TOP TEN PRINCIPLES OF HIGHLY PERSUASIVE MESSAGING

Objective Criteria Equips Marketing to Accelerate Revenue Growth

the best way to increase sales

Silver Bullet Group, Inc.

About Your Instructor

Michael Cannon
CEO and Founder
Silver Bullet Group, Inc.

Sales and marketing expert who helps clients accelerate revenue growth by doubling the effectiveness of the messaging and tools the use to persuade people to buy from them.

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About You

- What role(s) do you play?
- What are your business objectives?

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Big Picture Objectives

- **Assess**: Help you determine if there is a meaningful opportunity to improve the effectiveness of your messaging/content and go-to-market tools
- **Action**: Motivate you to use the ideas so you can…
  - Create greater competitive differentiation/advantage
  - Increase Marketing ROI by 10-15%
  - Provide better channel (Direct, Indirect) engagement/support
  - Accelerate revenue growth

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Learning Objectives

After this module, you should know:

- The root cause of ineffective customer messaging
- The five primary categories of customer messaging and their relative influence on the customer's decision to buy
- Why you are not using the most persuasive category of customer messaging, even if you think you are
- The true impact of using ineffective customer messaging
- Ten objective principles you can use immediately to evaluate your current messaging and create your most persuasive messaging and deliverables
- How to achieve key business objectives using highly persuasive messaging

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Defining Messaging

- A communication in writing, in speech, or by signals

  – Merriam-Webster

- Messaging is the words you use, both written and verbal, along with the supporting visuals, to persuade a person to do business with your company.

  – Silver Bullet Group, Inc.

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Target Audiences

Customer / End User
Prospective
Existing
Channel Partners
Distributor
Reseller
OEM
VAR/Integrator
Rental
Delivery
Referral
Sales
Inside
Outside
Market Research Analyst
Financial Analysts/Investors

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The Problem with Current Business Model

- "58% of a vendor's marketing content is not relevant to potential buyers and reduces the vendor's chance of closing a sale by 45%."
  IT Buyer Survey, International Data Group, 2008

- "Over 65% of sales leaders feel they're losing business because they don't have a compelling value proposition."
  Miller Heiman, Sales Best Practice Study, 2006

- "As much as 40% of a sales rep's time is spent creating presentations, customizing messaging and preparing for pitches."
  CMO Council Study, 2004

- "80 to 90% of marketing collateral is considered useless by sales."
  Proceedings of the Customer Message Management Forums, published by the American Marketing Association (2002 and 2003)
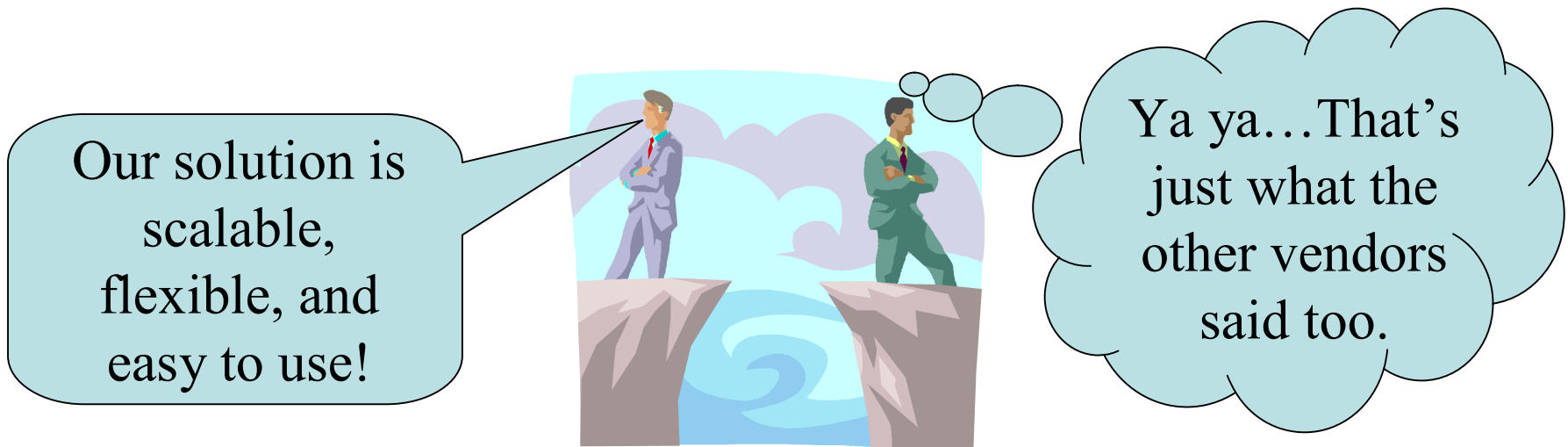
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**Current Business Model
is Not Optimal**

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Root Cause Analysis

- Most companies have a gap in their Customer Messaging. They are not providing persuasive answers to key customer questions like:
    - "Why should I change-out my current solution for a new solution?"
    - "Why should I buy this solution from your company rather than from the competition?"

Our solution is scalable, flexible, and easy to use!

Ya ya…That's just what the other vendors said too.

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Typical Customer Messaging Map v2-2

Message Categories	Distance to Customer	Message Types	Primary Questions to Answer	Message Goals
Corporate Messaging (Mostly Descriptive)	30,000 feet	Brand Company	What does the company stand for? What products, services, and benefits does the company offer to whom?	Trust-Relationships Interest
Market Messaging (Mostly Descriptive)	20,000 feet	Industry, Market, Market Segment	What solutions (products and services) and value do you offer?	Distinctions
Product Messaging (Mostly Descriptive)	10,000 feet	Product Positioning Statement Product Overview Demand Generation	How do target customers distinguish the offering from other company offerings and all primary competitors? What does this offering do and include, how does it work and what are the key benefits? Why should I consider your offering?	Distinctions Distinctions Leads
Sales Messaging (Mostly Persuasive)	10 feet	Opportunity Creation Competitive Meeting Creation	Why should I change-out my current solution for a new solution? Why should I buy the solution from your company rather than from the competition? Why should I meet with you?	Opportunities Orders Meetings
Sales Conversation (Highly Persuasive)	3 feet	Persuasive Conversation	"Why consider?", "Why meet?", "Why change-out?", and "Why buy from you?" for all opportunities	Create Consideration / Meetings, Opportunities, and Orders

Lesser Influence on Customer Buying Decision

GAP

Greater Influence on Customer Buying Decision

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Case in Point

Oracle Fusion Middleware

◢ WHY ORACLE?

Oracle Fusion Middleware 11*g* is the #1 application infrastructure foundation available today. It enables enterprises to create and run agile, intelligent business applications while maximizing IT efficiency through full utilization of modern hardware and software architectures. Oracle Fusion Middleware 11*g* is the only middleware available from any vendor that offers the following innovative design principles:

- **Complete**—Work with a single, strategic partner for all middleware requirements

- **Integrated**—Certified integrations with Oracle Fusion Middleware, Oracle Database, and Oracle Applications provide confidence and reduce costs

- **Hot-pluggable**—Enhance your existing infrastructure and applications with interoperability that goes beyond industry standards

- **Best-of-breed**—Choose from best-of-breed offerings across every product line

VS

Why Oracle?

1) Fastest Development

2) Smallest Deployment and Support Cost

3) Lowest Risk Option

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12

Impact of the Gap

Lower Return on Your
Your Sales and Marketing Investments

- **Lower Win Rates/Revenue** – customers get less persuasive answer to their buying questions

- **Higher Discounts** – customer does not see meaningful competitive differentiation

- **Higher Costs** – % of sales reps/regional marketing salaries/time spent closing the gap…making up the messaging, collateral, and tools they need

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Impact of the Gap

Lower Return on Your Your Sales and Marketing Investments

- **Reduced Marketing ROI** – all marketing deliverables and programs are less effective with less persuasive messaging

- **Less Successful Product Launches** – Sales is not able to sell the value of the product at launch (Product Readiness <u>vs.</u> Channel Readiness)

- **Lower Brand Equity** – customer gets inconsistent/ Poor messaging that is not in alignment with brand

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Business Model 1.0 vs 2.0

Business Model 1.0 - Sales makes up sales messaging/answers 1 rep/ 1 deal at a time, Field Marketing creates, and/or we force customers to figure out the answers for themselves

<u>vs.</u>

Business Model 2.0 - Marketing creates/leverages sales messaging across all the sales teams (inside, outside, regional marketing teams, customer service, and indirect channel) *and all* Marketing deliverables/programs

What business model gives you greater competitive advantage?

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Value of Closing the Customer Messaging Gap

- **"Many product managers do not have sales experience, yet one of the most important parts of their role is supporting product sales. Their effectiveness at this task is contingent upon their ability to communicate a succinct value proposition and deliver engaging training. The Silver Bullet Group's Sales Support Training for Product Managers provided us with the right mindset and the appropriate skills to excel at these tasks. The impact was a meaningful improvement in the execution of sales programs."**

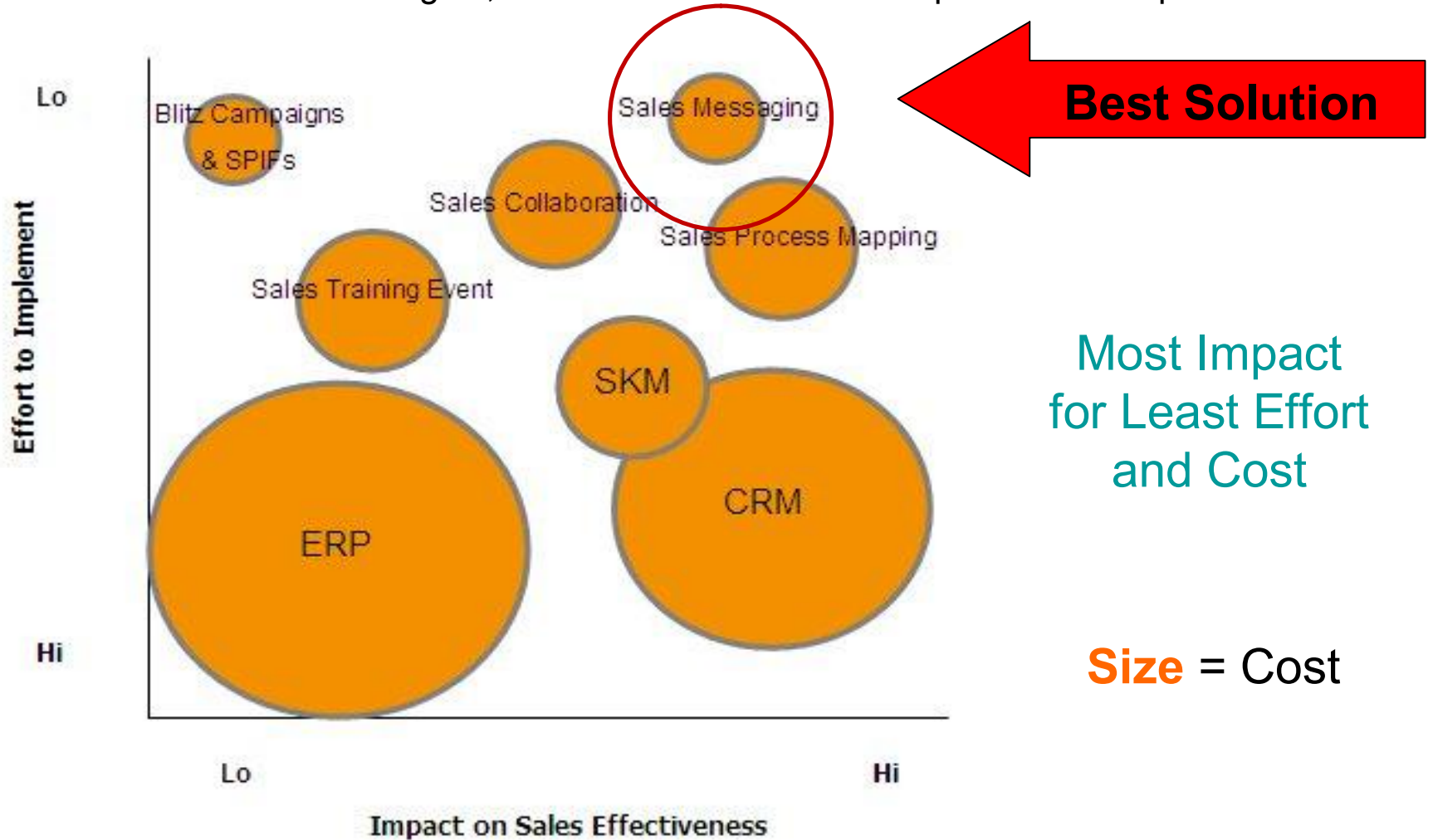 Mohamad Afshar Ph.D., Vice President, Product Management
  Oracle Corporation

- **"In three months our sales pipeline has doubled in size, and our close rate is up by 150%."**

  Stuart Ratner, COO, A3 Solutions Inc.

- **"The competitive 1-pager with supporting customer videos and presentation helped us take 15% market share from a key competitor and generated an incremental $1M of revenue in just 7 months! It also reduced field support issues by around 75%."**

  Angelo Umali, Sales and Technical Support Engineer,
  Agilent Technologies, Inc.

- **"The impact on the region was immediate. The first time the new sales messaging and strategy was used, we closed a $100k sale to a F500 company in less than 60 days. Sales in the region increased approximately 35%."**

  Barbara Wehrle, Director, Western Region,
  SilverStream Software, Inc.

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Effort vs. Impact on Sales Effectiveness V1-3

Source: CSO Insights, 2008 Sales Performance Optimization Report

Best Solution

Most Impact
for Least Effort
and Cost

Size = Cost

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Competitive Sales Messaging Example: "Why Buy™ FPS's AcuPlan Financial Planning Software vs. Redstone's PerfectPlan?" for Line of Business Buyer v1-4

Customer Business Value #1	Customer Business Value #2	Customer Business Value #3
Do the Most with the Least	**Greatest Confidence in Your Data**	**Drive the Most Change**
Underlying Customer Problems Solved	Underlying Customer Problems Solved	Underlying Customer Problems Solved
We can help you: • Decrease cycle times by 60% or more • Cut resource requirements by 60% or more • Increase reporting content	We can help you: • Have more time for analyses between closing and reporting • Get greater accountability: visibility into who did what, when • Reduce effort to synchronize planning processes across the enterprise (OPS, FIN, MKT, SALES, etc.	We can help you: • Do more with less and with greater confidence, positioning you to drive more change • Deploy changes and gain adoption up to 60% faster • Perform faster identification of variances, changing business drivers and emerging issues
Whole Product Capabilities Advantages vs. Competition	Whole Product Capabilities Advantages vs. Competition	Whole Product Capabilities Advantages vs. Competition
• **Best Usability:** System-wide 1-button reconciliations and consolidations vs. per-user scripts to write and maintain • **Most Perspectives:** Multi-perspective (OLAP) database vs. 2-dimensional relational database • **Fastest Analysis:** Real time ad-hoc analysis vs. batch analysis • **2x Better Data Access:** Supports over 30 data sources vs. just 15	• **Best Workflow:** Drag-and-drop workflow wizard vs. programming to create workflows • **Best Views:** Integrated views vs. consolidated views • **Best Usability:** System-wide 1-button reconciliations and consolidations vs. per-user scripts to write and maintain • **Most Analysis Levels:** Unlimited levels of drill-down for analysis vs. just 5 levels	• **Fastest Deployment:** 1-click deployment/update of business rules vs. batch updates • **Most Perspectives:** Multi-perspective (OLAP) database vs. 2-dimensional relational database • **Best Usability:** Trending wizard vs. export to third-party tool • **Easiest Testing:** 20% better "What ifs" scenarios testing: 50 predefined tests with EasyEdit vs. 33 tests with no ability to edit
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Expanded Column #1

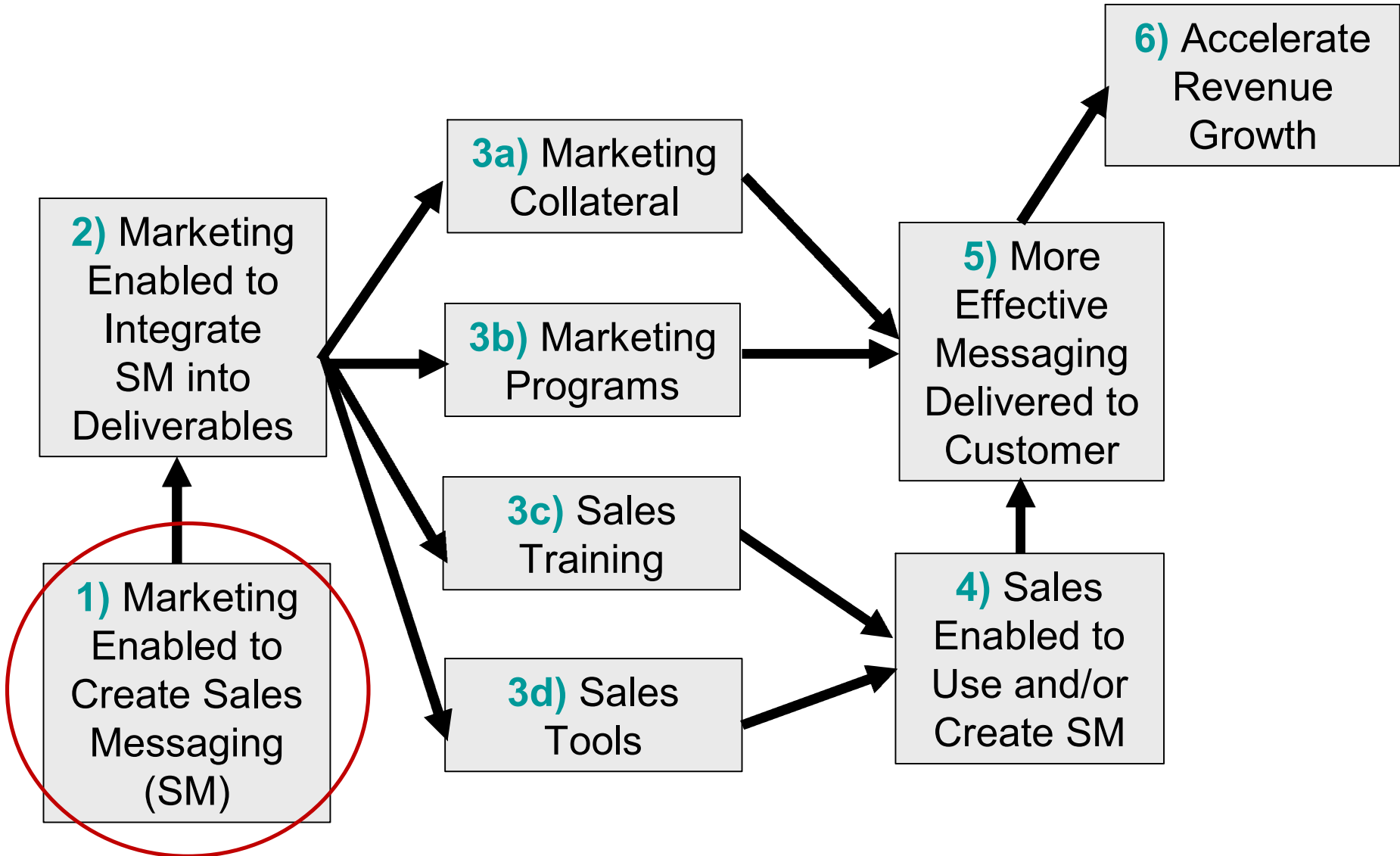| Customer Business Value #1	Underlying Customer Problems Solved	Whole Product Capabilities Advantages vs. Competition
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Proof Points

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Solution Overview

2) Marketing Enabled to Integrate SM into Deliverables

1) Marketing Enabled to Create Sales Messaging (SM)

3a) Marketing Collateral

3b) Marketing Programs

3c) Sales Training

3d) Sales Tools

4) Sales Enabled to Use and/or Create SM

5) More Effective Messaging Delivered to Customer

6) Accelerate Revenue Growth

What Objective Criteria Can be Used to Evaluate If Messaging is Effective?

Full Group Discussion

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The Top 10 Principles of Great Sales Messaging

1. Target the buyer by audience type and buyer role

- Audience types to consider:
    - Customer
    - Channel partner
    - Market research analyst
    - Field sales

- Buyer roles to consider:
    - Financial Buyer– "Best way to gain a competitive advantage"
    - Line of Business Buyer– "Best way to meet project schedules"
    - Technical Buyer – "Fastest way to find design problems"

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Customer Business Value #1	Customer Business Value #2	Customer Business Value #3
Do the Most with the Least	**Greatest Confidence in Your Data**	**Drive the Most Change**
Underlying Customer Problems Solved	Underlying Customer Problems Solved	Underlying Customer Problems Solved
We can help you: • Decrease cycle times by 60% or more • Cut resource requirements by 60% or more • Increase reporting content	We can help you: • Have more time for analyses between closing and reporting • Get greater accountability: visibility into who did what, when • Reduce effort to synchronize planning processes across the enterprise (OPS, FIN, MKT, SALES, etc.	We can help you: • Do more with less and with greater confidence, positioning you to drive more change • Deploy changes and gain adoption up to 60% faster • Perform faster identification of variances, changing business drivers and emerging issues
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Competitive Sales Messaging Example: "Why Buy® FPS's AcuPlan Financial Planning Software vs. Redstone's PerfectPlan?" for the Financial Buyer v1-9

Customer Business Value #1	Customer Business Value #2	Customer Business Value #3
Create the Most Business Value	**Obtain the Lowest Total Cost of Ownership**	**Implement the Least Risky Option**
Underlying Customer Problems Solved	**Underlying Customer Problems Solved**	**Underlying Customer Problems Solved**
We can help you: • Do the most with the least • Have the greatest confidence in your data • Drive the most change	We can help you: • Deploy 30% faster • Achieve 15% lower training and administration costs • Reduce ongoing usage costs by 20%	We can help you: • Reduce reporting errors • Gain more time for analysis • Get greater accountability and visibility • Achieve adoption up to 20% faster
Whole Product Capabilities Advantages vs. Competition	**Whole Product Capabilities Advantages vs. Competition**	**Whole Product Capabilities Advantages vs. Competition**
The Best Spreadsheet Management Application • **Best Usability:** System-wide 1-button reconciliations and consolidations vs. per-user scripts to write and maintain • **Fastest Analysis:** Real-time ad hoc analysis vs. batch analysis • **2x Better Data Access:** Supports over 30 data sources vs. just 15 • See additional advantages in #2 and #3	• **Fastest Deployment:** 1-click deployment/update of business rules vs. batch updates • **Best Workflow:** Drag-and-drop workflow wizard vs. programming to create workflows • **Easiest Testing:** 20% better "What if" scenarios testing: 50 predefined tests with EasyEdit vs. 33 tests with no ability to edit • See additional advantages in #1 and #3	• **Most Analysis Levels:** Unlimited levels of drill-down for analysis vs. just 5 levels • **Most Perspectives:** Multi-perspective (OLAP) database vs. 2-dimensional relational database • **Best Views:** Integrated views vs. consolidated views • **Best Usability:** Trending wizard vs. export to third-party tool • **Fastest Deployment:** 1-click deployment/update of business rules vs. batch updates
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The Top 10 Principles of Great Sales Messaging

2. Indentify and persuasively answer the audience's primary buying questions

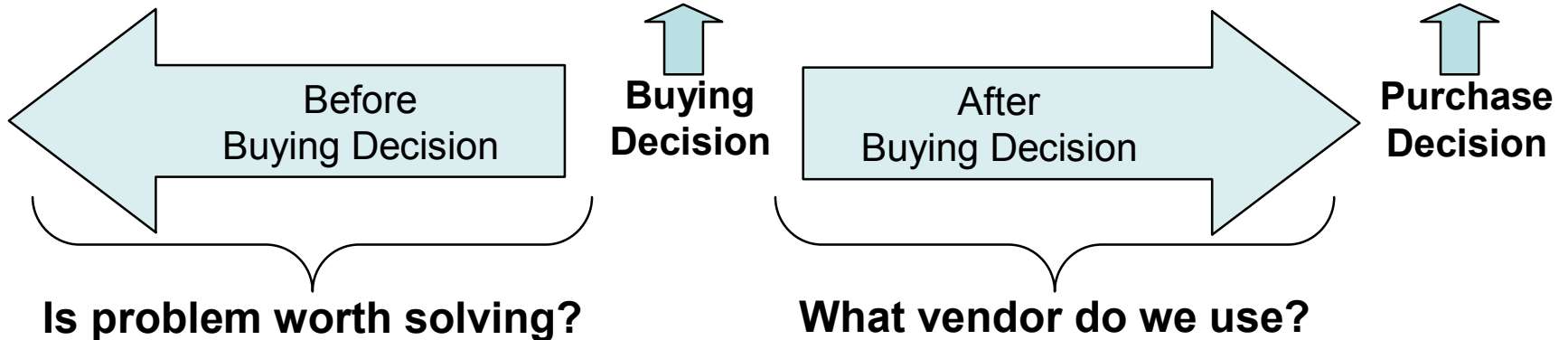| Opportunity Creation	Competitive
Goal: Create Opportunities	Goal: Create Orders
Early in buying process, product life cycle/sales cycle, the primary buyer question to answer is: **"Why should I change-out my current solution for a new solution?"** It has nothing to do with your company. It is about educating the buyer on the business case for change.	Later in buying process, product life cycle/sales cycle, the primary buyer questions to answer shifts to: **"Why should I buy your solution rather than a competitive alternative?"** It is about competitive differentiation and educating the buyer on why they should buy from your company.

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The Top 10 Principles of Great Sales Messaging

3. Enable the buy/sale process and the Technology Adoption Life Cycle (TALC)

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Sales Messaging Alignment to Buy/Sell Process

Customer Buying Process

Before Buying Decision

Buying Decision

After Buying Decision

Purchase Decision

Is problem worth solving?

What vendor do we use?

Sales Process

Messaging/Goal

**"Why Change?"
Create Opportunities**

Messaging/Goal

**"Why Your Company?"
Create Orders**

Sales Tool/Training

Sales Opportunity Briefing

Sales Tool/Training

Competitive Briefing

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Sales Messaging Alignment to TALC

Market Phases	Early Market	Bowling Alley	Tornado	Main Street
Buyer Types	Visionaries	Early Pragmatists	Late Pragmatists	Conservatives
Buyer's Compelling Reason for Buying, a.k.a. Messaging Theme	Gain a competitive advantage	Fix a broken business process	Adopt the right solution: • Gorilla – lowest risk • Chimp – best of breed • Monkey – best value	The best solution for maintaining and leveraging your investment
Sales Messaging Types/Priority	1) Opportunity Creation	1) Opportunity Creation	1) Competitive 2) Opportunity Creation	1) Competitive 2) Opportunity Creation

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The Top 10 Principles of Great Sales Messaging

4. Make the right comparison

- For opportunity creation messaging:
  - Define the <u>value of the difference</u> between your solution and the customer's current solution.

- For order creation messaging or competitive messaging:
  - Define the <u>value of the difference</u> between your solution and the competitors' solutions.

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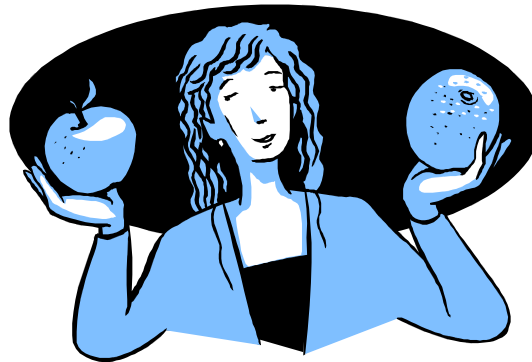
Biz Creation Sales Messaging Example: "Why Change™-out Your Excel-based Financial Planning Tool and Buy FPS's AcuPlan?" for Financial Buyer" v1-7

Customer Business Issue #1	Customer Business Issue #2	Customer Business Issue #3
Do More With Less	**Greater Confidence in Your Data**	**Drive More Change**
Underlying Customer Problems Solved	**Underlying Customer Problems Solved**	**Underlying Customer Problems Solved**
We can help you: • Decrease cycle times by 60% or more • Cut resource requirements by 60% or more • Increase reporting content	We can help you: • Have more time for analyses between closing and reporting • Get greater accountability: visibility into who did what, when • Reduce effort to synchronize planning processes across the enterprise (OPS, FIN, MKT, SALES, etc.)	We can help you: • Do more with less and with greater confidence, positioning you to drive more change • Deploy changes and gain adoption up to 60% faster • Perform faster identification of variances, changing business drivers and emerging issues
Whole Product Capabilities	**Whole Product Capabilities**	**Whole Product Capabilities**
• Reconciliations and consolidations are automatic (not manual) • Automated database access • Multi-perspective (OLAP) database consolidates data across all company views (product, channel, BU, org, entity) • Real time ad-hoc analysis and slice-and-dice • Retrieve data from multiple diverse data sources into a single view	• Integrated views • Workflow organizes and orchestrates process (enforces) • Automated reconciliation between diverse groups in database • Web access enables deeper, wider employee participation • Drill-down makes detail data immediately available for analysis	• More perspectives, input help identify choices • Business rules update and deploy in one click -- users always on latest version • Trending allows early identification of issues • Visibility to detail allows assumptions, drivers to be seen • Rapid "what ifs" allow multiple scenarios to be thoroughly tested
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Competitive Sales Messaging Example: "Why Buy™ FPS's AcuPlan Financial Planning Software vs. Redstone's PerfectPlan?" for Line of Business Buyer v1-4

Customer Business Value #1	Customer Business Value #2	Customer Business Value #3
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The Top 10 Principles of Great Sales Messaging

5. Use strong comparative language

- The more clearly you contrast the difference between you and your competitors, the more business you win.
  - Contrast: What is the difference?
  - Quantification contrast: How much better are you?
  - Black-and-white contrast: Sharply contrasting adjectives

300%   Better

3X   *Best*

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Do the Most with the Least	**Greatest Confidence in Your Data**	**Drive the Most Change**
Underlying Customer Problems Solved	**Underlying Customer Problems Solved**	**Underlying Customer Problems Solved**
We can help you: • Decrease cycle times by 60% or more • Cut resource requirements by 60% or more • Increase reporting content	We can help you: • Have more time for analyses between closing and reporting • Get greater accountability: visibility into who did what, when • Reduce effort to synchronize planning processes across the enterprise (OPS, FIN, MKT, SALES, etc	We can help you: • Do more with less and with greater confidence, positioning you to drive more change • Deploy changes and gain adoption up to 60% faster • Perform faster identification of variances, changing business drivers and emerging issues
Whole Product Capabilities Advantages vs. Competition	**Whole Product Capabilities Advantages vs. Competition**	**Whole Product Capabilities Advantages vs. Competition**
• **Best Usability:** System-wide 1-button reconciliations and consolidations vs. per-user scripts to write and maintain • **Most Perspectives:** Multi-perspective (OLAP) database vs. 2-dimensional relational database • **Fastest Analysis:** Real time ad-hoc analysis vs. batch analysis • **2x Better Data Access:** Supports over 30 data sources vs. just 15	• **Best Workflow:** Drag-and-drop workflow wizard vs. programming to create workflows • **Best Views:** Integrated views vs. consolidated views • **Best Usability:** System-wide 1-button reconciliations and consolidations vs. per-user scripts to write and maintain • **Most Analysis Levels:** Unlimited levels of drill-down for analysis vs. just 5 levels	• **Fastest Deployment:** 1-click deployment/update of business rules vs. batch updates • **Most Perspectives:** Multi-perspective (OLAP) database vs. 2-dimensional relational database • **Best Usability:** Trending wizard vs. export to third-party tool • **Easiest Testing:** 20% better "What ifs" scenarios testing: 50 predefined tests with EasyEdit vs. 33 tests with no ability to edit
Proof Points	**Proof Points**	**Proof Points**
See AcuPlan Brochure AAP348 and Pixar case study. Access brochure, case study, side-by-side video demos at www.xxx.com/zzz.html	See AcuPlan Workflow Overview AAP721 and Forrester Report, "Enterprise Financial Planning: The Best of the Best". Access Overview and Forrester Report at www.xxx.com/zzz.html	See AcuPlan "Application Note for Scenario Testing" and customer wins at REI and ABI. Access app note, case studies, side-by-side video demos at www.xxx.com/zzz.html

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## 6. Define clear capability advantages

Whole Product Capabilities Advantages <u>vs.</u> Competition
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7. Communicate value in the customer's context

- You can answer a buyer's question at three different levels:
    1. Feature - drill
    2. Benefit - hole
    3. Customer Business Value - oil

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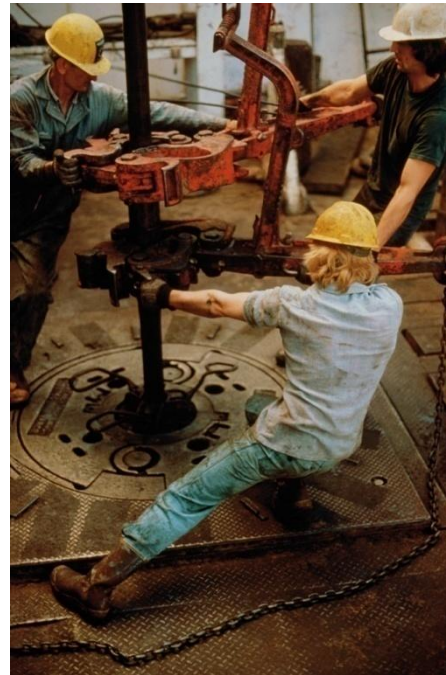
Messaging Difference by Value Level

Product/Feature Centric

1. Greatest Scalability
2. Best Performance
3. Unmatched Feature Set

Customer Business Value Centric

1. Create the Most Business Value
2. Obtain the Lowest Total Cost of Ownership
3. Implement the Least Risky Option

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8. Incorporate lots of proof points

- Most buyers consider your sales messaging to be claims.
- Why is each key claim true?
- The more proof, the more believable the claim.

Proof Points

Customer Testimonials

3rd Party Organizations

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Competitive Sales Messaging Example: "Why Buy™ FPS's AcuPlan Financial Planning Software vs. Redstone's PerfectPlan?" for Line of Business Buyer v1-4

Customer Business Value #1	Customer Business Value #2	Customer Business Value #3
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9. Make the customer the hero

- Provide customers with wording and messaging that is customer-consumable, not company-consumable.

  - "We can help you…"Achieve 15% lower training and administration costs"
  - Use the words "you" and "yours" <u>instead</u> of your company's name, "we" and "us"

Competitive Sales Messaging Example: "Why Buy™ FPS's AcuPlan Financial Planning Software vs. Redstone's PerfectPlan?" for Line of Business Buyer v1-4

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10. Pass the Sales and Customer Validation Test

- Market validation is different from market research.
  - Validate: <u>Are you answering the right question</u>?
    - Ask existing customers how they answered the question.

  - Validate: <u>Is your answer compelling and persuasive</u>?
    - If not, what would be a more compelling answer?

Objective Messaging Evaluation Criteria
Top Ten Principles Summary

Does your messaging…

1. Target the buyer by audience type and buyer role
2. Indentify and persuasively answer the audience's primary buying questions
3. Enable the sales cycle and the Technology Adoption Life Cycle (TALC)
4. Make the right comparison
5. Use strong comparative language
6. Define clear capability advantages
7. Communicate value in the customer's context
8. Incorporate lots of proof points
9. Make the customer the hero
10. Pass the sales and customer validation test

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Top Ten Principles Summary

- Sales messaging must provide a persuasive answer to the buyer's primary buying questions.
- The ten principles outlined here help you:
  - Select the right sales messaging for your product
  - Evaluate the effectiveness of your current messaging
  - Create great highly persuasive sales messaging…
    - Collateral
    - Demands Generation Campaigns
    - Sales Tools
    - Sales Support Training
  - Achieve your business objectives

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Learning Objectives

Now you should know:

- The root cause of ineffective customer messaging
- The five primary categories of customer messaging and their relative influence on the customer's decision to buy
- Why you are not using the most persuasive category of customer messaging, even if you think you are
- The true impact of using ineffective customer messaging
- Ten objective principles you can use immediately to evaluate your current messaging and create your most persuasive messaging and deliverables
- How to achieve key business objectives using highly persuasive messaging

Big Picture Objectives

- Assess: Help you determine if there is a meaningful opportunity to improve the effectiveness of your messaging/content and go-to-market tools
- Action: Motivate you to use the ideas to…
  - Create greater competitive differentiation/advantage
  - Increase Marketing ROI by 10-15%
  - Provide better channel (Direct, Indirect) engagement/support
  - Accelerate revenue growth

Free Resources

www.silverbulletgroup.com/resources

- Articles
  - The Principles of Highly Persuasive Messaging
  - The #1 Way to Enable Greater Market Success
  - Solving the Six Biggest Problems with Sales Support Training
- Newsletter
  - Quarterly *Sales Messaging Matters*
- *Audio Files*
  - *Entrepreneur Magazine's Sales and Marketing Show*
  - *AMA Marketing Matters LIVE!*
  - *Business of Success*

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Thank You!

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