

Service Sales Playbook



Service Contracts Benefits

- **Minimizes business interruption during downtime**
- **Optimize & extend performance of equipment while controlling costs**
- **Better manage cash flow – supplies a reliable basis for budgeting and planning**
- **Minimize risk and cost associated with downtime**
- **Increase employee performance by allowing more time on other tasks**
- **Lowers overall cost of ownership**
- **Leverage capabilities of service provider – technology always evolving**

Ideal Client Profile

The Ideal Client Profile is defined as a set of criteria or characteristics that make up your perfect customer. Once created, your ICP becomes an invaluable tool in cleaning up your current pipeline as well as assessing future prospects. To begin creating your Ideal Client Profile, answer the following questions:

- What is the value my services bring to my ideal client?**
- What is the end result my services create for my ideal client?**
- What industry or industries does my ideal client represent?**
- How do they go to market? (Direct to consumers or channel partners)**
- What is their estimated annual revenue?**
- How many employees do they have?**
- How many locations do they have?**
- What is the title of my contact or decision maker at my ideal client?**
- What is the trigger event that occurs to indicate a need for my products or services?**

For example, customer opening new DC, installing additional shipping line, acquired a new company, introduced a new product).

- Who are my ideal client's customers?**

Use your Ideal Client Profile as an assessment tool to determine your best prospects moving forward. Each time you receive a lead or referral, compare it to your ICP to determine whether or not you will pursue it. You can also use your Ideal Client Profile as a tool to create a prospect list, again by using the criteria of your ICP as the same criteria for creating the list.

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Creating Value

A value proposition articulates the essential benefits and experiences the client can expect to get, at what cost and how that combination is superior to other choices. The outcome or the positive experience your client will receive as a result of doing business with you is the essence of your value proposition.

Providing expert advice and a high level of professionalism is an excellent way to create value for your customers. You need to focus on how you can provide a level of advice that is significantly higher, more sophisticated and more valuable than that of your competition.

You can provide your customer with expert advice by going back over some of your key account wins and think about what you learned during that process.

Because you work with different customers every day and are challenged to provide service solutions to a variety of customer problems your know more about the service business than your prospect does.

Make a list of how you helped your previous prospects so you can understand how to present your expertise to your customer in a way that you will be viewed as an expert and a trusted advisor.

- How did your last customer handle service before ?
- Did they have a contract with a competitor? What did they like best about the competitor?
- What was the most important feature of your proposal that won the business?
- How did you win out over the competition?
- How did your last customer's business model compare with the account your working with now?
- Can you use this information to position yourself as a trusted advisor with your prospect/customer?

Here are examples of the value that service contracts represent :

- An easy to manage master contract for all sites and all printers.
- Web service call management or traditional call center assistance ,
- A service account representative assigned to your account
- A local service manager accountable to your specific service delivery requirements
- A local customer engineer trained and certified by the manufacturer
- These are all part of our service offering designed to minimize the risks associated with a major business interruption caused by printer failures.

- "A service contract represents the least expensive service option over the life of your printer".*
- "You'll spend less time dealing with unexpected equipment failures and coordinating service activities."*

Service contracts make good business sense when:

- The application is mission-critical**
 - Your company wants a single source for service needs, one number to call.**
 - Internal resources are limited and you need to focus them on your company's core business activities.**
 - You want to manage maintenance costs.**
 - You want to ensure the maximum life for your equipment.**
 - You want peace of mind.**
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Sales Tactics

Identifying the Decision Maker

By asking the following question you will be to identify the decision maker and also help you understand how your contact fits in the decision making process.

- “What’s the procedure at your company for making a decision like this?”
- “Assuming you wanted to do this, what would you have to do here?”
- “If you decide to move forward, what channels will you need to go through?”
- “How long does it typically take for this to move through the typical company chain-of command for an approval on something like this?”
- “Once you decide you want it, will you have to run it by any other department to get financial approval for it?”

Qualifying

The answer to this question will let you know what it will take to win the business.

- “If the price is the same, what will cause you to choose one vendor over another?”

Competitive Situation

If your prospect is currently using a competitor ask these questions:

- “What do you like best about your current service contract?”
- “If you could change anything regarding your current service contract what would you change?”

Trial Close

The answers will tell you how serious the customer is and it will also help you understand and address any objections.

- “Assuming that you accept our proposal, when would you like your service contract coverage to start?”
- If your prospect answers with *something like “Well, I’m not sure we’re ready to discuss a start date yet”*. Ask *“How do we get to that point”*.
- The point of the trial close is to get all objections out and “on the table” so you can address them.

Closing the Deal

A good way to close the sale is by leading your prospect to a decision based on what you have accomplished so far. For example, you say,

“Mr. Customer, I’ve gone thru the inventory of your equipment and validated our certifications, I’ve matched our CE locations to your distribution centers, we’ve agreed that my price is competitive and you need the service to start immediately.”

“All I need now is your approval and a purchase order so we can set up your contract. How do I proceed?”

Sales Call Guides

Sales Call Guides are an effective way to make sure we’re all saying the right thing and maximizing our chances of securing an interested prospect. It also keeps you on track to achieve the overall objective of the call.

Call guides have been created to help guide you through a few of the typical telephone prospecting/sales calls.

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Questions to ask your customer to determine the best service option available to meet the customer's specific needs

- How are you going to use equipment?
- What are their support options – internal, other service provider
- Is the equipment being used in a mission critical environment
- Can you continue to work without the device?
- How much does an hour/day/week of down-time cost your organization?
- Where is the equipment being used? (Physical or environmental risks.)
- What are your expectations when there is a problem?
- How quickly do you the issue resolved?
- How do you budget for fixed cost vs. unplanned failures?
- How do handle maintenance on other IT related gear?
- Do you have a back up printer or spare on hand?
- What are their requirements for uptime on their equipment?
- Do you realize one T&M call can cost a lot more than an annual contract depending on the model?
- What are your plans regarding maintenance if you don't purchase a contract?
- Who will administer your warranty status time-and-materials calls etc. if you don't buy service

What are the top reasons WHY customers purchase a service contract?

- Customer has a mission critical application
- Customer is looking for peace of mind
- Customer looking for single source for service needs – one number to call
- Customer does not have in-house ability
- Warranty upgrade options
- Ability to manage maintenance costs
- Understand that their valuable internal resources are better spent elsewhere
- Want to keep their equipment for a long time so keep it maintained
- Service Provider's reputation – either have used them in the past or currently using them and add equipment
- Like the Service Engineer- quality of the technicians
- Nationwide coverage
- Peace of mind

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Sales Call Guide- ESWOC Competitive Situation

Equipment Sold Without Contract – Customer Chose Competitor

OBJECTIVE: The objective of the call is to be able to provide the customer with a written quote for a service contract.

Sales REP: Hello, I'm xxxx from and I'm following up on your recent purchase of (mfr name and model of product) printer. Are you responsible for the equipment?

If NO, ask who is the person that you should be talking to or ask if the prospect can transfer you to the person responsible.

If YES, continue with the following....

I regularly call our customers to make sure that when you purchased your XXXX printer you were informed of what to do when your printer breaks down and you need service.

When you purchased your printer did your sales rep inform you of your warranty coverage and service options?

If Prospect answers NO then explain the manufacturers warranty and find out if the prospect can be without their printer for several days (or whatever the mfr warranty dictates for that product).
See script for ESWOC-Warranty.

If Prospect says YES:

Sales REP: If you don't mind me asking... what was your reason for not purchasing a service contract?

Prospect: *We chose another company to service our printer.*

Sales REP: Is that working out for you?

Prospect: *Yes. So far so good. (if Prospect says things aren't going so well, find out why and ask if current contract has a cancellation clause and ask to provide a quote.)*

Sales REP: Thanks for sharing that information. Would you mind if I called you back around 30 days or so before your current contract expires so I can provide a competitive quote?

Prospect: *That would be fine.*

Sales REP: When does your contract expire?

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Sales Call Guide-ESWOC –Equipment Under Warranty

Equipment Sold Without Contract - Warranty

OBJECTIVE: The objective of the call is to gain agreement to move to the next step in the sales cycle..be able to provide the customer with a written quote for a service contract.

Sales REP: Hello, I'm xxxx from the and I'm following up on your recent purchase of (mfr name and model of product) printer/scanner. Are you the person responsible for the equipment purchase?

If NO, ask to be transferred to the person that you should be talking to.

If YES, continue with the following....

Sales REP: I regularly call our customers to make sure that when you purchased your XXXX printer you were informed of what to do when your printer breaks down and you need service. When you purchased your printer did your sales rep inform you of your warranty coverage and service options?

If Prospect answers NO then explain the manufacturers warranty and find out if the prospect can be without their printer for several days (or whatever the mfr warranty dictates for that product). See text below.

Prospect: YES...

Sales REP: If you don't mind me asking... what was your reason for not purchasing a service contract?

Prospect: *My printer/scanner has a one-year warranty so I'll take advantage of the warranty and consider a service contract when my warranty expires.*

Sales REP: OK. Would you mind if I call you back before your warranty expires?

Prospect: *OK. I'll look forward to your call.*

Sales REP: Before I go let me make sure you understand the manufacturer's warranty for your printer/ scanner. Your printer comes with a one year back-to-manufacturer warranty. This means when your printer fails you'll have to pack it in it's original carton and ship it to manufacturer for repair. It usually takes them 5 to 7 days in-house to complete your repair. This works just fine for some companies but I want to make sure this works for you. Can you be without your printer for 8 working days?

Prospect: *No, I can't be without my printer for any extended period of time:*

Sales REP: It sounds like the printer is critical to your operation. I can recommend on-site service contract options for you. You don't have to box or ship anything and our technician can arrive at your site within four hours or the next business day depending on the coverage you choose. Also, all parts and labor and travel and PMs are included. Does this sound like something you'd be interested in?

Prospect: *Yes. How much will it cost?*

Sales REP: It depends on the type of coverage that you require. I'll prepare a quote that shows the pricing of the different coverage options and send it to you right away. I'll follow up in a day or so with a phone call to through your quote. Does that work for you?

Prospect: *Yes.*

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TACTICS FOR GETTING APPOINTMENTS WITH SENIOR-LEVEL CUSTOMERS

	Making use of:			
When you:	1. A direct approach ("Just ask")	2. Indirect routes to an introduction	3. The goodwill of gatekeepers in the customer organization	4. The support of your own executives
A. Have had little to no dealings with the customer organization	Consult business directories to find the name(s) of executive prospect(s). Send a letter to your prospects citing the specific business benefits (with tangible examples) that you can offer, requesting a meeting, and stating a time when you will call.	Get involved with charitable, community, or professional organizations. Use events to meet prospects and to become comfortable associating with executives. Or, buy a few shares of stock in the firm. Use the stockholders' meeting as an opportunity to meet your target executives.	Make an ally and coach out of the executive's administrative assistant. Show him or her the same respect and deference that you would show the executive. Assume he or she can speak for the executive.	Create a strategy to sell your own executives on the importance of their involvement with clients. Identify a particular executive in your company to connect with your prospect executive, where an alignment of interests or objectives is likely.
B. Have been working with the organization for a long time and have allies in various business units	Tell an ally that you would like to go on a listening tour of the organization, in order to learn more about their strategies and business goals. Ask for a referral to the appropriate people, including executives. Ask your ally to pave the way with personal introductions to those people.	Ask an ally about the "unguarded" times at the office (no receptionists or assistants) when you are most likely to reach your executive prospect directly—for example, early in the morning, late in the evening, or on weekends.	Keep gatekeepers (assistants, purchasers, etc.) involved in all your dealings with an executive, on an ongoing basis. Make it your goal to make them look good in the executive's eyes.	Send a letter requesting an executive service review: a meeting (not a sales pitch) at which you and your manager will review the year's activities and achievements, invite feedback on your services, and request suggestions on how you can better align with the organization's business goals and priorities.
C. Are "locked in" at a lower level (for example, with a purchaser or lower-level manager)	Identify other buying centers (business units, functions, geographies), in the organization. Target the executives of those new buying centers. If possible, swap buying centers with another account manager, so you can both start fresh.	Contact your executive prospect directly and offer to provide an overview of what is going on in their industry in your area of expertise. Mention a provocative idea that pertains to their markets, competitors, or strategies. When you get the meeting, invite Mr/Ms Purchaser to attend with you.	Show Mr/Ms Purchaser how he or she will win if you can reach your executive prospect. Suggest that you can be his or her "press agent" with the executive. Suggest a joint presentation in which you will brief the executive on your joint achievements and your joint plans for the future.	Craft a letter for your manager to send to the client executive. The letter should mention the purchaser's name in a positive light and request a meeting (with you and your manager) in order to get the executive's advice on next steps. Send the letter to the purchaser first, and ask for his or her edits.