



IBM Systems and Technology Group University 2005

IBM Systems and Technology Group University 2005

San Diego, California
January 16 - 19, 2005

ON DEMAND BUSINESS™



IBM Systems and Technology Group University 2005

How PartnerWorld Education, Training & Tools Help

Accelerate Your Sales Skills for On Demand Business

Course #: CB93

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Session objectives for Team IBM sellers

- Locate, identify and use PartnerWorld's sales enablement and training resources
- Describe what's new to help you drive revenue and sell solutions for for On Demand Business in 2005
- Experience the new Opportunity Accelerators e-Learning course
 - Engage customers in a business value dialog throughout the buying cycle to build preference for IBM partnership and solutions.
 - Assess new techniques and sales aids to enhance your sales execution and effectiveness.
 - Apply the four SSM Difference Makers to keep healthy opportunities advancing and revitalize those that might be in trouble.
- Create an action plan for accelerating your sales skills to identify and close On Demand Business opportunities

Agenda

- Describe On Demand Business knowledge and skills
- Highlight PartnerWorld and IBM Resources for selling solutions for on demand business
- Explore the new Opportunity Accelerator Course and how you can use it to drive revenue in 2005
- Define steps for getting started selling on demand solutions

Knowledge & Skills for On Demand Business

- **Strategy and Business Partner Roles**
- **Characteristics of on demand businesses**
- **Entry Points →**
 - Operating Environment
 - Infrastructure
 - Flexible financial and delivery model
 - How to acquire & finance
 - Business Transformation
 - Business Models
- **Industry points of view, marketplace opportunity**
- **Opportunity Identification**
 - on demand assessment tools for sales
- **Client infrastructure readiness**
 - on demand assessment tools for IT Efficiency
- **Why IBM?**
 - competitive differentiation
- **Available resources: where they are, how to access**

Five Things You Need to Know for 2005:

1. **Why IBM?**
2. **Innovation is what breaks new ground**
3. **Where clients are investing time, energy and resources**
4. **On Demand Business: It's not what you buy, it's what you build**
5. **IBM [and Business Partners]: One-of-a-kind problem solver for business leaders**



IBM Systems and Technology Group University 2005

PartnerWorld Key Resources for On Demand Business

The Big Picture



Business Partner Resources for On Demand Business



- On Demand Business web pages include:
 - One stop for On Demand Business enablement information for Business Partners
 - Content organized by industry
 - Presentations, references, white papers, and tools
 - On Demand Business Usage Guidelines for Business Partners

The screenshot shows the IBM PartnerWorld website interface. At the top, there is a navigation bar with the IBM logo, a search bar containing 'PartnerWorld', and a 'Search' button. Below the navigation bar, there are tabs for 'Home', 'Products', 'Services & solutions', 'Support & downloads', and 'My account'. The main content area is titled 'IBM PartnerWorld > IBM strategies > On Demand Business'. On the left, there is a sidebar menu with categories like 'IBM PartnerWorld', 'IBM strategies', 'Selling resources', 'Marketing resources', etc. The main content area features a header for 'ON DEMAND BUSINESS' and a navigation menu with 'Overview', 'Markets', and 'Operating environment'. The 'Overview' section includes an introduction and a 'What's New?' section with a link to 'Become an IBM On Demand Business Accredited - Business Partner new!'. Below this, there is a section titled 'What are the key things you should know about On Demand Business?' with a sub-header 'Automation • Integration • Virtualization' and a numbered list of four points. The page also includes a 'Welcome' section with links to 'Update your profile' and 'Frequently asked questions', and a 'On demand automation' section with a 'Get on board' link. At the bottom, there is a section for 'IBM Small and Medium Business Advantage'.

ibm.com/partnerworld → IBM Strategies → On Demand Business

PartnerWorld Selling Resources

- Single point of access for sales information, training and tools
- Positions sales resources within context of selling
 - Sales Activity
 - Sales Cycle Step
 - Differentiation
- Features Assessment Tools for On Demand Business
- Enables access to SMB-specific sales tools

Country/region [select] | Terms of use

PartnerWorld [dropdown] [search]

Home | Products | Services & solutions | Support & downloads | My account

IBM PartnerWorld > Selling resources

Selling resources

- **Sales enablement guide**
This guide helps position IBM sales tools within the 7 stages of the Signature Selling Method, allowing you to quickly understand where you are in the sales cycle and what tools are available to assist you in moving the sale along.
- **Identify opportunities**
IBM Innovation Centers and Sales and Marketing Centers provide venues to demonstrate your solutions on IBM technologies with access to trained customer briefing experts. Sales tools and a lead management system can help you uncover new opportunities.
- **Industries and solutions**
Explore the range of innovative e-business solutions designed to meet specific needs of industries worldwide, as well as educational, healthcare and government institutions. Align your competencies with your customers' pains to understand how to come up with effective solutions.
- **Configure, price and propose**
Use configuration tools, proposal templates and other resources to help you build quotes and client proposals for IBM hardware and software products and solutions.
- **Financing**
From I/T and commercial financing solutions to asset management, certified used equipment and even asset disposal, IBM Global Financing offers the world's most comprehensive selection of financing offerings and services for the Information Technology industry

Welcome

- Update your profile
- Find a Business Partner
- Find a solution

Business Partner Success Story

Prepare to work with SSM

Low Rate Financing

Know Your Partner

PartnerWorld 2005 in Las Vegas! Register now

PartnerWorld Training and Certification

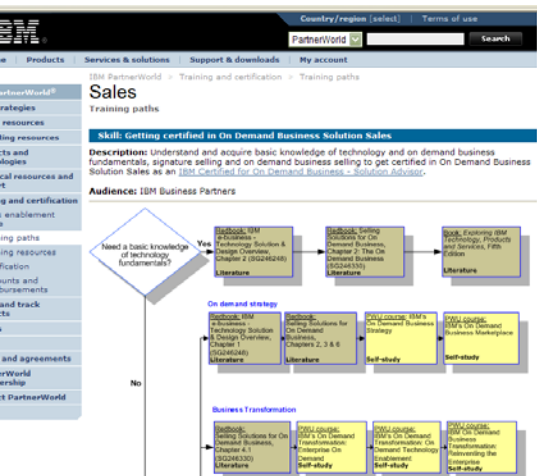
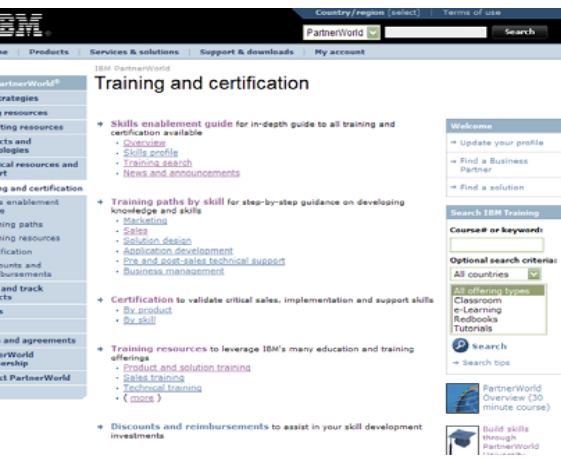
- **Single point of entry** for training and certification offerings

- **Decision-based, step-by-step guided training paths**

- **Skills Enablement Guide**

- **Extensive, categorized list of training resources**

- **Discounts & reimbursements for strategic education & certifications**



www.ibm.com/partnerworld → Training and certification

IBM Small and Medium Business Advantage

Incentives for Growth

- Designed to help Improve Business Partner margin in SMB & enable further investment:
- IBM eServer & Total Storage
- IBM Software – TCI and VAP
- IBM Global Services – new contracts
- IBM PCD SMB-specific PCD incentives

Marketing & Demand Gen.

Campaign Designer: "Marketing Made Easy" education tool, updated brand campaigns and SMB Toolkit

COMP Market Intelligence: New marketplace assessment data on SMB trends & directions for Business Partners

Geo outreach to Business Partners

Sales Enablement

- Tools & education to enable Business Partners
- to sell solutions in SMB
- New SMB Industry content
- New & updated PWU SMB college modules including Executive Selling
- On Demand and IBM Express Offerings
- Sales kits on Wireless, Digital Media, Linux, and Business Process Integration for SMB

Teaming for Opportunities

- Helping Business Partners to team, in order to sell solutions
- New Fast Path Teaming Methodologies
- Business Partner Connections to locate potential teaming firms
- Campaign Designer co-marketing funds to encourage joint marketing campaigns



www.ibm.com/partnerworld/smb



Industry Focus

- **Business Partners need industry resources:**

- On Demand Business value propositions
- Key IBM products and services
- Information on trends, opportunities and competitive weaknesses
- Increased marketing and advertising in industry-specific media

- **PartnerWorld Industry offerings:**

- Industry business process maps
- PartnerWorld Industry Networks for ISVs
- On Demand sales kits for SMB
- PartnerWorld University:
 - SMB and Healthcare and Life Sciences Colleges
 - Industry Overviews (SMB college)
 - Industry On Demand Points of View (SMB college)



IBM Systems and Technology Group University 2005

PartnerWorld Training and Certification

Everything You Need to Build Sales Skills for
On Demand Business



PartnerWorld Training, Certification & Sales Enablement

“There is a 100% correlation between skilled partners and success of the channel”

2001 ChannelCorp Study



- Deliver best-in-class skills offerings and tools.
- Build and maintain strategic skills in core competencies
- Deliver certification programs that:
 - Demonstrate business value
 - Industry leadership to customers
 - Differentiation from competition
- Deliver proven solution selling tools:
 - Shorten earlier in the sales cycle
 - Improve win ratio to drive On Demand Business



Check out what's new... Skills and Sales Enablement

Build the skills you need for a successful 2005!



DEMAND BUSINESS



IBM Small and Medium Business Advantage



Signature Selling Method e-Learning

- New on demand education from PartnerWorld University
 - Business/industry solutions education
 - Infrastructure solutions education
- New interactive on demand sales training (e-Learning course)
- New and updated training paths for on demand and SMB
- New Customer Business Value education for SMB
- New “Opportunity Accelerator” education for SSM
- Seller Action Play Books & Offerings Guide



Opportunity Accelerators Course

PartnerWorld University

- No charge, Web-based education... *on demand*
 - Use online and/or download charts, audio and transcript, 24 X 7
 - Builds sales, marketing, technical, business management, product & solutions knowledge
 - Presentations on tools and key initiatives
- Here's what's new!
- **More** SMB, on demand business and industry education
 - **New** Colleges:
 - Professional Certification
 - Accessibility
 - **Increased** functionality, user friendliness and easier access
 - IBM Systems & Technology Group Colleges integrated for seamless access
 - Integration of Life Sciences University

Distance Learning for IBM Business Partners > Table of contents >

On Demand Business College

Accessible Not Accessible Not Available Accessed Completed Failed

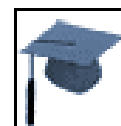
The legend above is used to indicate your current status for each presentation.

- This icon represents a Folder. Click the icon to see related presentations.
- This icon represents a Presentation. Click the icon to see the presentation.

Folders include 30 courses / presentations!

- Fundamentals and Direction
- Industry Market Dynamics
- Industry On Demand Point of Views
- On Demand Assessment Tools
- Operating Environment

- IBM On Demand Business Transformation: Reinventing the ...
- IBM's On Demand Transformation: Enterprise On Deman...
- IBM's On Demand Transformation: On Demand Technolog...
- Integrated Technology Infrastructure Services - 3 Big P...
- Introduction to Flexible Financial and Delivery Offerin...
- Passport Advantage Express and Passport Advantage Progr...
- pSeries On Demand Overview for SMB
- Understanding zSeries Value in an On Demand World
- Virtualization Engine
- Virtualization Engine, how to make VE a difference-make...



Build Skills
Through
PartnerWorld Univ

On Demand Business Workshops for Sales Teams

■ Deep-dive sales tools webinar

- Understand the positioning and functionality of each of the tools

■ Automation Assessment Tool workshop

- understand how to use “AAT” to drive revenue with your clients

■ Opportunity Identification and Growth Workshop

- uncover and build opportunity plans for key clients or territories

Country/region [select] | Terms of use

PartnerWorld [dropdown] [input] Search

Home | Products | Services & solutions | Support & downloads | My account

IBM PartnerWorld > Selling resources > Identify opportunities

Identify opportunities

On Demand Business workshops for Business Partner sales teams

On Demand Assessment Tools are a suite of tools designed to help sales teams engage earlier in the sales cycle, increase opportunities, shorten the sales cycle, and improve their win ratio. Find out how you can register for any of these personalized workshops:

Deep-dive Webinar - Take a deep dive into the On Demand assessment tools to understand the functionality of each of the tools, how they work and provide value to you towards helping you drive revenue.

Contact Robin Walters at rwalters@us.ibm.com

One-day Opportunity Identification and Growth workshop - Uncover opportunities and build an opportunity plan with your top clients. An IBM specialist will work with you to uncover and build an opportunity plan with a Business Partner's sales team and their clients. The IBM specialist will help you identify the opportunities, determine the calls, actions, activities and general next steps to drive those opportunities to closure.

Contact Wayne Johnson at wayneaj@us.ibm.com

One-day Automation Assessment tool workshop - An IBM specialist will work with you to help you understand how to drive revenue with your clients. With the use of the **Automation Assessment tool**, we will explore various areas of your client's IT infrastructure and provide recommendations on the hardware, software, and services that can be sold to help transform the IT infrastructure into being more autonomic – self-predicting, self-configuring, and self-healing. This workshop also provides recommendations and guidance on the value of autonomic computing to your client.

Contact Ylonne Swails at ylonne@us.ibm.com

Welcome

- Update your profile
- Frequently asked questions

Work with Business Partners

- Find an IBM Business Partner
- Find a solution
- Team with other Business Partners

IBM PartnerWorld®

IBM strategies

Selling resources

- Sales enablement guide
- Identify opportunities
- Industries and solutions
- Configure, price and propose
- Financing
- Sales incentives and promotions
- Customer references and presentations
- Sales skills

Marketing resources

Products and technologies

Technical resources and support

Training and certification

Order and track products

Events

News

Forms and agreements

PartnerWorld membership

Contact PartnerWorld

Assessment Tools for On Demand Business

A suite of on-line sales tools:

- Assess the client's state of On Demand Business adoption
- Identify & increase opportunities
- Assist customers to be successful in their industry

Benefits:

- Accelerate sales cycle
- Engage clients earlier
- Improve win ratio

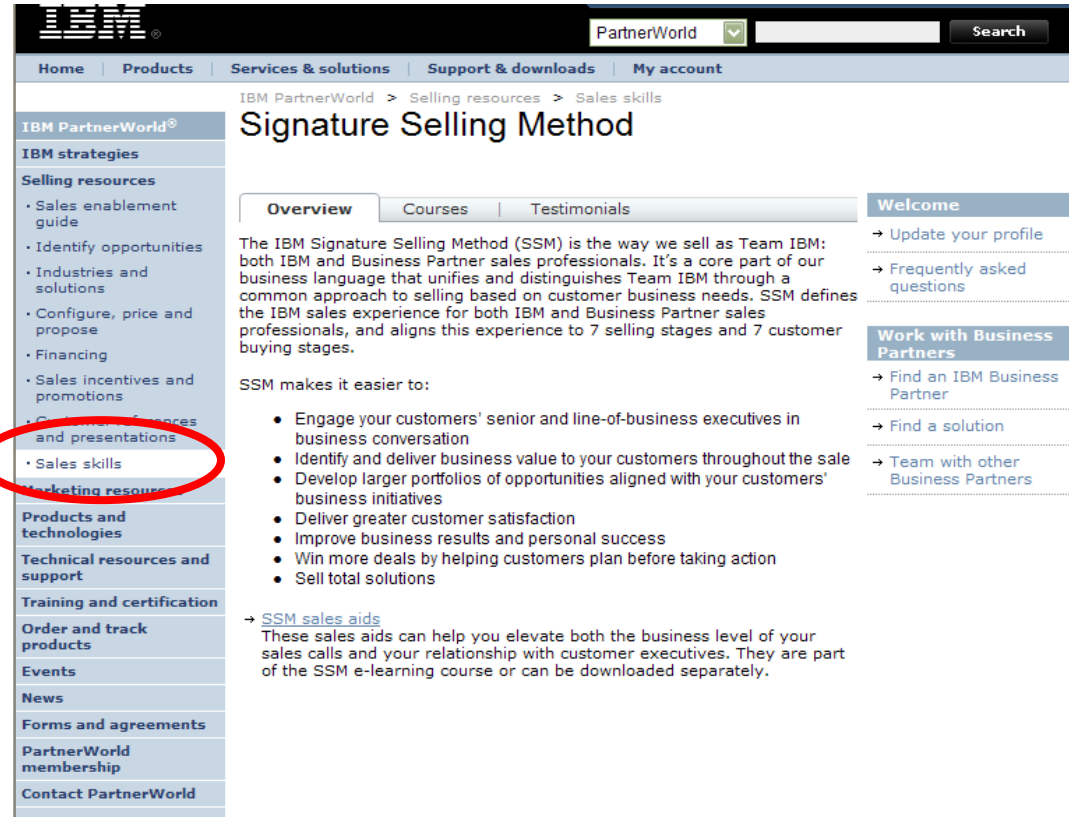
Assessment Tools education available in PartnerWorld University “Tools College”

- Learn about new tools and enhancements
- Positioning of all tools within the context of the 7 stages of SSM

The screenshot displays the IBM PartnerWorld website interface. At the top, there is a navigation bar with the IBM logo, a search bar, and a dropdown menu for 'Country/region'. Below the navigation bar, the main content area is titled 'Identify opportunities' and 'On Demand Business assessment tools'. The page includes a welcome message, a description of the on-demand era, and a list of resources such as 'Sales teams workshops', 'On Demand Assessment Tools overview', and 'PartnerWorld University'. A sidebar on the left contains a navigation menu with categories like 'IBM PartnerWorld', 'IBM strategies', 'Selling resources', 'Marketing resources', 'Products and technologies', 'Technical resources and support', 'Training and certification', 'Order and track products', 'Events', 'News', 'Forms and agreements', 'PartnerWorld membership', and 'Contact PartnerWorld'. On the right side, there are additional links for 'Welcome', 'Work with Business Partners', and 'News and announcements'.

Suite of Signature Selling Method offerings

- Find SSM under Sales Skills
- 3 Offerings
 - SSM
 - OA
 - Mastery Exam
- Course Descriptions
- Opportunity to provide Feedback to IBM



IBM PartnerWorld

Home | Products | Services & solutions | Support & downloads | My account

IBM PartnerWorld®

IBM strategies

Selling resources

- Sales enablement guide
- Identify opportunities
- Industries and solutions
- Configure, price and propose
- Financing
- Sales incentives and promotions
- Customer success and presentations
- Sales skills

Marketing resources

Products and technologies

Technical resources and support

Training and certification

Order and track products

Events

News

Forms and agreements

PartnerWorld membership

Contact PartnerWorld

Signature Selling Method

Overview | Courses | Testimonials

The IBM Signature Selling Method (SSM) is the way we sell as Team IBM: both IBM and Business Partner sales professionals. It's a core part of our business language that unifies and distinguishes Team IBM through a common approach to selling based on customer business needs. SSM defines the IBM sales experience for both IBM and Business Partner sales professionals, and aligns this experience to 7 selling stages and 7 customer buying stages.

SSM makes it easier to:

- Engage your customers' senior and line-of-business executives in business conversation
- Identify and deliver business value to your customers throughout the sale
- Develop larger portfolios of opportunities aligned with your customers' business initiatives
- Deliver greater customer satisfaction
- Improve business results and personal success
- Win more deals by helping customers plan before taking action
- Sell total solutions

→ [SSM sales aids](#)
These sales aids can help you elevate both the business level of your sales calls and your relationship with customer executives. They are part of the SSM e-learning course or can be downloaded separately.

Welcome

- [Update your profile](#)
- [Frequently asked questions](#)

Work with Business Partners

- [Find an IBM Business Partner](#)
- [Find a solution](#)
- [Team with other Business Partners](#)



SSM e-Learning Course



Opportunity Accelerators Course

Flash Overviews

Opportunity Accelerators e-Learning Course



- Offers refresher of SSM
- Explores why opportunities stall
 - Where & When
- Learn how to use the sales aids to get your opportunity “back on track”
- Master the “Difference Makers”
- Available on-line or as a download
- English only - today

The screenshot shows the IBM PartnerWorld website interface. At the top, there is a navigation bar with links for Home, Products, Services & solutions, Support & downloads, and My account. A search bar is located on the right side of the navigation bar. Below the navigation bar, the breadcrumb trail reads: IBM PartnerWorld > Training and certification > Training paths. The main heading is 'Training and certification', followed by the sub-heading 'Self study: Opportunity Accelerators for Business Partners e-Learning'. The page includes sections for Audience (All Business Partners), Sponsor (PartnerWorld), Media format (Computer Based Training (4 hours in length). Available online and as a download), and Skill level (3). A detailed description follows, explaining that the course reviews the IBM Signature Selling Method (SSM) and defines the SSM Difference Makers. It also lists objectives for the course, such as listing Difference Makers and sales aids, determining when opportunities are stalled, and applying techniques to move stalled opportunities forward. A link is provided to view an introduction to the course, which is a PDF document (1.44MB) available in English only. The page also includes a section for 'To access:' with a link to the course. At the bottom, there is a note stating that users may access the IBM Signature Selling Method (SSM) e-learning course - Mastery Exam M140 after completing this course.

Country/Region [select] Terms of use

PartnerWorld [dropdown] Search

Home | Products | Services & solutions | Support & downloads | My account

IBM PartnerWorld > Training and certification > Training paths

Training and certification

Self study: Opportunity Accelerators for Business Partners e-Learning

Audience: All Business Partners

Sponsor: PartnerWorld

Media format: Computer Based Training (4 hours in length). Available online and as a download.

Skill level: 3

Description: The Opportunity Accelerators for Business Partners course reviews the IBM Signature Selling Method (SSM) and defines the SSM Difference Makers. Learn how to identify where opportunities tend to stall and how to determine which Difference Maker to use to accelerate stalled opportunities. This course uses interactive quiz questions, exercises, scenarios, and review games to help you understand and apply the Difference Makers.

Objectives: Upon completion of this course, Business Partners should be able to:

- List the Difference Makers and the selling stages in which they can be applied
- List the sales aids that support each Difference Maker
- Determine when opportunities are not moving forward and why
- Identify which Difference Maker to use when an opportunity is stalled
- Apply appropriate Difference Maker techniques to move stalled opportunities forward

View an introduction to the course:

[Opportunity Accelerators for Business Partners e-learning](#) (1.44MB)

Available in English only.

To access:

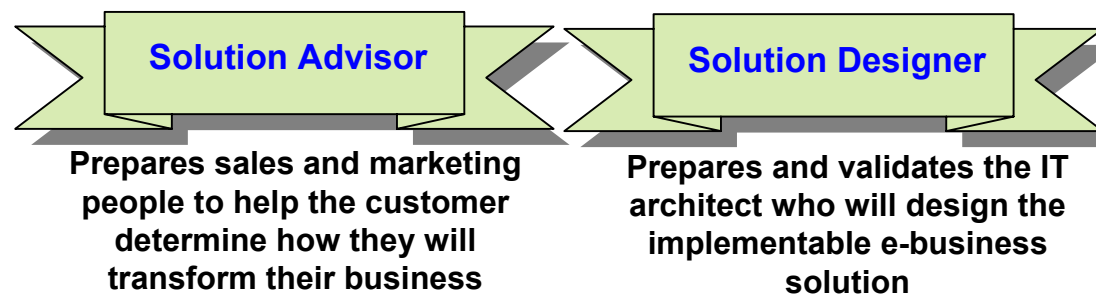
- [Opportunity Accelerators for Business Partners](#)

You may access the [IBM Signature Selling Method \(SSM\) e-learning course - Mastery Exam M140](#) after completing this course.



New

IBM Certified for On Demand Business Professional Certification



Solution Advisor Certification

Announced 9/22/04

Sales Study Guide
-SG246330

Training Roadmap

Learn more –www.ibm.com/certify



Solution Designer Certification

- target update 1Q'05

Audience:

▪ IBM PW Business Partners

- ▶ Resellers / Solution Providers/SystemsI
- ▶ Consultant & Integrators
- ▶ ISV's

▪ IT Professionals

- ▶ Customers
- ▶ Consultants
- ▶ IBMers
- ▶ Educators (Scholars program Schools of Business)
- ▶ Anyone who wants added credibility in the workplace!

Steps to Accelerating Your Sales Skills for On Demand Business

1. Familiarize yourself with IBM's On Demand Business Strategy; understand your company's strategy and key partnerships
2. Explore Training & Certification section of the PartnerWorld Web site; follow training paths and leverage high impact sales education, training and tools
3. Explore Selling Resources and the Sales Enablement Guide; watch flash overviews and learn which sales tool for on demand business suits your needs
4. Discover the wealth of On Demand Business education modules in PartnerWorld University
5. Create your personal skill development plan
6. Validate your skills: Achieve SSM Mastery level and become a Certified for On Demand Business-Solution Advisor

**Experience the Value
of IBM**

Sales Training & Enablement Offerings

Introducing:

The Opportunity Accelerators Course



High Level Overview of: Opportunity Accelerators e-Learning

The SSM method is a proven approach supported by common language, tools, and training.

SSM provides a framework for effective:

- Customer-based planning
- Sales execution and customer calls, with a focus on verifiable outcomes
- Management of customer interactions throughout the buying cycle
- Focusing on bringing business value at each customer interaction

SSM makes a difference in sales effectiveness and results.

Sellers using SSM the most see *much* better sales results than sellers using SSM less frequently:

- More opportunity in the pipeline.
- Higher quality leads resulting in more pipeline volume.
- Improved win rate.
- Decreased sell cycle length.
- More revenue
 - Frequent SSM sellers claim nearly 3x more revenue, which they attribute to their use of SSM

The progress of opportunities is gauged from the customer's perspective.

Sales stage

Verifiable Outcome

Noticing

The customer values the relationship because Team IBM has demonstrated an understanding of the customer's issues and needs.

Identifying

The customer demonstrates an interest in working with Team IBM.

Validating

The customer-stated business need, business capability, and agreement to support Team IBM's access to the Key Decision Leader are confirmed.

Qualifying

The Key Decision Leader and Team IBM agree to go forward with an initial solution.

Conditionally
agreeing

The Key Decision Leader conditionally approves the proposed solution.

Winning

The customer and Team IBM sign the contract.

Implementing

The customer acknowledges the value of the Team IBM solution and additional relationship capital is created.

New SSM Terminology

New SSM Term

Key decision leader

Customer benefit owner

Definition

Individual who leads the decision-making committee and usually has the most influence over the buying decision

Customer executive who is measured on the business goal of a business initiative

Main Purpose of Each New Sales Tool

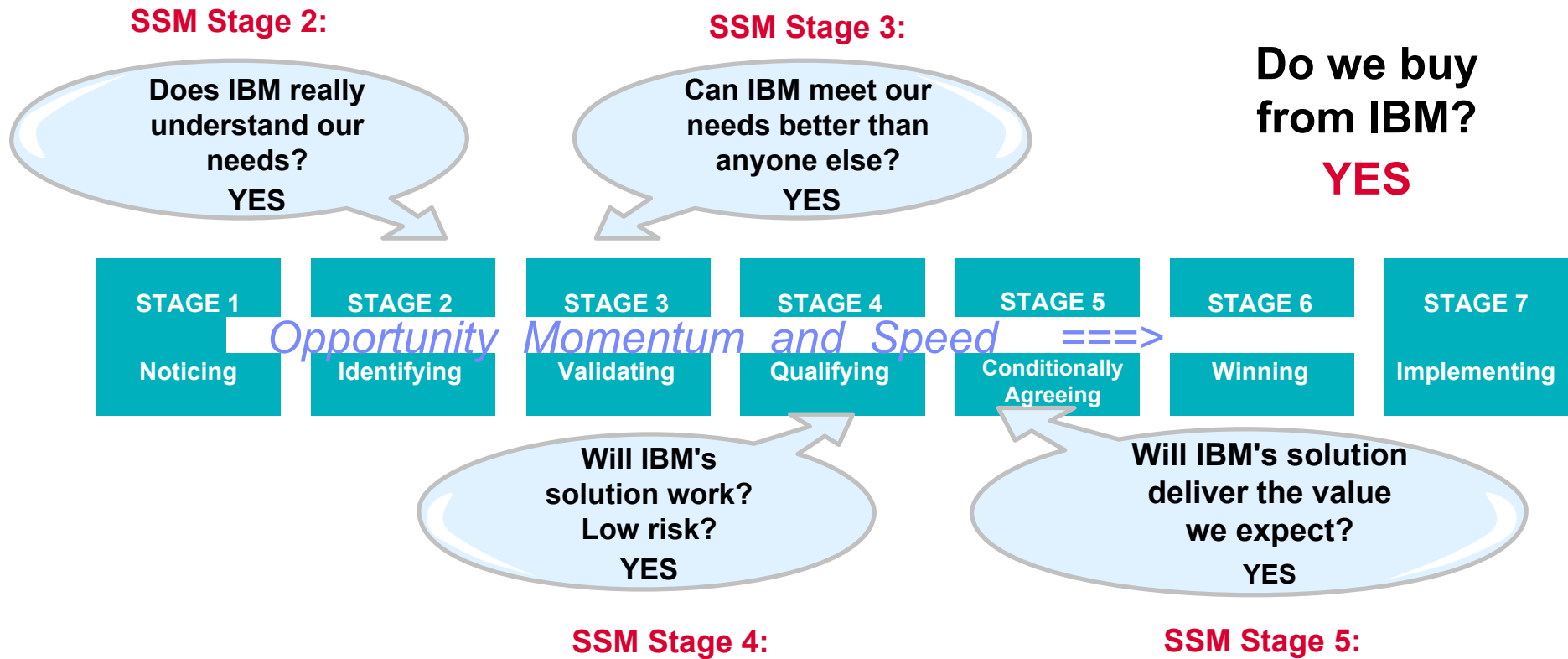
Creating Opportunities Kit

Sales Aid	Purpose of Aid
Business Position Model	<ul style="list-style-type: none">▪ Explores the customer's strategic and competitive positions▪ Raises level of conversation with a customer exec beyond products and features▪ Provides a base for conversations about on demand computing
Customer Initiatives Map	<ul style="list-style-type: none">▪ Identifies customer's business goals, plans, and actions to achieve goals▪ Captures early forms of compelling reasons to act and unique business value
Account Plan	<ul style="list-style-type: none">▪ Consolidates knowledge about the customer and sales opportunities

Winning Opportunities Kit

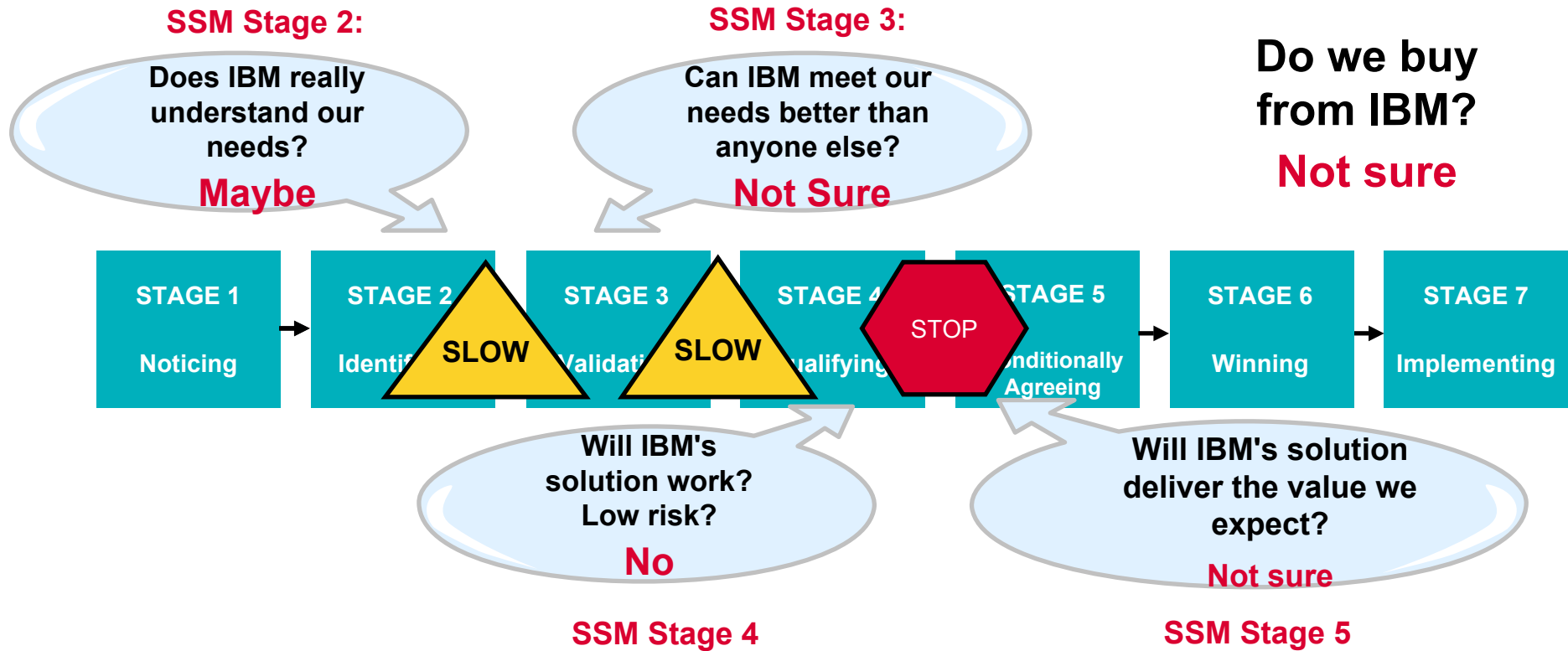
Sales Aid	Purpose of Aid
Opportunity Plan/Assessment	<ul style="list-style-type: none">▪ Manages sales activities and progress to increase your likelihood of winning
Solution Framework	<ul style="list-style-type: none">▪ Describes customer preferences and helps develop the solution
Decision Support Plan	<ul style="list-style-type: none">▪ Helps you address customer's key concerns to win the opportunity▪ Is structured as a conversation aid that can be used in risk management
Value Proposition	<ul style="list-style-type: none">▪ Describes the value of the IBM solution for decision leaders

Decision points occur at specific stages in the customer's buying cycle.



A customer must be convinced on all four points to ultimately make an IBM buying decision.

If customers are not convinced, deals stall and get into trouble.



Opportunities often get into trouble early in the buying cycle, but problems may not materialize until later.

Deals get stuck in SSM stages 2 - 5.


Where sales opportunities get stuck

Build Relationship




Noticing

Explore Opportunity



Identifying

Describe Capabilities




Validating

Articulate IBM Value




Qualifying

Develop Solution



Conditionally Agreeing

Close Sale



Winning

Meet Expectations



Implementing

Key Difference Makers

Confirm Compelling Reason to Act

Develop perception of IBM Unique Value

Gain support of the Key Decision Leader

Confirm customer benefit and Value Proposition

Difference Maker sales aids to use

Customer Initiatives Map

Solution Framework

Decision Support Plan

Value Proposition

← **Key Diagnostic Aid: Opportunity Plan** →

Four vital signs indicate the health of an opportunity.

- **Compelling Reason to Act (CRA)**
- IBM Unique Value
- Support of Key Decision Leader
- Expected Solution Value

The progress of an opportunity depends on the strength of its vital signs at key points in the customer's decision process.

Opportunity Plan: Is this opportunity real?

Assessing the strength of the opportunity

★ Fastpath

Is this opportunity real?	I don't know	No	Yes	I don't know	No	Yes
1. Is the opportunity closely tied to a customer business initiative?						
★ 2. Does the customer have a business need to act now?						
★ How compelling is the customer's need to act now? <i>What business initiative is this action tied to? What is driving it? What is the window of opportunity for action? What business impact does the customer want?</i>	<input type="checkbox"/> I don't know <input type="checkbox"/> Weak <input type="checkbox"/> Strong			<input type="checkbox"/> I don't know <input type="checkbox"/> Weak <input type="checkbox"/> Strong		
3. Does the customer have funding available now?						
4. Do we want to pursue the opportunity?						

Opportunity Plan: Can IBM offer the best solution?

			★ Fastpath					
Can we offer the best solution?			I don't know	No	Yes	I don't know	No	Yes
5. Do we know the business capabilities the customer wants?								
6. Do we have a solution that fits?								
★	7. Can we differentiate our capabilities so the customer sees value they can't get from anyone else?							
★	How differentiated are Team IBM's capabilities? <i>What IBM capabilities differentiate IBM from the competition? What is the customer's view? IBM's view? What is it worth to the customer? How much differentiation do we need to win?</i>		<input type="checkbox"/> I don't know <input type="checkbox"/> Weak <input type="checkbox"/> Strong			<input type="checkbox"/> I don't know <input type="checkbox"/> Weak <input type="checkbox"/> Strong		
8. Do we know how the buying decision will be made?								
9. Do we want to pursue the opportunity?								

Opportunity Plan: Does the customer want the IBM solution?

	★ Fastpath			I don't know	No	Yes
	I don't know	No	Yes			
Does the customer want our solution?						
10. Do we have a relationship with the Key Decision Leader?						
11. Does the Key Decision Leader want our solution?						
12. Does the Key Decision Leader value IBM's differentiation?						
13. Has the Key Decision Leader agreed to a Decision Support Plan?						
How strong is the Key Decision Leader's support? <i>What is our relationship with the Key Decision Leader? What is the evidence of the Key Decision Leader's support for the IBM solution? What risks does the Key Decision Leader see with our solution and/or capabilities? How is the Decision Support Plan addressing these risks and validating Team IBM's differentiation?</i>	_____ I don't know _____ Weak _____ Strong			_____ I don't know _____ Weak _____ Strong		
14. Do we want to pursue the opportunity?						

Opportunity Plan: Does the IBM solution meet customer expectations?

★ **Fastpath**

Does the solution meet customer expectations?	I don't know	No	Yes	I don't know	No	Yes
15. Is the Value Proposition agreed to by the customer?						
How strong is the Value Proposition for the solution for this customer? <i>What are the customer's expectations for the solution? How compelling is their business case? What is the evidence that the Key Decision Leader supports the Value Proposition for the solution?</i>	<input type="checkbox"/> I don't know <input type="checkbox"/> Weak <input type="checkbox"/> Strong			<input type="checkbox"/> I don't know <input type="checkbox"/> Weak <input type="checkbox"/> Strong		
16. Do we want to pursue the opportunity?						

In SSM opportunity planning, questions must be answered from two perspectives.

Questions customers ask:

Does IBM really understand our needs?

Can IBM meet our needs better than anyone else?

Will IBM's solution work for us? What is the risk?

What business value do we expect? Will IBM's solution deliver it?

Confirm the customer's CRA

Develop customer perception of IBM unique value

Gain support of Key Decision Leader

Confirm customer benefit and Value Proposition

Questions IBM asks:

Is this opportunity real?
Do we want to pursue?

Can IBM offer the best solution?
Do we want to pursue?

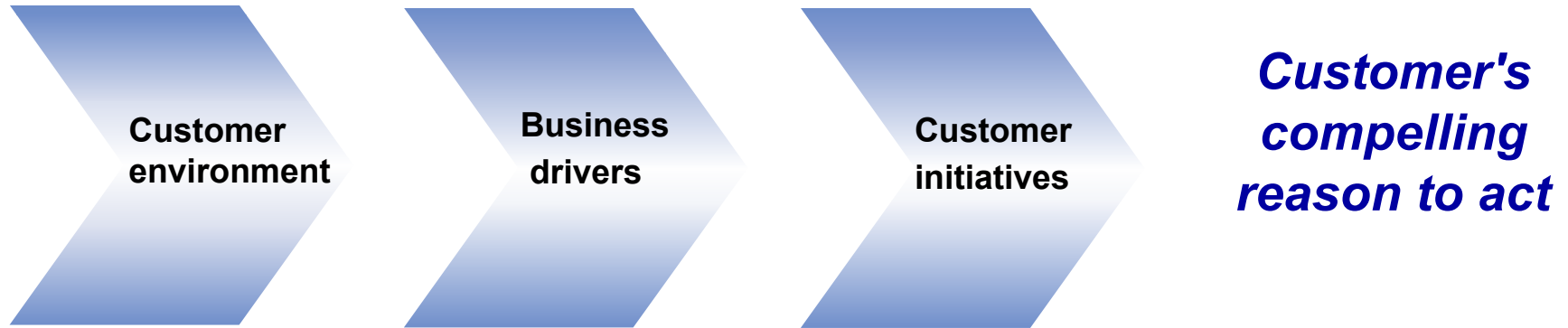
Does the customer want our solution?
Do we want to pursue?

Does IBM's solution meet the customer's expectations?
Do we want to pursue?



Module 1: Confirm the Customer's Compelling Reason to Act

Market impact and customer competitiveness



Customer initiatives are a response to business drivers.

The Customer Initiatives Map describes the plans to achieve goals through actions and projects.

BUSINESS GOAL		BENEFIT OWNER		DECISION LEADER		ABOUT THE GOAL	
Description		Name Title		Name Title		Priority (H/M/L)	
						Check all that apply	
ACTIONS AND SUPPORTING PROJECTS							
Action		Action		Action		Strategic	
•Projects		•Projects		•Projects		Tactical	
						Financial	
						Customer	
						Operational	
						Organizational	
						Integration	

Benefit Owner

Individual measured on the business goal of the Customer Business Initiative.

Key Decision Leader

Individual who leads the decision-making committee and usually has the most influence over the buying decision.

Financial

Revenue, profit.

Customer

Customer satisfaction, mindshare.

Operational

Business process.

Organizational

Structure, talent, skills.

Integration

Supply chain, business partners.

Using the Business Position Model to Identify a Customer's Business Direction and Strategies



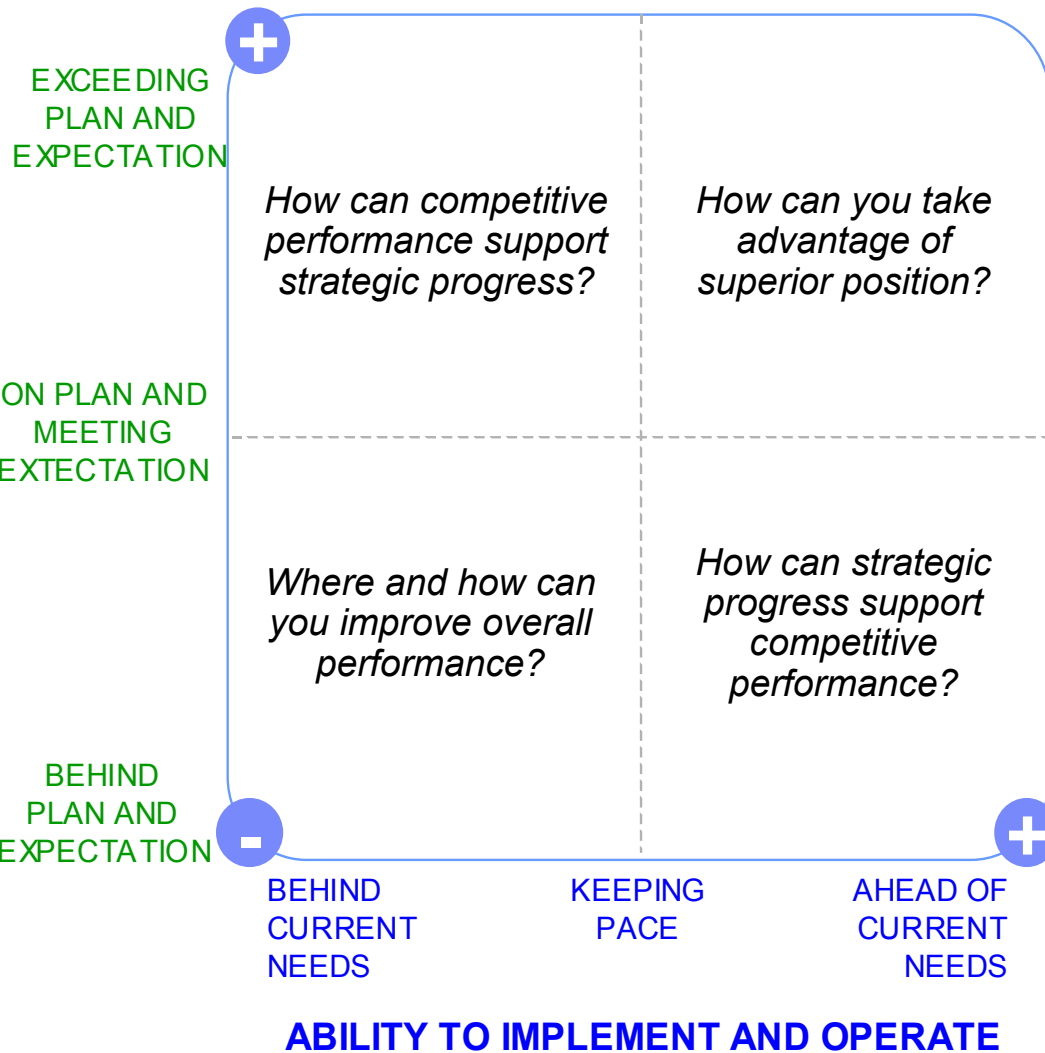
Questions to ask your customer

- Where are you today and where do you prefer to be...
 - relative to your strategic goals?
 - relative to your current competitive performance?
- What's important about reaching the preferred position?
- What results do you expect to see?
- How soon must you reach the preferred position?

Consider these aspects of business

- Financial performance
- Customer focus and loyalty
- Operational capability
- Organizational adaptability
- Business integration

Using the Business Position Model with an IT Director or Manager



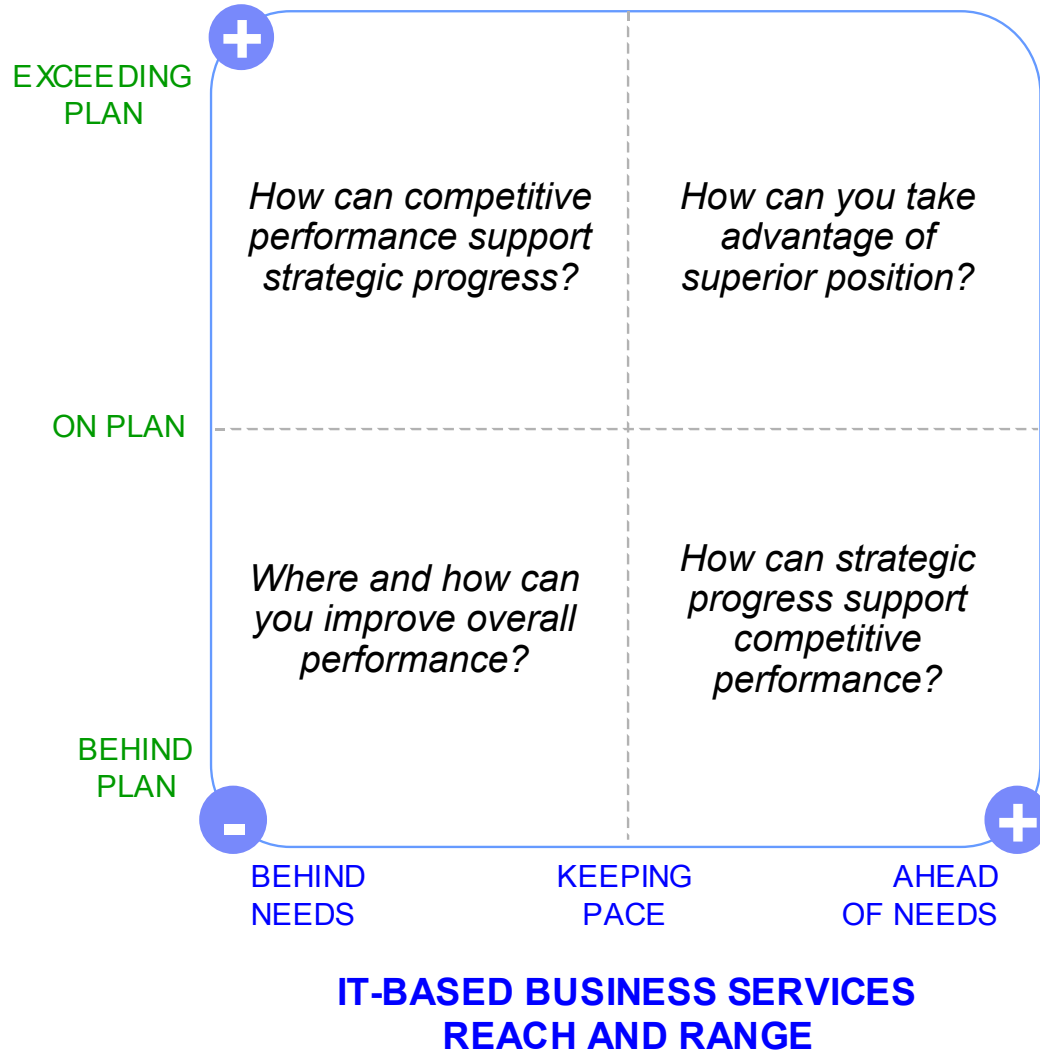
Questions to ask your customer

- Where are you today and where do you prefer to be...
 - relative to implementation and operation
 - relative to performance and cost?
- What's important about reaching the preferred position?
- What results do you expect to see?
- How soon must you reach the preferred position?

Consider these areas

- Alignment with business strategy
- "Customer" satisfaction
- Ability to manage
- Pace of adoption for new technology
- Balancing progress and risk
- Availability of skills

Using the Business Position Model with the CIO or CTO



Questions to ask your customer

- Where are you today and where do you prefer to be...
 - relative to services range and reach?
 - relative to services performance and efficiency?
- What's important about reaching the preferred position?
- What results do you expect to see?
- How soon must you reach the preferred position?

Consider these areas

- Alignment with business strategy
- "Customer" satisfaction
- Ability to manage
- Pace of adoption for new technology
- Balancing progress and risk

Sample Customer Initiatives Map

Measurable Business Goal	Benefit Owner	Decision Leader	About the Goal	
Description: Increase sales by 10% by the end of the year	Name: Sarah Moore Title: VP, Sales / Mktg	Name: Ben Smith Title: CFO	Priority (H/M/L) Check all that apply	
Actions and Supporting Projects			Strategic	X
Action: Create a custom order system	Action: Increase sales force productivity	Action:	Tactical	
Projects: <ul style="list-style-type: none"> • Re-engineer customer order process • Implement new pricing tool • Implement tight security for accessing new system and data 	Projects: <ul style="list-style-type: none"> • Standardize field sales tools to facilitate new order process • Provide remote access to mobile sales force • Increase system availability and ease of use 	Projects:	Financial	X
			Customer	X
			Operational	X
			Organizational	
			Integration	

What is the customer's CRA for the opportunity?



CRA is:

- The complete story of why the customer needs to invest in a project, including the reasons for investing in this particular project.

CRA is not:

- Merely a business driver. Example: "Our cost of goods sold is significantly above industry standards."
- About the customer's competitors. Example: "All key players in the consumer electronics industry are investing in supply chain."
- A compelling event such as Y2K.
- An *individual's* pain.

The CRA explains why the customer must act on a project immediately.

An incomplete CRA (might describe a business driver or compelling event):

- "My customer has to implement an expensive CRM solution. Their competitors are doing it, and customers are demanding better service as a result."

The complete CRA -- Components

- **How compelling is the customer's need to act now?** Market share is down 10 points in a year. Industry analysts cite lack of customer service, predicting further stock price declines.
- **What business initiative is this action tied to?** Increase customer loyalty by quickly introducing innovative new products and services.
- **What is driving it?** Competitive advantage.
- **What is the window of opportunity for action?** Customer must decide scope by end of quarter, and needs a positive press release. Full implementation by end of the year.
- **What business impact does the customer want?** Retention of current customers, and 10% increase in average annual sales and customers.

Assessment

- **Reality:** Complete the first section of the Opportunity Plan.
 - Is this opportunity real?
- **Options:**
 - If positive, check for a false positive.
 - If I don't know, what will your action be?
 - If negative, what must you do to make it a positive?
Can you construct a Customer Initiatives Map to guide your approach to this opportunity?
- If you do not believe you can make this a positive, what will you do?
- **Win:** Update your Opportunity Action Plan accordingly
- Share your Reality, Options, and Opportunity Action plan with a partner.
 - Get feedback from your partner.
 - Do you and your partner agree?
 - What improvements can be made?



Opportunity Accelerators Summary

Four vital signs indicate the health of an opportunity.

- **Compelling Reason to Act (CRA)**
- IBM Unique Value
- Support of Key Decision Leader
- Expected Solution Value

The progress of an opportunity depends on the strength of its vital signs at key points in the customer's decision process.

We talked about:

- The four SSM Difference Makers and their enabling sales aids
- The four critical customer decision points and potential stall points that arise in the sales process
- Appropriate sales call actions that keep opportunities advancing and that can restart momentum in stalled opportunities
- How to assess the opportunity's vital signs at each potential stall point
- How to apply the Compelling Reason to Act Difference Maker and its supporting sales aids to correct common sales process problems and accelerate and close sales
- How to engage customers in business value dialog at key decision points to build preference for IBM partnership and solutions



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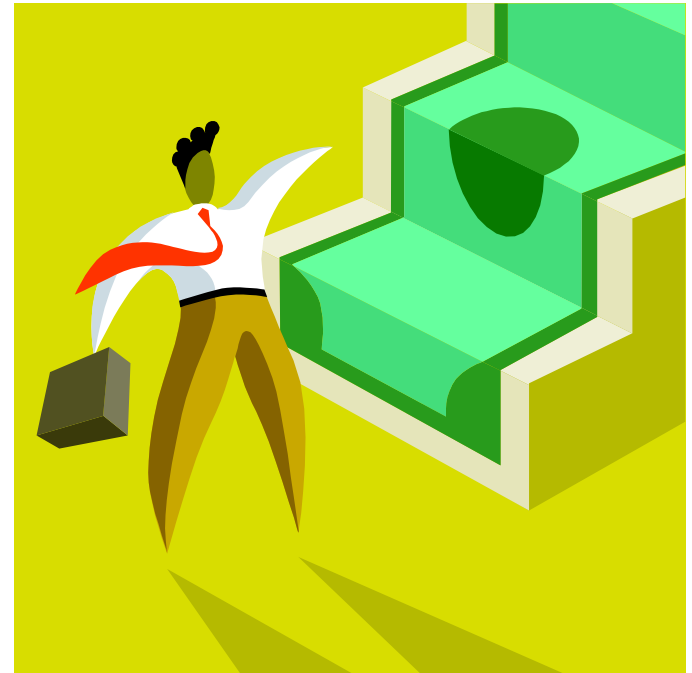
Create Your Plan to Accelerate Your Sales Skills

Putting It All Together

ON DEMAND BUSINESS™

Take the Next Three Steps...

- **Visit the PartnerWorld Pedestal in the Solution Center**
- **Consider how you will take advantage of IBM's suite of SSM Offerings**
- **Follow the recommended steps to accelerating sales skills**



... To Accelerate Sales Growth & Revenue!

Where do you go from here?

- Will you take the SSM and the Opportunity Accelerators courses?
- How will you apply the Difference Makers to your opportunities?
- Have you downloaded and learned to use the IBM On demand sales tools?
- Will you take advantage of all of the IBM On Demand education available to you?
- Do you know how to improve your business value dialog at each step?
- How are you going to proceed?
 - 30-, 60-, and 90-day plans

Steps to Accelerating Your Sales Skills for On Demand Business

1. Familiarize yourself with IBM's On Demand Business Strategy
www.ibm.com/partnerworld → IBM Strategies → On Demand Business
2. Understand your company's On Demand Business strategy and marketing plan, including key partnerships and the firm's partnering strategy
3. Explore Training & Certification section of the PartnerWorld Web site
www.ibm.com/partnerworld → Training & Certification
4. Do an informal assessment of your sales skills against those defined in the Skills Profile in the Skills Enablement Guide of Training & Certification
5. Review and sales training paths in PW Training & Certification
www.ibm.com/partnerworld → Training & Certification → Training Paths → Sales
 - a. **Follow Sales Fundamentals and Signature Selling Method training path**
 - b. **Follow "Getting Started with On Demand Business" Training Path, OR**
 - c. **Follow "Get Certified in On Demand Business Solution Sales" training path**
 - d. **Follow "Using Assessment Tools for On Demand Business" training path**
6. Explore Selling Resources and the Sales Enablement Guide
www.ibm.com/partnerworld → Selling Resources
7. Review descriptions and watch flash animation overviews of each On Demand Assessment Tool in Selling Resources
www.ibm.com/partnerworld → Selling Resources → Identify Opportunities → On Demand Assessment Tools
8. Discover the wealth of On Demand Business education modules in PartnerWorld University
www.ibmweblectureservices.ihost.com/pwu → Sign in → On Demand Business College
9. Create your personal skill development plan
10. Validate your skills: Achieve SSM Mastery level and become Certified for On Demand Business-Solution Advisor



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End Slide

Accelerate Your Sales Skills for On Demand Business



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Back Up and Supporting Charts

Sales Training and Support for On Demand Business

New *Interactive Sales Training for On Demand Business -- e-Learning Course*

- Risk-free, scenario-based learning experience
- Practice skills and apply knowledge needed to sell solutions for On Demand Business
- Planned availability – 1Q 2005

New **New and updated training paths**

New **Training & sales support offerings**

- 30+ new modules in PartnerWorld University
 - Strategy, Entry Points, Industry POVs
- Seller Action Play Books
- Offerings Guide



Assessment Tools for On Demand Business -- Summary

Opportunity Identification & Growth

(formerly Opportunity Mining for e-business)

- Create a plan to increase opportunity pipeline by an average of 30%
- Use client financial data to map to key business initiatives and industry business drivers and uncover new opportunities
- SSM steps 1- 4; align opportunity plans with customer business initiatives
- Advanced and Premier IBM Business Partners

IBM Profiler for On Demand Business

- assesses states of e-business adoption
- use with line of business & C-level executives
- SSM step 1-3; identify current stage of e-business adoption and benefits of moving to more advanced stages
- All IBM Business Partners

Competitive Advisor

- assesses business competitiveness based on financial benchmarks
- use with line of business and C-level executives
- SSM step 1; build relationship and identify pains and areas for solution opportunities
- Advanced and premier software and systems Business Partners

e-business Collaboration

- assesses state of business practices and supporting applications
- with line of business and C-level executives
- SSM steps 2-4; for established relationships or to extend the engagement adding additional or new functionality
- Using current Business Process functionality to drive End-to-End Solutions
- All IBM Business Partners

Automation Assessment Tool

- assesses autonomic computing capabilities and business value of an autonomic computing strategy for the customer
- with customer C level executives
- SSM steps 2-7; to influence technology decisions that save on operational costs, today and establish a foundation for on demand computing
- All IBM Business Partners

Integration Assessment Tool (coming in 2005!)

- Integration of business processes, people and information
- Defines the business value of an integration strategy and helps to establish an integration roadmap
- assess current level of integration within their business
- With customer C-level Executive
- Execute in SSM stages 2-7
- All IBM Business Partners



Availability in New languages ... (in plan)

☆ Japanese, Simplified Chinese, French and Italian

