Customer Message Management

Increasing Marketing’s Impact on Selling

Our marketing and sales communication challenges

Rank the following concerns for you and your company?
(1 = biggest concern  5 = least biggest concern)

- Too much parity in our value propositions – we won’t be able to clearly differentiate ourselves from similar competition
- Can’t elevate from products to solution sell – we’ll end up selling on price instead of creating a sense of value for the customer
- Poor quality sales channel performance – won’t be able to increase effectiveness of B&C reps or ramp-up new reps to meet revenue goals
- Brand inconsistency and dilution – struggle to ensure brand consistency across all of our channels and customer-facing representation.
- Wasted time and money – no one will use the content and tools created by marketing, and instead will spend productive selling time creating their own
Parity perceptions: our biggest concern!

The customer messaging environment

- Increasing competitive threats
- Clients inundated and overloaded with information
- Resulting in perceived parity and commodity pressures

The amount of business information your prospects and customers need to process in order to make a decision **DOUBLES** every 1,100 days

*“Simplicity” by Bill Jensen

Source: Sales & Marketing Management (American Marketing Association Survey of 1,506 executives)
Where does differentiation occur?

Our company's sales-to-customer conversations are our number one point of positioning and fast-becoming the last bastion of competitive differentiation.

Typical company reaction
The problem with “solution selling”

75% of solution selling efforts are considered failures by the companies that adopted them.

Why?

“The number one reason solution selling efforts fail is due to a lack of marketing and sales alignment.”

Mike Bosworth author “Solution Selling”
As much as 90% of all marketing materials created never get used by sales people.

SOURCE: American Marketing Association

As much as 40% of a typical sales rep's time can be spent repurposing information and customizing messaging.

87% of new skills are lost in the first 4 weeks following sales training

SOURCE: Huthwaite, Inc. Survey for ASTD Journal

What’s the impact of the disconnect?

The need for marketing and sales alignment
A discipline for marketing and sales alignment

Customer Message Management

What’s Broken: The Fix:

1. “Our messages don’t reflect the conversations we need to have with Clients.”

2. “Our tools don’t work the way we need to work in a consultative sales cycle.”

3. “We spend too much productive selling time trying to find or create the right messages and materials.”

1. Customer-Relevant Messaging

2. Buying Cycle-Relevant Tools

3. Sales-Relevant Access
Customer Message Management Best Practices

- Customer-Relevant Messaging
  - Buying Cycle-Relevant Tools
  - Sales-Relevant Access

How good are your customer communications?

Differentiated?

Competitive Bake-Off?
Differentiated vs. Bake-Off Messaging

<table>
<thead>
<tr>
<th>Differentiated</th>
<th>Bake-Off</th>
</tr>
</thead>
<tbody>
<tr>
<td>Find out what they want to accomplish</td>
<td>Talk about what we have to sell</td>
</tr>
<tr>
<td>Identify related challenges and needs</td>
<td>Conduct generic discovery</td>
</tr>
<tr>
<td>Share insights, expertise and ideas</td>
<td>Make presentations</td>
</tr>
<tr>
<td>Link your capabilities to their needs</td>
<td>Heap product features and details</td>
</tr>
<tr>
<td>Talk like business people</td>
<td>Talk like end users</td>
</tr>
<tr>
<td>Create value</td>
<td>Write a proposal and estimate</td>
</tr>
<tr>
<td>Empower buyers to:</td>
<td>Attempt to sell by:</td>
</tr>
<tr>
<td>• Achieve goals</td>
<td>• Convincing and persuading</td>
</tr>
<tr>
<td>• Solve problems</td>
<td>• Making competitive comparisons</td>
</tr>
<tr>
<td>• Satisfy needs</td>
<td>• Asking for the order</td>
</tr>
</tbody>
</table>

CMM Message Map

Goals:
- Create a customer-relevant messaging structure
- Provide a repeatable process for driving consistent, high-quality customer communications

CMM Message Map™

Key Conversation List

Objective 1

Need

Capability

Value

Solution Message

Proof Points
CMM Conversation Roadmap

1. **Opportunity Development**: Identify the business issues and potential impact
   - **Conversation**
     - “Who are we talking to?”
   - **Opportunity**
     - “What do they care about?”

2. **Solution Development**: Position our “best answer” as a potential solution
   - **Solution Mapping**
     - “What capabilities could help them?”
   - **Value Creation**
     - “How would that solution create value?”
   - **Proof Points**
     - “Why would they buy from me (us)?”

---

**Messaging Outputs**
Customer Message Management Best Practices

- Customer-Relevant Messaging
- Buying Cycle-Relevant Tools
- Sales-Relevant Access

Buying Cycle “Moments of Truth”

-3 Untroubled
  - No problems that I’m aware of, so no trouble yet

-2 Problem
  - We have a problem keeping us from meeting our objective

-1 Solution
  - Let’s define exactly what we need and how that will help us

0 Identify
  - Let’s determine and call in the best vendors for this thing

1 Review
  - We’ll evaluate proposals based on cost and service

2 Decide
  - Then we’ll select vendors and create Purchase Orders

Consultative

“We need it.”

Competitive Bake-Off
Buying Cycle “Moments of Truth”

Most everything we do in the name of marketing, sales support, sales training and sales management is focused from this point and after!

1. Identify
   - Let’s determine and call in the best vendors for this thing

2. Review
   - We’ll evaluate proposals based on cost and service

3. Decide
   - Then we’ll select vendors and create Purchase Orders

“We need it.”

Buying Cycle “Moments of Truth”

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2 Decide
  - Then we’ll select vendors and create Purchase Orders

- What’s the desired outcome?
- Who’s doing what to whom?
- What’s their message?
- How do they deliver it?
1. Are you struggling with temporary administrative staff who are unreliable, unhappy with their assignments, a poor cultural fit, or who leave too quickly for better job offers?

2. How does frequent turnover of temporary staff impact your company, in terms of training and re-screening processes matching their skills and personality to the position?

3. What is your best method for recruiting temp employees? Are you usually hiring to fill a simple position, but experience tells you there's a potential for huge headaches and frustration if you're not careful.

In fact:

- Unsuitable candidates get added to the applicant pool, adding to the numbers of people you need to interview.
- Inability to upgrade skills of temporary staff to meet changing job demands.
- Dissatisfaction among temporary staff with their assignments, leading to increased turnover.
- Unreliable temporary staff attendance.
- Inability to upgrade skills of temporary staff to meet changing job requirements and work assignments.

We have a problem keeping us from meeting our objective.

Let's define exactly what we need and how that will help us.

Let's determine and call in the best vendors for this thing.

We'll evaluate proposals based on cost and service.

Then we'll select vendors and create Purchase Orders.

As we discussed, frequent, unwanted turnover is costly and frustrating for everyone involved. The best way to solve this problem is by reducing turnover.

Thanks for an excellent discussion today. This email is to document our conversation and serve as the set-up for our presentation on reducing turnover of call center staff from 75% down to 5%. We look forward to working with you on a solution for reducing turnover.

MP Staffing's Pre-Screening and Testing gives people a way to upgrade skills, stay current, and increase their value in their current job. If someone needs to increase their skills, we offer a skills gap assessment and a plan for increasing skills, to prepare candidates for the next available position.

If someone needs to increase their skill level in to meet job expectations, what are their best options to meet those demands?

Reduce turnover.

What if, when your administrative staff showed up for work on day one, they had already been exposed to experienced day-in-the-life scenarios; position-specific work tasks; one, they had been working with an experienced mentor; experienced day-in-the-life scenarios where they had free access to thousands of the most popular and applicable job-related skills. What if, when your administrative or temporary employees were unhappy or unreliable?

Reduce turnover.

What if, when your administrative or temporary employees were unhappy or unreliable?

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Sales-Relevant Access to Knowledge

<table>
<thead>
<tr>
<th>Sales Relevant</th>
<th>Marketing Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview Guides My Search</td>
<td>I Have to Know Where to Look</td>
</tr>
<tr>
<td>Appropriate Content Is Pushed to Me</td>
<td>I Have to Pull What I Think is Best</td>
</tr>
<tr>
<td>Opportunity-Specific Messaging</td>
<td>Generic Product Information</td>
</tr>
<tr>
<td>J-I-T Customizable Communications</td>
<td>Static PDF Communications</td>
</tr>
<tr>
<td>Links to My CRM</td>
<td>No Connection to My Workflow</td>
</tr>
<tr>
<td>Built-in Feedback and Analytics</td>
<td>I Have to Tell Marketing What I use</td>
</tr>
</tbody>
</table>

Customer Messaging Toolkit

What market are you selling to today?

- Administrative
- Engineering
- Manufacturing
- Financial Services
- Education
- Healthcare
- Retail
- Call Center
- Accounting
- Daycare

This toolkit maps the key conversations that our salespeople have with customers, and the sales tools used to develop opportunities.

Use the messages and sales tools to prepare for calls, follow up with customers, and position MP Staffing as a company that understands and solves problems.

To get started, choose a market on the left, and then follow the prompts to create a customized sales toolkit.

Good Selling!
Customer Messaging Toolkit

What market are you selling to today?

- Administrative
- Engineering
- Manufacturing
- Financial Services
- Education
- Healthcare
- Retail
- Call Center
- Accounting
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Conversation Roadmap: Administrative

Click on any business issue below to get the full story. Think of these issues as the triggers for the conversations that you have with buyers in this market.

Select a Decision Maker:
- Chief Financial Offers
- Business Line Supervisors
- Directors of Human Resources need to:

  - Improve the quality of candidates for temporary positions
  - Reduce turnover of temporary staff
  - Provide quicker placement ("fill rate")
  - Speed ramp-up and productivity
  - Improve temporary staffing process management
  - Manage cost of temporary staffing support
  - Enable staffing vendor consolidation to save money

We need to: “reduce turnover of temporary staff”

Related challenges:
- Getting temporaries that are not a good fit with the assignment or the culture
- Temporary staff doesn’t have a broad enough skill set to flex with the job requirements
- Temporaries are too easily lured away before finishing the job

In fact:
- It costs up to 30% of a position’s first-year salary to replace and re-train after turnover – not including the time, frustration, and potential de-motivation of other employees who are affected by the turnover.

Probing questions:
- Are you struggling with temporary administrative staff who are unreliable, unhappy with their assignments, a poor cultural fit, or who leave too quickly for better job offers?
- How does frequent turnover of temporary staff impact your company, in terms of training and re-training time? Customer continuity? Morale of other employees?
- What is your best method for recruiting temp employees? Are you usually hiring to fill a temporary position, or hoping to find someone who will fit the job and culture as a long-term employee?

Proof:

At ABC Global, MP Staffing reduced turnover from 75% to 5% in the call center.

Potential Solution Offerings
- Pre-Screening & Assessment
- Realistic Job Previews
- Free Training Services
- Stay-Put Bonuses
What do you need to do?

**Pre-screening & Assessment**

Diagnostic Questions:
1. How often do you find that administrative or temporary employees do not have the proper skills for the position?
2. What do you do if a temporary person is not a good cultural fit for your work environment?
3. What impact does this have on supervisors who struggle with temps who are unhappy or unreliable?

Solution Scenario:
- What if, when your administrative staff showed up for work on day one, they had free access to thousands of the most popular and applicable job-related video profiles? They could view relevant job videos; and toured experienced day-in-the-life scenarios; position-specific work tasks; and the proper skills for the position?
- How often do you find that administrative or temporary employees do not have the proper skills for the position?
- How do you set realistic expectations about the job – especially if the temp believes that the job was supposed to be more desirable skill-sets on workflow or the proper skills for the position?

Value Creation Statement:
- MP Staffing’s Pre-Screening and Testing process thoroughly assess and qualify the candidate that’s the best fit for the job.

Potential Solution Offerings
- Pre-Screening & Assessment
- Realistic Job Previews
- Stay-Put Bonuses
- Free Training Services
- Free Training Services
- Free Training Services
- Stay-Put Bonuses
- Stay-Put Bonuses
- Stay-Put Bonuses

Diagnostic Questions:
1. Proper screening and testing has been shown to lower turnover by 4x in the first 90 days.
2. What’s the impact of misplaced people in terms of cost to train and cost to replace?
3. What do you do if a temporary person is not a good cultural fit for your work environment?
4. What impact does this have on supervisors who struggle with temps who are unhappy or unreliable?
5. How do you set realistic expectations about the job – especially if the temp believes that the job was supposed to be more desirable skill-sets on workflow or the proper skills for the position?

Solution Scenario:
- What impact does that have on supervisors who struggle with temps who are unhappy or unreliable?
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- Free Training Services
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- Stay-Put Bonuses
- Stay-Put Bonuses
Subject: Reducing Turnover in Temporary Administrative Staffing

Thanks for an excellent discussion today. This email is to document our conversation and serve as the set-up for our presentation on [insert date] with [participants].

It’s clear that [company] sees an opportunity to decrease costs and improve productivity by reducing turnover in temporary administrative staffing. The biggest challenges we identified include:

- Unreliable temporary staff attendance
- Dissatisfaction among temporary staff with their assignments
- Inability to upgrade skills of temporary staff to meet changing job demands
- Poor compensation causing temp staff to leave too soon for better opportunities

As we discussed, frequent, unwanted turnover is costly and frustrating for everyone involved. The best way to solve this problem is by addressing the root causes of temporary staff turnover. MP Staffing has developed a comprehensive approach, including:

- Pre-Screening and Testing matches candidates and personality with the position
- Realistic Job Reviews that “filter in” candidates who are qualified, ready and eager for the job
- Free Training gives people a way to upgrade skills, stay current, and increase their value

Using a similar solution from MP Staffing, ABC Global dramatically reduced turnover of call center staff from 75% down to 5%. We look forward to working with you on a solution for reducing turnover.

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Follow-up Letter/Email Template

<table>
<thead>
<tr>
<th>Business Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenges</td>
</tr>
<tr>
<td>Potential Impact</td>
</tr>
<tr>
<td>Solution</td>
</tr>
<tr>
<td>Proof Point</td>
</tr>
</tbody>
</table>

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Solution Brief Leave Behind

<table>
<thead>
<tr>
<th>How can we reduce unwanted turnover in administrative staff?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Pre-Screening and Testing matches candidates and personality with the position.</td>
</tr>
<tr>
<td>2. Realistic Job Reviews that “filter in” candidates who are qualified, ready and eager for the job.</td>
</tr>
<tr>
<td>3. Free Training gives people a way to upgrade skills, stay current, and increase their value.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MP Staffing Administrative Solution</th>
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</thead>
<tbody>
<tr>
<td>Considerations</td>
</tr>
<tr>
<td>Pre-Screening and Testing matches candidates and personality with the position.</td>
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<td>Realistic Job Reviews that “filter in” candidates who are qualified, ready and eager for the job.</td>
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<td>Free Training gives people a way to upgrade skills, stay current, and increase their value.</td>
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<table>
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<tr>
<th>Proof Point</th>
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<tbody>
<tr>
<td>Follow-up Letter/Email Template</td>
</tr>
<tr>
<td>Solution Brief Leave Behind</td>
</tr>
</tbody>
</table>

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ROI Potential

- Outdistance others in quota achievement by 25%
- Win rates 20% higher than average sales forces
- 3x more successful in proposals closing to a sale
- Significantly better cross-selling and up-selling
- 5x better at avoiding excessive discounting
- Significantly more effective new product launches

"Whether these firms are more disciplined because they embarked on the CMM journey or they were willing to go down the CMM path because they already had a more structured corporate/sales culture, the results are inescapably the same: **they’re getting a much bigger bang for each sales and marketing dollar.**"
Delivering value with CMM

Benefits of improving sales effectiveness through personalized communications

- Ensure the sales representative can get the right information at the right time
- Customer-facing individuals spend more time actually being “customer facing”
- Delivery of content with consistent use of brand and positioning – alignment between sales and marketing
- Greater ability to increase win rate if we can recommend the right content based on customer needs
The typical sales environment

- Information comes into sales from all different directions
- Multiple sales methodologies and process create inconsistencies in client communications
- To be successful, sales needs to understand and be able to articulate a large number of potential solutions
- Both a desire and a requirement to cross-sell exists without necessary support
  - No coordinated input from subject matter expert silos throughout the company

"Everything is a custom approach, which is very time consuming."

Experian Business Development Representative

Key activities

- Establish sponsorship at the executive level
- Map out the focus (i.e., vertical vs. functional sales group, etc.)
- Design your templates
- Research the area of focus
- Identify the “A” team
- Conduct the workshop
- Write, test, write, test
- Deliver standalone messaging documents
- Apply technology
Defining your message map

<table>
<thead>
<tr>
<th>Message element</th>
<th>Description</th>
<th>Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>Segment</td>
<td>Audience/decision maker</td>
<td></td>
</tr>
<tr>
<td>Buyer</td>
<td>Audience or decision maker</td>
<td></td>
</tr>
<tr>
<td>Business need</td>
<td>What is the business problem they are trying to solve? The need for...</td>
<td></td>
</tr>
<tr>
<td>Business need description</td>
<td>Brief paragraph describing the environment and challenge</td>
<td></td>
</tr>
<tr>
<td>Background</td>
<td>Outline that defines the business issue and related factors Why is this problem? How is it keeping them from reaching objectives?</td>
<td></td>
</tr>
<tr>
<td>Pole position/challenge</td>
<td>Brief points - usually why they haven't been able to solve this problem</td>
<td></td>
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<td>Brief points - usually why they haven't been able to solve this problem</td>
<td></td>
</tr>
<tr>
<td>Financial business impact</td>
<td>What is the business need if they're able to solve this problem?</td>
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</tr>
<tr>
<td>Compelling industry factoids</td>
<td>Industry statistics and points that support the issue and related traits</td>
<td></td>
</tr>
<tr>
<td>Solution value summary</td>
<td>What should customers consider for the business need and the value of being able to solve the problem? (Conversational trigger)</td>
<td></td>
</tr>
<tr>
<td>Proof points</td>
<td>Quotes, industry statistics or “Tell-ems” that validate the problem or confirm the ability to solve it</td>
<td></td>
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Keeping it simple

<table>
<thead>
<tr>
<th>Business need</th>
<th>Evaluating the creditworthiness of potential customers</th>
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<tbody>
<tr>
<td>Buyer</td>
<td>Finance director</td>
</tr>
<tr>
<td>Business need description</td>
<td>It's always good when someone wants to do business with you, but potential customers don't always reveal upfront whether they're enough to work with. To manage risk effectively, you need to quickly and efficiently evaluate the creditworthiness of applicants and apply a set approval policy</td>
</tr>
<tr>
<td>Pushing question</td>
<td>What processes do you have in place to evaluate creditworthiness?</td>
</tr>
<tr>
<td>Pushing question</td>
<td>Do you have policies established in light of credit risk?</td>
</tr>
<tr>
<td>Solution value summary</td>
<td>Experian can provide information about creditworthiness for each company, group, or individual. Use the information in your decision making process to guide you in business opportunities. As well as what credit risk and payments you should give, but because we offer this information in an online environment, users are able to quickly and easily use this report service provided you can choose the level of detail that's right for you.</td>
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Delivering the message

Evaluating the creditworthiness of potential customers

What if you could quickly and easily gain access to all of the information you need to evaluate creditworthiness?

It's always good when someone wants to do business with you, but potential customers don't always represent an appropriate level of risk. To manage risk effectively, you need to quickly and effectively evaluate the creditworthiness of applicants and apply a vet approval policy.

Your firm can provide information about creditworthiness for such companies, groups, or individual entities you are thinking of doing business with. You can use this information to make informed and informed decisions based on who you want to do business with, as well as what kind of credit risk you should give them. And because we offer the information in an online environment, access is quick and easy and offers varying report options so you can choose the level of detail that's right for you.

Delivering the message

— How we help business clients

| Pre-Clients |
| Solutions |

We help businesses that deeply understand additional value for their customers.
Lessons learned

- Use a “train the trainer” approach
- Break the project into manageable parts
- Find committed resources
- Apply technology after you’ve got it right
- Deliver value quickly
- Become a part of processes across your business