

## **REENGINEERING (A prospect's current vision)**

There are not many "dumb" prospects out there. Every prospect has some sort of vision as to what they need (or don't need) and it's a vision that they "own." In today's market, an existing vision could be to do nothing ("NDI") or to delay a decision. Or, that vision may have been created by another vendor (which could be the incumbent or a vendor they used in a prior job), by a consultant or even developed internally (i.e., by reading an article, attending an industry show, or by a project team). If they are choosing NDI, or you did not create the vision, or if you think that you might be "column fodder," it may be necessary for you to apply the selling skill of reengineering. You may also have to reengineer a *client's* vision, as your competitors will continue to call on them to position their capabilities.

A prerequisite for successfully reengineering a prospect's existing vision is preparation. Specifically, you must think through how your capabilities compare to the competition, whether it is internal or external. Write up your differentiators, perhaps in the form of Anxiety Questions.

Once you know your strengths & differentiators, you are ready to execute reengineering. Refer to the Solution Selling manual to review the "9 boxes" for reengineering. To simplify reengineering for you, we want to emphasize 4 basic steps:

1. After a prospect states that they are looking to buy "x," ask them "HOW DO THEY SEE USING X"? Other questions to consider here could include: "What other vendors are you considering?" and "what do you like about them?" (A good time to do these C1 questions is when you are arranging the appointment. You can then do a better job of prepping for the next call and determining whether or not to compete for the business.)
2. State that you can give them the capabilities that they desire and if necessary, prove them as well.
3. Position capabilities that they might not have considered or that might be differentiators for you (vs. your competitors), by using ANXIETY QUESTIONS. It is your choice if you start with the anxiety question or with the capability question (Box C2), depending on what is more comfortable for you. The key here is to get the prospect to recognize that they have additional pain. Please remember however, it is even more important to "wallow" when expanded pain is identified in order to begin building additional value justification.
4. Summarize. Confirm their original vision along with the newly expanded vision & dollars, both orally and via letter/email. Offer proof around expanded vision.

Realize that reengineering might not happen until the prospect goes back to the "A" vendor and finds out whether or not they can also do the new capabilities. The "A" vendor is parked in the preferred position. It is theirs to vacate by faltering at this point. It becomes your parking spot only when they leave. Good follow-up is critical to find out where you are in the columns after the call. Send a follow-up letter to strengthen your position and to give your prospect the ammunition to move the "A" vendor out.

Let us know if this tip proves to be helpful in reengineering a prospect's (or client's) vision.