumption, when assessing each stakeholder.

Outcome-Centric Selling® | Stakeholder Management Framework

| Organisation | | Situation | | | | | | | |
|--------------|-------|-----------------|---------------------|-----------------------|---------------------|-------------------|--|--|--|
| Name | Title | Primary ROLE | Primary PERSPECTIVE | INFLUENCE on Decision | ATTITUDE Towards Us | Ease of ACCESS | Single most important thing they need to Fix, Avoid or Achieve | Single most important way in which you create value for them | |
| | | INITIAL CONTACT | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |
| | | UNCERTAIN | UNCERTAIN | UNCERTAIN | UNCERTAIN | NOT YET ATTEMPTED | | | |

When, how, and where to use this tool:

- Seek to identify and start to assess all the **key stakeholders** soon as a potential opportunity requires **initial qualification**
- Continue to **reassess** and better understand the already-identified stakeholders and **seek out additional stakeholders** throughout the lifecycle of the sale

04.4 Mutual Success Plan Framework

The mutual success plan framework is designed to help salespeople and key customer stakeholders to collaborate to ensure that the prospect's desired outcomes are clearly understood and successfully achieved.

In addition to capturing the customer's **primary desired outcome(s)** and **success metrics**, the mutual success plan:

- Identifies the **key members** of both organisation's **outcome realisation teams**
- Tracks the **current stage** of the customer's **decision journey**
- Identifies and monitors the **mutually agreed steps** towards achieving the desired outcomes, **who** is responsible for them, and **when** they need to be accomplished

Note: the example on the right is a simple shared spreadsheet-based approach, but a growing range of on-line mutual success plan platforms are now available - ask us for recommendations.

| MUTUAL SUCCESS PLAN BETWEEN [COMPANY] AND [CUSTOMER] | | | | | | | |
|---|---------|--|--------------------------------------|------------|-----------|------------|----------------|
| CUSTOMER'S PRIMARY DESIRED OUTCOME(S) | | | CUSTOMER'S PRIMARY SUCCESS METRIC(S) | | | Achieve by | |
| | | | | | | | |
| [COMPANY] OUTCOME REALIZATION TEAM | | | CUSTOMER OUTCOME REALIZATION TEAM | | | | |
| Role | Name(s) | | Role | Name(s) | | | |
| Sales Lead | | | Executive sponsor | | | | |
| Executive Sponsor | | | Persona #1 | | | | |
| SE | | | Persona #2 | | | | |
| Solution Consultant | | | Persona #3 | | | | |
| Customer Success | | | Persona #4 | | | | |
| Value Engineering | | | Persona #5 | | | | |
| Key Stages, Milestones and Measures | | | Complete by | Visibility | Status | Owners | Notes/comments |
| PROBLEM IDENTIFICATION | | | dd-mm-yy | MIXED | COMPLETED | | |
| Business issue identified and agreed | | | dd-mm-yy | SHARED | COMPLETED | | |
| Potential sponsor engaged | | | dd-mm-yy | SHARED | COMPLETED | | |
| Agree to advance to discovery/qualification | | | dd-mm-yy | SHARED | COMPLETED | | |
| DISCOVERY/QUALIFICATION | | | dd-mm-yy | MIXED | DELAYED | | |
| Initial discovery session | | | dd-mm-yy | INTERNAL | COMPLETED | | |
| Champion/coach identified and engaged | | | dd-mm-yy | SHARED | COMPLETED | | |
| Agree to advance to validation | | | dd-mm-yy | SHARED | DELAYED | | |
| VALIDATION | | | dd-mm-yy | MIXED | STARTED | | |
| Link established between issues, outcomes and proposed solution | | | dd-mm-yy | SHARED | STARTED | | |
| Value story verified | | | dd-mm-yy | SHARED | STARTED | | |
| Mutual success plan updated | | | dd-mm-yy | SHARED | STARTED | | |
| Agree to move to securing/confirming | | | dd-mm-yy | SHARED | ? | | |
| SECURING/CONFIRMING | | | dd-mm-yy | MIXED | ? | | |
| Post-sales delivery plan established | | | dd-mm-yy | SHARED | ? | | |
| Deal score updated | | | dd-mm-yy | INTERNAL | ? | | |
| Agree to move to close | | | dd-mm-yy | SHARED | ? | | |
| CLOSE | | | dd-mm-yy | MIXED | ? | | |
| Post-sales delivery plan confirmed | | | dd-mm-yy | SHARED | ? | | |
| Win/loss review completed | | | dd-mm-yy | INTERNAL | ? | | |
| Mutual success plan updated | | | dd-mm-yy | SHARED | ? | | |
| Move to adopt phase | | | dd-mm-yy | SHARED | ? | | |
| ADOPT | | | dd-mm-yy | SHARED | ? | | |
| Usage metrics monitored and reviewed | | | dd-mm-yy | SHARED | ? | | |
| Mutual success plan updated | | | dd-mm-yy | SHARED | ? | | |
| Move to outcome realization phase | | | dd-mm-yy | SHARED | ? | | |
| OUTCOME REALIZATION | | | dd-mm-yy | MIXED | ? | | |
| Initial desired outcomes confirmed as achieved | | | dd-mm-yy | SHARED | ? | | |
| New opportunities added to pipeline | | | dd-mm-yy | INTERNAL | ? | | |
| Proceed to problem identification of new opportunity | | | dd-mm-yy | SHARED | ? | | |

When, how, and where to use this tool:

- At the start** of the sales process/buying decision journey, to ensure **alignment around outcomes**
- Throughout** the sales process/buying decision journey, to ensure that we **remain on track** to achieve the agreed outcomes



05: Conversation Management Tools

The Outcome-Centric Selling toolkit provides a range of support to help salespeople to **plan, prepare** and successfully **manage** value-creating customer conversations - and to leverage these conversations to progressively craft **compelling value propositions** that are **specific to each customer's** circumstances.

The building blocks include:

- A **customer-specific value proposition framework** that will ultimately provide the basis for the **executive summary** of your **proposal**
- A **conversation planning workbook** designed to create meaningful value for every participant
- A **SPINCycle questioning framework** designed to ensure that every question we ask is valuable
- A **frequently asked questions workbook** designed to help salespeople prepare to answer the customer's common predictable questions
- A **shareable anecdote framework** designed to help create a pool of **compelling, relevant stories**

Key Conversation Management Tools

05.1 Customer-Specific Value Proposition Framework

05.2 Value-Creating Conversation Planning Workbook

05.3 SPINCycle Questioning Framework

05.4 Frequently Asked Questions Workbook

05.5 Shareable Anecdote Framework



05.1 Customer-Specific Value Proposition Framework

When organisations refer to their “value proposition”, this typically takes the form of a **generic message** aimed at a **wide target market**. Whilst these can be useful in initiating an **early-stage conversation** with a prospective customer, their generic nature makes them **progressively less useful** as the sale evolves.

If we are to **win the customer’s business** and **deliver the outcomes** they are looking for, we need to craft **specific responses** to the **4 key questions** every customer **asks themselves**:

- **Why** do we need to **change**, *rather than continuing on our current path*?
- **Why** do we need to act **now**, *rather than later*?
- **Why** should they choose **us**, *rather than any other option*?
- **Why** should they **trust** us - *to ensure that their desired outcomes are achieved*?

For as long as our customer is **less-than-completely satisfied** with **any** of the answers, they are likely to “do nothing” and **stick with the status quo**.

| Outcome-Centric Selling® “New Solution” Value Proposition Framework [for New Customers and/or New Projects] | | | |
|---|------------------------------|--------------------------------------|--|
| Customer: | Project: | Salesperson: | Updated: |
| WHY do they need to ACT (rather than continuing on their current path)? | | | |
| Current Business Issue(s) | | Intended Business Outcome(s) | |
| Painful Consequences (Existing/Potential Pain/Risk) ↓ | | Positive Benefits (Potential Gain) ↑ | |
| WHY do they need to act NOW (rather than later)? | | | |
| Business Case | Corporate Priorities | Cost of Delay | |
| WHY should they choose US (rather than any other option)? | | | |
| Their alternative options | Their required capabilities | How is our approach different? | How does this result in better outcomes? |
| WHY should they TRUST us (to ensure they achieve their intended outcomes)? | | | |
| Decision Confidence | Sponsor/Supporter Reputation | Approval Risk | |

When, how, and where to use this tool:

- **Early on** in the sales process/buying decision journey, to establish the **current strength** of each of the answers
- **Progressively** throughout the sales process, to develop and test the strength of the answers
- As the foundation for the **executive summary** of our **formal proposal**



05.2 Value-Creating Conversation Workbook

If a conversation is worth having, then it is worth **preparing** and **planning** for - and it will be most productive for all participants if it follows an **appropriate framework** (whilst allowing all points of view to be heard).

The **essential building blocks** of a value-creating conversation include:

Before the conversation

- **Preparing the ground**

During the conversation

- **Setting the scene**
- **The core of the conversation**
- **Agreeing the conclusions**

After the conversation

- **Following up/analysing the outcomes**

The **value-creating conversation workbook** offers a **structured yet flexible framework** for planning, preparing, and managing productive customer conversations that leaves every participant thinking “that was a good use of my time”.

| Outcome-Centric Selling® Value-Creating Conversation Planning Workbook | | | | |
|--|---------------------------------------|-------------------------------|--|------------------------------|
| Research | SMART Objectives | Logistics | | [1] Preparing the ground |
| | | | | |
| Our colleagues and their roles | Customer participants and their goals | Agreed shared purpose | Agenda, topics, and timing | [2] Setting the scene |
| | | | | |
| Provisional Next Step | | | | |
| | | | | [3] Core of the conversation |
| Our Insights [TEACH] | Our Questions [LEARN] | Our Stories/Anecdotes [SHARE] | Their Potential Questions [ANTICIPATE] | |
| | | | | |
| Conclusions [Agreed actions/owners/timelines] | | | | |
| | | | | |
| Analysing the Outcomes | | | | |
| | | | | |

When, how, and where to use this tool:

- As a **visual checklist and reminder** prior to **every** customer conversation
- As a **written plan** prior to **particularly significant conversations**, particularly where **colleagues** are expected to participate, and you need everybody to be “**on the same page**”
- As a **guide** to running a productive meeting or conversation



05.3 SPINCycle Questioning Framework

No prospective customer enjoys being asked a series of often **irrelevant-to-them “discovery”** questions that merely demonstrate that the salesperson has **failed** to **respect the prospect** or **prepare** properly for the conversation.

The **SPINCycle** questioning framework helps to ensure that the customer has **space to speak**, interwoven with intelligently chosen insights, anecdotes, and a **thoughtful blend of relevant value-creating questions**:

- Minimising the number of **situational** questions by ensuring salespeople do their research in advance
- Uncovering the **problems** the customer is suffering from, with a focus on **business issues** and not just functional needs
- Exploring the **impact** and **implications** of the issues the customer has acknowledged
- Helping the customer to recognise for themselves the **need and value** of addressing the issue
- Asking **commitment** questions that help to confirm the **agreed next steps**

Outcome-Centric Selling® | SPIN+Cycle Question Workbook

Use this workbook to plan and prepare the most relevant SPIN+Cycle Situational, Problem, Implication, Need-Value and Commitment questions for each of your most common customer situations and scenarios – such as targeted issues, and specific product or service offerings.

| Situation/ Scenario | |
|---|--|
| Potential Situational Questions to Ask | |
| Potential Problem Questions to Ask | |
| Potential Implication Questions to Ask | |
| Potential Need-Value Questions to Ask | |
| Potential Commitment Questions to Ask | |

When, how, and where to use this tool:

- As a **collective exercise** across sales and marketing to come up with the most appropriate and powerful questions to ask in common sales situations/scenarios
- To come up with an appropriate and relevant **balance of questions** to ask when preparing for a given customer conversation
- To **avoid** asking questions the customer is likely to regard as irrelevant, disrespectful, or patronising



05.4 Frequently Asked Questions Workbook

The most experienced salespeople have usually worked out **how to best answer** their customer's common or predictable **potentially-tricky questions** through a combination of insight, empathy, trial-and-error, and personal experience.

Unfortunately, their less-effective and less-experienced colleagues often **struggle to respond** to these same questions and can find that their progress ends up stalling as a result.

That's where a collectively-sourced frequently-asked questions workbook can prove invaluable - it reflects the **accumulated wisdom** of the entire sales organisation, and not just each salesperson's individual experiences.

This is one of a number of examples - the SPINCycle questioning framework is another obvious one - where salespeople can **learn from each other**.

The resulting collection of frequently asked questions can be hosted on the organisations' **sales enablement system** or **shared file repository**.

Outcome-Centric Selling® | Frequently Asked Questions Workbook

Use this workbook to anticipate your prospective customers' frequently-asked yet potentially tough-to-answer questions and prepare appropriate responses

| Context: | | |
|--|-----------------------|------------------------|
| Predictable, potentially tough to answer questions | Who is likely to ask? | How should we respond? |
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |
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| | | |
| | | |
| | | |

When, how, and where to use this tool:

- As a **collective exercise** across sales and marketing to come up with the most effective answers to our customers' most predictable questions
- To **prepare** for an upcoming conversation by reviewing the potential best answers to the prospective customer's most likely questions



05.5 Shareable Anecdote Framework

It's often observed that many **top salespeople** are also amongst the **most effective storytellers**.

Rather than “pitching”, they **build rapport** and **gain the confidence** of their prospects by **sharing relevant anecdotes** that **reflect the experiences** of other **similar customers**.

Fortunately, this is a **skill that can be learned**, and when salespeople share their favourite anecdotes with their colleagues the whole organisation benefits.

The key elements on an **effective anecdote** include:

- A **customer situation** and **experience** that the listener can relate to
- A **recognisable complication** that had been preventing that customer from achieving their desired outcomes
- A **turning point** that took advantage of our unique approach and perspective
- A **positive resolution** and **outcome**, plus an **unanticipated** or **unexpected benefit**

Outcome-Centric Selling® | Anecdote Framework

Use this framework to capture and share the key elements of your customer anecdote

| | |
|--------------------------------------|--|
| Customer | |
| Industry | |
| Offering | |
| Use Case | |
| Situation | |
| Complication | |
| Turning Point | |
| Resolution / Outcome | |
| Unexpected Benefit | |
| Customer Testimony/Quote or Reaction | |

When, how, and where to use this tool:

- As a **collective exercise** across sales and marketing to capture and share the most powerful customer stories and anecdotes
- To **prepare** for an upcoming conversation by familiarising ourselves with the **anecdotes** that could **most effectively support** the **messages** we are trying to convey

06: Sales Process Design Tools

When many sales organisations talk about their “sales process”, they are typically referring to a series of **linear, non-reversible steps** each salesperson is expected to follow in order to convert a prospect into an order - often including stages based on a specific sales activity such as “qualifying”.

But in the real world, the customer’s actual buying decision journey is **far more complicated**. They are more likely to think in terms of (for example) “selecting” or “verifying”. More importantly, their journey is **rarely linear** - from any point, they can move **forwards, backwards, go around in circles** or **abandon the journey** altogether.

And their **buying journey** also looks very different depending on whether they ultimately actually buy anything is **inevitable** or **discretionary**, and whether they are embarked on what they see as a **familiar** or an **unfamiliar** decision process.

Rather than a single **rigid sales process**, sales organisations need a **flexible framework** to accommodate all these variations.

Key Sales Process Design Tools

06.1 Customer Decision Journey Checklist

06.2 Buying Behaviour Guidelines



06.1 Customer Decision Journey Checklist

Traditionally, most sales organisations have defined their “sales process” in terms of a **linear one-directional sequence** of stages and/or actions that salespeople are expected to follow when managing a sales opportunity.

Recently, more enlightened sales organisations have decided to reflect the **customer’s buying decision journey** in their approach to opportunity and pipeline management.

This involves defining pipeline stages in terms of the **key phases** in the **buying journey**, recognising that the process can go backwards as well as forwards, and seeking to anticipate and observe:

- What the prospective customer is likely to be **thinking** and **doing** during each phase
- What the salesperson needs to **know** and **do** during each phase
- Typical **customer indicators/verifiers**
- **Phase-relevant qualifiers**
- **Progress milestones** and **exit criteria**

Outcome-Centric Selling® | Customer Decision Journey Checklist

| Key phases in the customer's buying decision journey (up to the point of commitment to action) | | | | | | | |
|--|--|---|---|--|--|--|---|
| Customer Phase | Status Quo | Concerned | Exploring | Defining | Selecting | Verifying | Confirming |
| What is our prospective customer likely to be thinking and doing? | They appear to be unconcerned about any of the issues we could help them address | They have become aware of an issue as a result of an internal or external trend or trigger | They are actively investigating the issue and researching credible potential solution options | They are assembling their decision team and defining their decision criteria and process | Evaluating short-listed options and seeking consensus regarding a single preferred option | They are eliminating any remaining reservations and negotiating best possible terms | The project sponsor is submitting internal business case for final internal approval |
| What are the key things we need to be doing? | Systematically raising awareness of the issues we are targeting and their implications | Identifying and engaging concerned prospects as early as possible in their buying decision journey | Determining whether the opportunity is real, winnable, and worth winning | Influencing their desired outcomes and decision criteria, and facilitating their decision process | Convincing the decision team that our approach will deliver their best possible outcomes | Identifying and dealing with any remaining concerns and securing a mutually acceptable deal | Ensuring the project and our proposed approach has the highest possible chance of approval |
| Typical customer indicators/verifiers | | - They show initial signs of interest | - Customer engages in ongoing conversation - Customer confirms issues | - Customer shares more detailed information - Customer reveals decision process | - Customer issues RFP (if appropriate/necessary) - Customer evaluates short-listed options | - Customer is actively negotiating - Customer requests references/proof points | - Approval process, criteria and timetable shared - Internal business case finalised and submitted |
| Qualifiers (partial list) | ICP - Organization matches Ideal Customer Profile | ISSUES/IMPLICATIONS - Does prospect have an issue we can address? - Are the implications potentially significant? TIMING/URGENCY - Where did our "tense date" come from? AUTHORITY/INFLUENCE - Who are the decision-makers/approvers? Requalify previous factors | MONEY/METRICS - Do the metrics justify action? - Are the economics clear/favourable? PROCESS/CRITERIA - Is their decision process clear? - Are their decision criteria clear? AUTHORITY/INFLUENCE - Who are the decision-makers/approvers? Requalify previous factors | CHAMPION(S) - Who is championing the project? - Who are our champions? COMPETITION - What are their other options? - What other projects are competing for approval? TIMING/URGENCY - What's driving their urgency (if anything)? Requalify previous factors | PROCESS/CRITERIA - Is their decision process favourable? - Are their decision criteria favourable? AUTHORITY/INFLUENCE - What is our relationship with key stakeholders? CHAMPION(S) - Are we being actively championed? COMPETITION - Do we have a clear advantage? Requalify previous factors | PROCESS/CRITERIA - What is their approval process? AUTHORITY/INFLUENCE - Do our champions have power over legal/procurement? CHAMPION - Are all competitive vendors eliminated? Requalify previous factors | PROCESS/CRITERIA - When is the project due to be finally approved? COMPETITION - Which other projects are we competing against, and where do we stand? TIMING/URGENCY - Why do they need to approve and implement urgency? Requalify previous factors |
| Key things we need to know or do (partial list) | - Issue based outreach to key roles in organizations that match our ICP | - Initiate a conversation - Start to qualify - Is this an inevitable or discretionary purchase? - Familiar or unfamiliar decision process? | - Explore their situation - Continue to qualify - Identify key stakeholders - What triggered their search for a solution? - Is our initial contact a potential champion? | - Continue to qualify - Engage key stakeholders - How can we create or amplify their FOMO? - How have they tried to address issue before? - What are their desired outcomes (organisational and personal)? | - Continue to qualify - Get shortlisted - Focus on outcomes - Differentiate our approach - Establish urgency - Who has REALLY got the power? | - Continue to qualify - Identify and eliminate remaining risk or doubt - What are their remaining concerns? - How can we establish trust/eliminate FOMO? | - Continue to qualify - Ensure they trust us to deliver - What stands in the way of final approval? |
| Progress Milestone/Exit Criteria | - We detect evidence of a trigger event | - Customer agrees to actively engage | - Customer passes initial qualification and agrees to advance to next phase with us | - Customer establishes decision criteria and process and agrees to advance with us | - Customer informs us we are their preferred option and agrees to advance with us | - Customer agrees all relevant terms and conditions and submits project for final approval | - Customer places a bookable order with us |

When, how, and where to use this tool:

- As a catalyst for developing a **customer-journey-centric sales process** that includes customer-activity-based milestones
- To help salespeople to anticipate what their prospect's priorities are likely to be during **each phase** of their buying decision journey

06.2 Buying Behaviour Guidelines

Each customer's buying decision journey looks very different depending on whether the decision to buy something is **inevitable** or **discretionary**, and whether they are embarked on what they see as a **familiar** or an **unfamiliar** decision process.

When a purchase is **inevitable**, then the salesperson can focus on promoting the **advantages of their approach** over all other options - but when the purchase is discretionary (i.e., it may never happen), then the salesperson must **also sell the need for change**.

When the customer regards their decision process as being **very familiar**, they are likely to think that they do not need to engage vendors directly until late in the process, but when they recognise that they are entering **unfamiliar territory**, they are more likely to be open to seeking advice earlier in the process.

These two dimensions have a huge impact on how the customer **manages their buying decision journey**, and on how salespeople should **seek to engage with them**.

Outcome-Centric Selling® Checklist | Matching our Sales Strategies and Tactics to our Prospect's Buying Behaviour

| | |
|---|--|
| <p>Discretionary Purchase + Familiar Decision Process: "Marching into the Unknown"</p> <p>Key indicators:</p> <ul style="list-style-type: none"> At the end of the exercise, customer may or may not commit to take action, AND They have indicated that they believe their buying decision process will be a familiar one <p>Situation:</p> <p>Our prospect may end up doing nothing - so (assuming they are otherwise well-qualified) we must help them to decide to do something, to act now, and to choose us.</p> <p>Key things we need to know and do:</p> <ul style="list-style-type: none"> Confirm that this is in fact a discretionary purchase combined with a familiar buying process Understand their current buying decision process and criteria and if necessary suggest some refinements and improvements Help them to answer the key questions associated with this type of buying decision journey: <ul style="list-style-type: none"> Why do they need to act, (rather than continuing on their current path)? Why should they choose us, (rather than any other option?), and Why should they trust us (to ensure that they achieve their intended outcomes)? Convince them that they need to act before trying to persuade them to choose and trust us Create FOMO^[1] by exploring their issue(s) and the associated implications (including the costs and consequences of inaction) and trying to persuade them of the need to act, and the need for urgency Eliminate FOMU^[2] and establish trust by demonstrating how our approach and capabilities will ensure that they achieve the best possible outcomes | <p>Discretionary Purchase + Unfamiliar Decision Process: "Running in the Fog"</p> <p>Key indicators:</p> <ul style="list-style-type: none"> At the end of the exercise, customer may or may not commit to take action, AND They have acknowledged that their buying decision process will be an unfamiliar one <p>Situation:</p> <p>Every aspect of our prospect's buying decision journey is open to influence: they are unsure how to decide what to do and may end up doing nothing - so (assuming they are otherwise well-qualified) we must help them to decide what to do, to do something, to act now, and to choose us.</p> <p>Key things we need to know and do:</p> <ul style="list-style-type: none"> Establish our credibility as a trusted adviser by coaching them on the key things they need to know and do to make the best possible decision for them (even if that is a decision to do nothing) Help them to establish their decision group and define their buying decision process and criteria Help them to answer the key questions associated with this type of buying decision journey: <ul style="list-style-type: none"> Why do they need to act, (rather than continuing on their current path)? Why do they need to act now, (rather than later)? Why should they choose us, (rather than any other option?), and Why should they trust us (to ensure that they achieve their intended outcomes)? Be prepared to politely disqualify and disengage if we cannot be sure we can help or if we cannot offer the best option Create FOMO^[1] by exploring their issue(s) and the associated implications (including the costs and consequences of inaction) and trying to persuade them of the need to act, and the need for urgency Eliminate FOMU^[2] and establish trust by demonstrating how our approach and capabilities will ensure that they make the best possible decision achieve the best possible outcomes |
| <p>Inevitable Purchase + Familiar Decision Process: "Painting by Numbers"</p> <p>Key indicators:</p> <ul style="list-style-type: none"> The customer has confirmed that they must commit to action no later a specified date, AND They have indicated that they believe their buying decision process will be a familiar one <p>Situation:</p> <p>Our prospect is bound to do something - so (assuming they are well-qualified) we must help them to decide to act now (rather than later), and to choose us (rather than any other option).</p> <p>Key things we need to know and do:</p> <ul style="list-style-type: none"> Confirm that this is in fact an inevitable purchase combined with a familiar buying process Understand their current buying decision process and criteria Help them to answer the key questions associated with this type of buying decision journey: <ul style="list-style-type: none"> Why do they need to act now, (rather than later)? Why should they choose us, (rather than any other option?), and Why should they trust us (to ensure that they achieve their intended outcomes)? Establish the need for urgent action before trying to persuade them to choose and trust us Amplify FOMO^[1] by exploring their issue(s) and the associated implications (including the costs and consequences of delay) and seeking to convince them to act sooner rather than later Eliminate FOMU^[2] and establish trust by demonstrating how our approach and capabilities will ensure that they achieve the best possible outcomes | <p>Inevitable Purchase + Unfamiliar Decision Process: "Orienteeering"</p> <p>Key indicators:</p> <ul style="list-style-type: none"> The customer has confirmed that they must commit to action no later a specified date, AND They have acknowledged that their buying decision process will be an unfamiliar one <p>Situation:</p> <p>The customer is bound to do something - but they are not completely sure how to buy, who to buy from, and when to act - As well as promoting why us, we need to address why now and work with our customer to become a trusted adviser and to influence their requirements, buying criteria and decision process.</p> <p>Key things we need to know and do:</p> <ul style="list-style-type: none"> Establish our credibility as a trusted adviser by coaching them on the key things they need to know and do to successfully manage their buying decision process Help them to establish their decision group and define their buying decision process and criteria Help them to answer the key questions associated with this type of buying decision journey: <ul style="list-style-type: none"> Why do they need to act now, (rather than later)? Why should they choose us, (rather than any other option?), and Why should they trust us (to ensure that they achieve their intended outcomes)? Amplify FOMO^[1] by exploring their issue(s) and the associated implications (including the costs and consequences of delay) and seeking to convince them to act sooner rather than later Eliminate FOMU^[2] and establish trust by demonstrating how our approach and capabilities will ensure that they make the best possible decision and achieve the best possible outcomes |

[1] FOMO = The Fear of Missing Out (i.e., the bad things that could happen if they fail to take action) | [2] FOMU = The Fear of Messing Up (i.e., the bad things that could happen as a result of a poor buying decision)

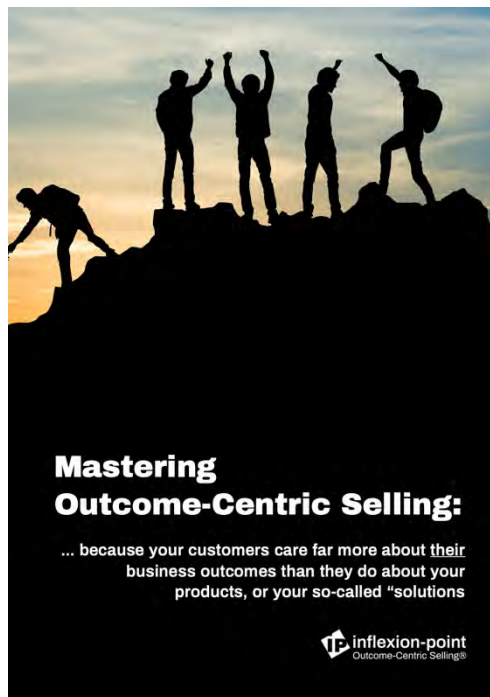
When, how, and where to use this tool:

- To help salespeople to **diagnose** the specific nature of each customer's buying decision journey
- To guide salespeople in how they need to **manage the different types** of buying decision journey



07: eBooks/Guides

You may also find the following eBooks and guides helpful:



Mastering Outcome-Centric Selling offers a comprehensive introduction to the essential building blocks of Outcome-Centric Selling®.

It is recommended reading for any **business executive, sales leader or salesperson** who wants to learn more about the concept and to see how to put the principles into practice.

The guide explains why having an **outcome-centric perspective** is so relevant to today's increasingly complex B2B selling and buying environments.



Qualifying With IMPACCT is the essential guide to the IMPACCT **opportunity qualification framework** - an evolved version of MEDDIC, and a key building block of the outcome-centric selling approach.

To download these and many other useful resources, please visit the resources page of the Inflexion-Point website at <https://www.inflexion-point.com/resources>



08: In Conclusion

We hope that this guide has helped you to better understand and appreciate the **power** and **potential** of both the outcome-centric selling approach and its supporting sales toolkit.

If you are an **existing** individual or corporate customer of Inflexion-Point, you are entitled to have direct access to the relevant sales tools in a customisable format that allows you to tailor each tool to your organisation's specific circumstances and requirements.

If you are a **potential** individual or corporate customer, we would be pleased to explain your options for licensing the sales toolkit and the associated training programmes.

To find out more, please email us at info@inflexion-point.com or [book a zoom call](#). We look forward to the conversation.

Bob Apollo | Chief Outcomes Officer

Inflexion-Point Strategy Partners Limited | www.inflexion-point.com

Email: info@inflexion-point.com | Tel: +44 7802 313300

Inflexion-Point | 17 Pinebeach Court, 4-5 Beach Road, Poole, BH13 7BX, UK