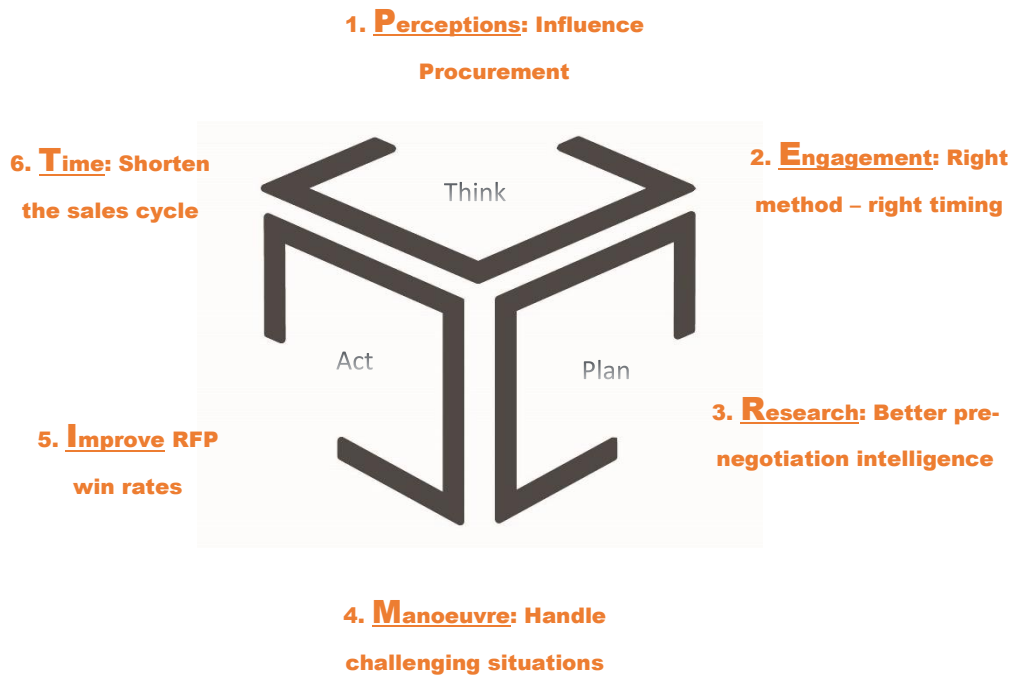


Sell more in less time by taking control of your relationships with Procurement

B2B Salesperson's Guide to the Procurement Black Box



*The **PERMIT model** – a more profitable way of engaging with Procurement*

By Armand Brevig, Managing Director



DEAR SALES TEAM LEADER

What if your team could increase sales by 30%, or double your RFP win rate, by dealing more effectively with Procurement?

B2B sales is getting more challenging. Procurement continues to slowly, but surely, gain more and more importance and influence in large and medium sized companies. In fact, Procurement has now become an unavoidable stakeholder, with the power to obstruct or facilitate a sale. Yet, most sales professionals

“Most sales professionals don’t have the skills and insights to deal confidently and proficiently with Procurement”

don’t have the skills and insights to deal confidently and proficiently with Procurement. The effect is fewer, less profitable sales that take longer to close.

To tilt the odds much more in your favour, your team needs new insights and approaches. That’s why I have designed 3x

1½-hour high-impact *Sales Insight Sessions* that provides rare and much deeper visibility into the Procurement black box ([see page 20](#)) than what it’s been possible to cover in this guide. Investing in accessing insider intelligence will pay off each time your team pursues a sale with a mid-sized or large company, because, on the balance of probability, Procurement *will* get involved in some shape or form.

“On the balance of probability, Procurement will get involved in some shape or form”

The approaches shared in this guide, as well as those to be shared during your *Sales Insight Sessions*, are true and

tested. They are based on decades of insights gained from working in both Procurement and Sales. What I am about to share with you helped one client increase annual sales by 28% and also improved their RFP win rate from 30% to 60%.

“Give your team a competitive advantage”

The *Sales Insights Sessions* are a unique opportunity to give your team an unfair advantage over the competition. A secret weapon. A new sales “super power”. But you don’t have to wait for your session in order to start reaping the benefits. You can give your team a head start *right now* by sharing this guide with them. It provides some very valuable insights and approaches that will drive more sales and shorten the sales cycle.

Once your team is ready to dive deeper and get to a place of 100% empowerment vis-à-vis Procurement, the *Sales Insights Sessions* will give them the ability to:

1. On a case-by-case basis, assess how Procurement views “value” and to use one of Procurement’s own models to communicate how your USPs align. This will help change Procurement’s **perceptions** in your favour.
2. **Engage** with Procurement in a way that capitalises on opportunities to turn the function into an ally, positions you as a critical or strategic supplier, and creates the foundation for a long-term relationship.
3. **Research** to plan for negotiations in a way previously unheard of by understanding Procurement paradigms, thought patterns, priorities, reward mechanisms, aspirations, fears and dislikes.

4. **Manoeuvre** (US spelling: “maneuver”) through challenging situations by employing appropriate tactics, such as capitalising on misalignments between stakeholders and Procurement, side stepping Procurement and countering negotiation ploys.
5. Significantly **improve** RFP (tender) win rates by adopting a multi-pronged strategy focused on influencing pre-RFP, better RFP selection, scoring mechanism insights and bid generation streamlining.
6. Reduce the **time** from verbal agreement to signed contract by asking the right questions to gain visibility of relevant sign-off processes. This allows for more precise and impactful follow up with people involved at the various process steps.

To ensure relevance, the areas covered in the *Sales Insights Sessions* have been carefully selected based on 1,000s of conversations with sales professionals. See [pages 22 and 23](#) for a more detailed description of what your *Sales Insights Sessions* will cover.

Your team could sell more in less time by confidently taking control of relationships with Procurement. And I would love to help them achieve that.

So, when you are ready, please drop me a line at armand.brevig@procurementcube.org to arrange a no-obligation conversation to explore if the *Sales Insights Sessions* are right for your team.

Yours sincerely,

Armand Brevig

Managing Director



CONTENTS

- Dear Sales Team Leader2
- If only Procurement wouldn't get in the way!5
 - So, what's going on?5
- How to not become a boiled frog6
 - Where do these insights come from?7
- 1. Perceptions: Influence Procurement8
 - Does Procurement truly care about anything other than price?8
- 2. Engagement: Right method – right timing.....10
 - How to engage with Procurement in a way that drives more business10
- 3. Research: Better pre-negotiation intelligence.....12
 - What you must know *before* negotiating with Procurement?.....12
- 4. Manoeuvre: Handle challenging situations14
 - Counter tactics which improve outcomes when negotiating with Procurement14
- 5. Improve RFP win rates16
 - Influence the RFP process and streamline your bid management process.....16
- 6. Time: Shorten the sales cycle18
 - How to reduce the time between verbal agreement and signed contract18
- Could your team exceed more sales targets?.....20
 - How to get an unfair advantage over the competition20
 - How the Procurement *Sales Insights Sessions* help your team22

IF ONLY PROCUREMENT WOULDN'T GET IN THE WAY!



Something is changing in the way medium sized and large companies buy. Have you noticed how Procurement shows up much more often than before? And when they show up, the outcome is:

1. Fewer sales because Procurement reduces your ability to differentiate your offerings
2. Longer sales cycle, because Procurement takes control of the cycle and may stall or block
3. Less profitable deals, because Procurement is getting (much) better at negotiating

Talk about a triple whammy! Fewer, less profitable sales that take longer to close.

So, what's going on?

Procurement continues to slowly, but surely, gain more and more importance and influence in large and medium sized companies. This irreversible trend sees Procurement form closer relationships with stakeholders, influence more areas of spend and have more of a strategic impact. The picture, in terms of the extent to which this is happening, and at what pace, is patchy.

As the advancement of the Procurement function continues, Sales professionals unprepared for this change will find selling to large and medium sized organisations increasingly challenging. That lack of preparedness is due to no fault of sales professionals – you just don't see what you don't see.

“You can't get around Procurement anymore”

But unless you gain new insights about how Procurement thinks, acts and plans, you will continue to see Procurement as a barrier to be avoided, only to find that avoidance has now become near impossible and the barrier is higher than ever before.

For sure, holding on to an outdated “let's avoid Procurement” mindset will not stop Sales from selling *today*. But because the evolution of Procurement is relatively slow, a Sales professional not responding to this slowly changing environment risks, metaphorically speaking, becoming a “[boiled frog](#)”.

HOW TO NOT BECOME A BOILED FROG



To avoid the boiled-frog-destiny and to get that edge to outmanoeuvre the competition, new insights as to what goes on inside the modern Procurement “black box” are needed. With those insights you will be

“More success when interacting with Procurement requires better preparation. Better preparation requires deeper insights”

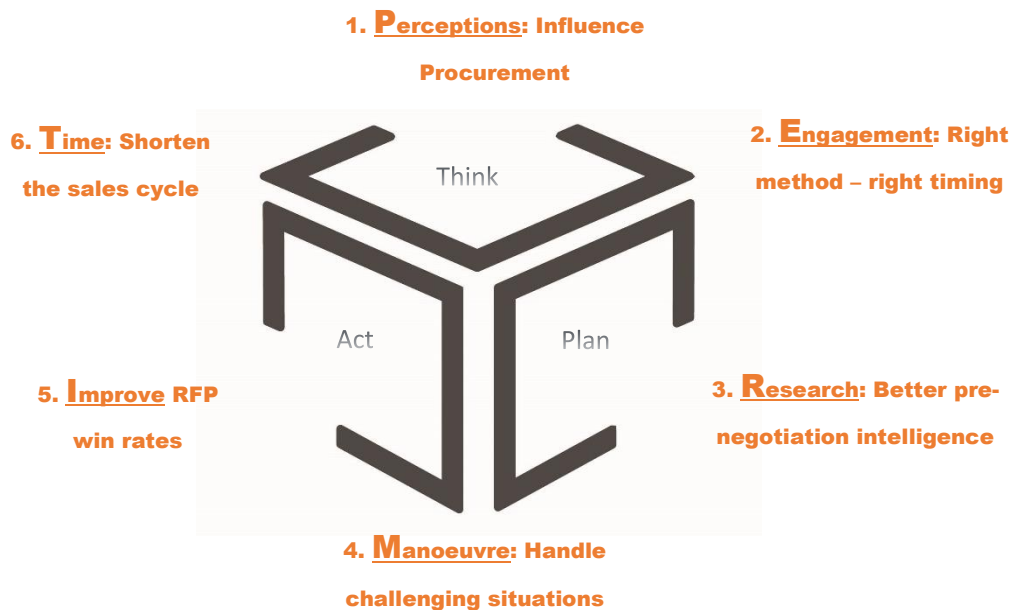
able to sell more in less time by confidently taking control of relationships with Procurement, and in some cases turn the function into your active ally.

You may know the Benjamin Franklin quote that, “by failing to prepare you are preparing to fail”. And it’s as true now as when he said it 250 years ago. More success when interacting with Procurement requires better preparation. Better preparation requires deeper insights.

This guide highlights some of the key behind-the-scenes knowledge and insights you need to achieve 6 sales boosting outcomes when dealing with Procurement:

1. **Perceptions:** Help Procurement see the unique value of your offering
2. **Engagement:** Involve Procurement at the right time, in the right way
3. **Research:** Better pre-negotiating intelligence to strike better deals with Procurement
4. **Manoeuvre:** Effectively deal with obstructive procurement staff
5. **Improve RFP win rates:** Stack the odds in your favour
6. **Time:** Reduce the time between verbal agreement and contract signature

These new sales “super powers” are summarised in the *PERMIT* model below. Hidden insights about how Procurement *thinks, acts* and *plans* are the core building blocks of these secret sales super powers.



*The **PERMIT** model – a more profitable way of engaging with Procurement*

Where do these insights come from?

They come from my 20 years of Procurement and Sales experience and my pursuit of uncovering deeper and deeper insights into how Procurement dynamics affect Sales. They also come from my wider network of procurement professionals and the thousands of conversations I have had with sales professionals like you.

I am Armand Brevig, Managing Director of [Procurement Cube](https://www.procurementcube.org). As an insider advising both Sales and Procurement clients, I understand how processes work on both sides. I have worked with organisations such as Takeda, AstraZeneca and Ipsen procuring a wide variety of services, such as SaaS solutions, Professional Services, HR Services, IT Services, Marketing Services, Digital Content Services, and Language Translation Services.

Are you ready to dive in?

1. PERCEPTIONS: INFLUENCE PROCUREMENT



Does Procurement truly care about anything other than price?

Procurement is often accused of only focusing on price. And in their eagerness to price compare, they ignore everything else, such as quality and your USPs. In fact, some misguided sales blogs and YouTube videos claim Procurement puts a lot of energy into dismantling your carefully constructed value

“Rather than intending to destroy your value proposition, Procurement wants to kick and rattle it”

proposition. The result, it seems, is an unfair comparison of “apples to oranges”.

While it may feel that way, as an insider, I can assure you that’s not what’s really going on when you are dealing with a *modern* Procurement function. Rather than intending to destroy your value proposition, Procurement wants to kick and rattle it to see if the proposition is robust and useful in terms of procurement professionals forming their own value perceptions.

Despite what it may look like on the surface, most procurement professionals in mid-sized and large companies are not tunnel vision focused on price reductions. They aim to obtain:

- value for money i.e., the optimal mix between price and quality
- lower *total costs*, without compromising quality; and
- added tangible business value that can be expressed in monetary terms.

So, Procurement typically cares about different kinds of value, more so than what the numerical price of your offering is. But whose idea of value are we talking about? Just because a vendor *proposes* that the value is XYZ, does not necessarily mean that Procurement and internal stakeholders *perceive* the same value.

“Procurement compares the *perceived quality of vendor offerings vis-à-vis the price of each*”

Procurement is not really comparing vendor 1 to vendor 2 to vendor 3 directly. Because offerings tend to differ, that would be a difficult and unfair approach. Instead, they compare the *perceived quality* of the 3 vendors' offerings vis-à-vis the price of each. That perceived quality in relation to price equals "value", seen through the eyes of the customer.

And that's how Procurement can credibly compare "apples to oranges". They are indeed comparing the *value* these "fruits" bring the stakeholder, not the "fruits" themselves.

2. ENGAGEMENT: RIGHT METHOD – RIGHT TIMING



How to engage with Procurement in a way that drives more business

It's important that you reach out to Procurement at the right time. So, when's the right time? That depends on who typically initiates the buying of whatever you are selling. It's either the Procurement function itself or a business stakeholder.

“Timing of engagement depends on whether Procurement or another stakeholder initiates the sourcing activity”

A modern Procurement organisation does not just sit around waiting for stakeholders to tell them what to buy. Procurement will proactively seek out opportunities to generate savings, cost avoidance and value. They may, for example, discover through a spend analysis that there are multiple pockets of unmanaged spend on a particular service or product across the company.

Procurement may then launch a sourcing project to consolidate this spend and negotiate a bigger and better deal. If you know from experience that the product or service you sell is often subject to these types of consolidation sourcing projects, I would suggest reaching out to Procurement at the same time you would have reached out to the first non-procurement stakeholder.

Build a Procurement avatar like you would for any other target. That helps you build a greater understanding of how they see the world. Neither Procurement nor the end-user care about your products or services. They want an *outcome* that relieves a perceived pain. A common Procurement pain is that their “categories” (More about *Category Management* in section 3) are not optimised.

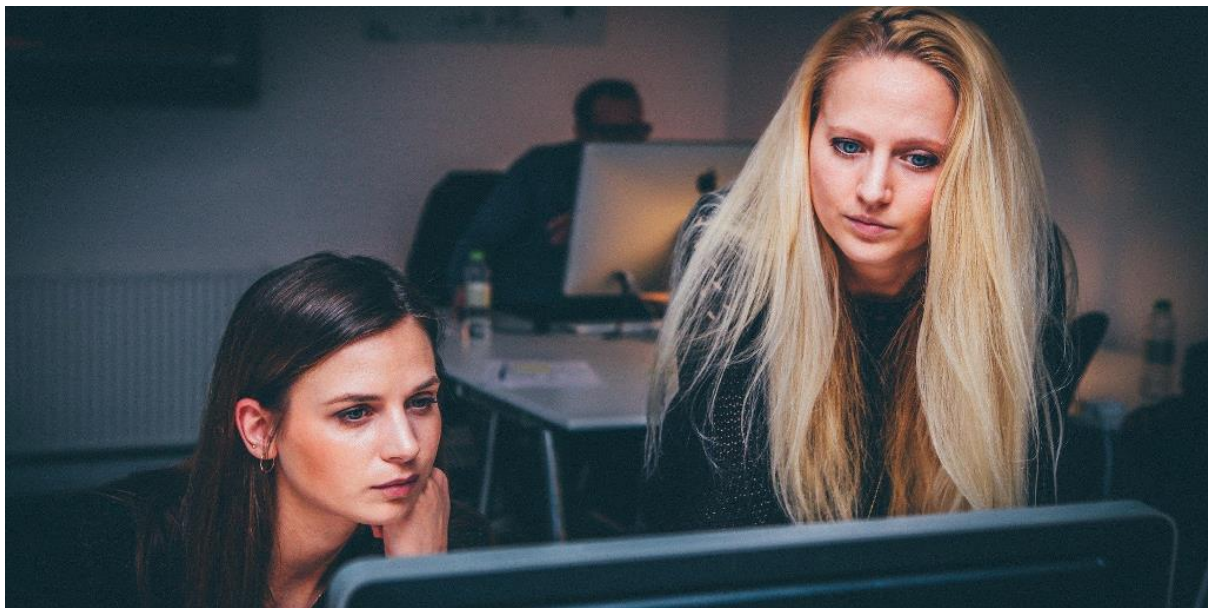
“Build a Procurement avatar like you would for any other target”

So, it's key to understand: 1) what their category is; 2) what the perceived key challenges are; and 3) how they plan to add value. Does what you offer make a significant

difference in that category from a Procurement point of view? E.g. something that consolidates spend or mitigates risk?

When a business stakeholder is the initiator of the sourcing project, you are better off timing the outreach to Procurement differently. Wait until you have had enough meaningful engagements with the business stakeholder to put you at an advantage, should a *Request for Proposal* be issued. The purpose of proactively reaching out to Procurement when a stakeholder initiates the sourcing project, is to get early visibility of: a) objections Procurement may have; and b) Procurement's commercial, legal and payment processes. This will make it much easier to forecast and influence *when* the deal is likely to close, and there will be fewer nasty surprises (see section 6 of this guide).

3. RESEARCH: BETTER PRE-NEGOTIATION INTELLIGENCE



What you must know *before* negotiating with Procurement?

Knowing as much as possible about the person you negotiate with is always good advice. And it's no different when the person on the other side of the negotiating table is a procurement professional. These are the types of things you need to know:

- What some common Procurement thought patterns and paradigms are
- What makes the procurement professional you are negotiating with tick
- What their professional goals and aspirations are
- What they are rewarded for achieving and how they are rewarded
- What procurement professionals tend to fear the most
- What misalignment there may be between Procurement and stakeholder views

Let's take a closer look at the first item, "*thought patterns and paradigms*". The biggest change that has shaped procurement thinking over the past 20 years is the evolution of *Category Management*. It's a strategic way of looking at all the company's external spend. The spend is divided into "categories",

“The biggest change that has shaped procurement thinking over the past 20 years is the evolution of Category Management”

hence the name. Individual categories are aligned with relevant supply markets. So, goods and services bought from the same types of suppliers *should* be in the same category. A Category Manager is responsible for running his/her category in a business-like manner.

What makes Category Management "strategic" is that it goes beyond the Procurement function, as it's part of a wider business process.

Therefore, it's not just Procurement professionals that are members of Category Teams. These teams are a coming together of: a) business stakeholders; b) support functions, such as Finance or Legal; and c) Procurement. Procurement professionals care about a number of things related to their categories:

- Improving stakeholder engagement and satisfaction

- Improving supplier performance and holding suppliers accountable
- Influencing as much of the category spend as possible
- Leading the development of a category strategy in collaboration with key stakeholders
- Mitigating supply related risks
- Reducing total costs, as well as delivering savings, cost avoidance and “value”
- Stakeholders using the deals negotiated, i.e. avoiding deal leakage
- “Transforming” the category in some way

If you, as a sales professional, have something compelling to contribute that helps with any of the above, you will be in a better negotiation position to get more of what *you* want.

One of the most significant and universally applicable Procurement paradigms is the idea of Procurement as a “Trusted Business Partner”. It’s a paradigm that has been shaped by the evolution of Category Management. As a trusted business advisor, Procurement sees it as its role to unmask true business *needs*, rather than blindly accepting stakeholder *wants*.

Being a trusted business partner also means acting as a broker of supply market intelligence and supply market technology. Doing so adds corporate value beyond savings.

But Procurement can only play that role if it’s capable of having meaningful and constructive business conversations with stakeholders.

Therefore, objectives and goals of a *modern* procurement organisation seek to encourage and measure stakeholder engagement. And the breadth and depth of the engagement becomes part of the goals. While most procurement organisations aspire to become “trusted business partners”, many still have a long way to go.

“As a trusted business advisor, Procurement sees it as its role to unmask true business *needs*, rather than blindly accepting stakeholder *wants*.”

4. MANOEUVRE: HANDLE CHALLENGING SITUATIONS



Counter tactics which improve outcomes when negotiating with Procurement

Win-win is the goal. But there will likely be bumps in the road. So, how do you deal with difficult situations and counter common Procurement negotiation ploys? There are, of course, many tricky

“Ask Procurement to make any unreasonable clause they won’t back down from mutual”

situations you could find yourself in vis-à-vis Procurement. But being faced with unfair contract terms is a very common scenario. So, what can you do about it?

“Do unto others as you would have them do unto you” applies to commercial contracts as well as to life in general. So, if it makes sense from a deal perspective, you could ask Procurement to make any unreasonable clause they won’t back down from mutual. The principle is that it’s fair if it applies to both parties. The “fairness card” can be played in other ways too. A small supplier negotiating with a large company, would be wise to study Corporate Social Responsibility statements on their website as well as any documentation made public of how they interact with suppliers.

When working as a Director of Sales for a small company, I did just that before a negotiation with a large client. They wanted us to take on uncapped risk, which could have finished off our company if the risk was to come to fruition. I knew that according to their own published statements they were supposedly committed to treating small suppliers fairly. And I also knew from working in Procurement that large companies don’t want the negative press associated with directly or indirectly “having put a small supplier out of business”.

So, I looked the procurement professional straight in the eyes and said, “are you *really* comfortable with a *small* vendor like

“Large companies don’t want the negative press associated with directly or indirectly having put a small supplier out of business”

us taking on this uncapped risk, which could finish off our company? Is it fair?” Silence... He didn’t look comfortable. And it wasn’t fair. And we didn’t take on that risk.

When you have just given a concession, Procurement has a habit of asking for another one and another one and another one. It’s part of their negotiation training. If you have moved, they know you will likely move again. They will keep pushing until you have nothing left to give. It’s one way of knowing that the

“Never give a concession without getting something in return. And when giving concessions, move slowly in small increments”

“best deal” has been achieved. The way to counter this behaviour is to never give a concession without getting something in return. Also, when giving concessions, move slowly in small increments.

If Procurement learns that their requests will be met with counter-requests and slow small movements, their desire to ask will be tempered.

5. IMPROVE RFP WIN RATES



Influence the RFP process and streamline your bid management process

I read somewhere that companies that have had the opportunity to influence requirements of a Request for Proposal (RFP), stand a 30 – 50% chance of winning. That’s in contrast to only 10% for bidders who have not had that opportunity. Those figures match with my own experience, having worked in both Procurement and Sales. So, suppliers who manage to build a relationship with a target before

“Suppliers who build relationships with a target before requirements are turned into an RFP, stand a much better chance of winning”

requirements are turned into an RFP, stand a much better chance of winning. After an RFP has been launched it becomes very hard to influence the requirements.

Firstly, you won’t be given free access to stakeholders and to Procurement to allow you to influence. After launch you have to play by the rules of the RFP, and those rules are always very strict in terms of how you can communicate with the organisation while the RFP is live. Secondly, even if you did manage to convince Procurement that they had missed something on the RFP, the thought of re-launching an RFP is unappealing. Supervisors will ask questions and it’s seen as embarrassing.

But, is there any point in trying to influence requirements if RFPs are all about price? At times when you’ve lost an RFP it may *feel* like “it’s all about price”. That’s not actually the case. What matters is the cost/quality relationship, aka “value perception”, as discussed in section 1 of this guide. That value perception is your sweet spot in terms of influencing to get better alignment with your USPs.

Before issuing an RFP, Procurement and stakeholders agree how responses will be scored. How much weight to give price vs. the quality elements. Sometimes price counts for only 20%, other times it may be weighted as high as 70%. While Procurement owns the RFP *process*, they don't score quality aspects where they don't have enough subject matter expertise. They do, however, provide their professional opinions to stakeholders on which suppliers offer above or below average value.

“Streamlining the bid management process is about doing *everything* you can to tilt the odds in your favour”

Streamlining the bid management process is about doing *everything* you can to tilt the odds in your favour. Here is how I helped a client improve their RFP win rate from 30% to 60%:

1. Better RFP selection by only bidding when we had had an opportunity to influence.
2. Better buying organisation empathy by digging deeper into the requirements.
3. Triggering better RFPs by targeting “ideal clients”.
4. Reducing bid preparation time by reusing and continually improving response segments.

6. TIME: SHORTEN THE SALES CYCLE



How to reduce the time between verbal agreement and signed contract

Before a contract is signed, a number of process steps have to be completed. The purpose is to verify that due process has been followed, that risks have been assessed and the right people have been involved.

“You can shorten the sales cycle by obtaining early visibility of processes, paperwork, signatories and formal approvals”

Any unticked boxes will delay contract signature. So, will the temporary unavailability of key people in the process.

You can shorten the sales cycle by obtaining early visibility of the processes, paperwork, signatories and formal approvals that will take you the “last mile” to a signed

contract. This visibility allows you to plan for complying with any process requirements. And it’s easier for you to track progress and intervene if things get stuck.

This, in turn, will make it easier to forecast when your deal will close.

“There are two main Procurement process types you need to be able to map out: 1. The commercial process; and 2. The legal process”

There are two main Procurement process types you need to be able to map out: 1. The commercial process; and 2. The legal process. If Procurement was involved early, the commercial process may already have been completed. But if Procurement gets involved *after* your verbal agreement with a stakeholder, Procurement still needs to ensure these risks are appropriately managed:

- Risk of being locked-in, considering portability, compatibility and open standards
- Financial risks, e.g. suppliers going bankrupt
- Reputational risks, e.g. around Corporate Social Responsibility
- Cyber security and data risks
- Supplier overdependency on buying organisation.

So, there will be questions to answer and forms to fill out concerning these areas, which it pays to be aware of in advance. The Legal process is separate and involves review of T&Cs, obtaining formal

“There is often a backlog of contracts to be signed on the desks of people with very little time to attend to such matters”

approval of budget holder and verification of signatory.

In mid-sized and large organisations, Procurement is responsible for reviewing the T&Cs, supported by Legal.

Procurement is also responsible for identifying people with the right Delegation of Authority (DoA) levels to

commit the company to spending the money and to sign a legal contract on the company’s behalf.

The approver of the spend is typically not the same person who signs the agreement. So, it’s important to build as accurate a picture as possible of the entire approval flow. For high value contracts, the signatory with the right DoA will be quite senior in the organisation. This means that there is often a backlog of contracts to be signed on the desks of people with very little time to attend to such matters. So, while contract signing may seem like an easy to execute formality, it can take several weeks to actually get it done.

COULD YOUR TEAM EXCEED MORE SALES TARGETS?



How to get an unfair advantage over the competition

B2B sales is not easy. There are many moving parts. Multiple stakeholders to influence and numerous obstacles to navigate. And while the vast majority of sales people I know are excellent at doing just that, there is always that one area where things aren't running as smoothly as they could – the interaction with Procurement.

In this guide I have provided a window into what goes on inside the Procurement black box. But there is so much more to see and learn. That's why I have poured my heart and soul into building high-impact *Sales Insight Sessions* that provides rare and much deeper visibility into the Procurement black box. Since Procurement has now become an unavoidable stakeholder, with the power to obstruct or facilitate a

“Investing in accessing insider intelligence will pay off each and every time your team pursues a sale with a mid-sized or large company”

sale, investing in accessing insider intelligence will pay off each and every time your team pursues a sale with a mid-sized or large company.

And since most sales professionals don't have the skills and insights to deal confidently and proficiently with

Procurement, you have a unique opportunity to give *your* team an unfair advantage over the competition. The interactive *Sales Insights Sessions* are delivered virtually in a way that's best suited to your circumstances, for example:

- As one 4 ½ hrs *Sales Insights Session* to fit in with larger sales team events
- Broken down into 3x 1 ½ hrs *Sales Insights Sessions* to fit in with scheduled sales training
- Broken down into 6x 45 min. *Sales Insights Sessions* to fit in with your sales team meetings

Recordings can also be made available, to allow you to easily bring any staff up to speed you may hire after your *Sales Insights Sessions* has been delivered.

The next two pages of this guide summarise what new secret sales super powers your team will gain from the *Sales Insights Sessions*.

How the Procurement *Sales Insights Sessions* help your team

It's only been possible to cover "the tip of the iceberg" in this guide. So, I've designed interactive live virtual *Sales Insights Sessions* to get your sales team to a place of 100% empowerment vis-à-vis

Procurement. **By the end of the Sales Insight Sessions, your team will be able to:**

1. Influence Procurement's perceptions by:

- First understanding Procurement's transition from *Old School* to a *Modern* function and how "value" and your USPs are now viewed
- Understanding why *some* Procurement teams still only focus on price
- Assessing to what extent *your* sales team's Procurement contacts will recognise value beyond savings
- Using one of Procurement's own models to illustrate to procurement professionals how your USPs add value.

2. Engage with Procurement in the right way at the right time by:

- Assessing when Procurement is likely to be most receptive to outreach attempts
- Identifying opportunities to turn Procurement into a champion for your services or products
- Offering market intelligence and clarity when requirements are unclear
- Building the foundations for a mutually beneficial long-term relationship with Procurement
- Encouraging Procurement to see you as a critical or strategic supplier

3. Prepare better for negotiations with Procurement by:

- Understanding the basics of *Category Management* and how it's shaping Procurement thinking
- Understanding key Procurement priorities and how to use that insight in negotiation planning
- Understanding how Procurement prioritises its workload and what implications that has in terms of getting the attention and support of Procurement
- Understanding how Procurement, as a function, is rewarded and the implications for negotiation planning
- Understanding typical professional goals and aspirations of procurement professionals and how to factor that into negotiation planning
- Understanding common Procurement fears and dislikes

4. Outmanoeuvre Procurement in challenging situations by:

- Capitalising on misalignments between stakeholder and Procurement
- Sidestepping Procurement altogether
- Countering common Procurement negotiation ploys
- Appropriately dealing with price fixated *Old School* Procurement

5. Win more RFPs by:

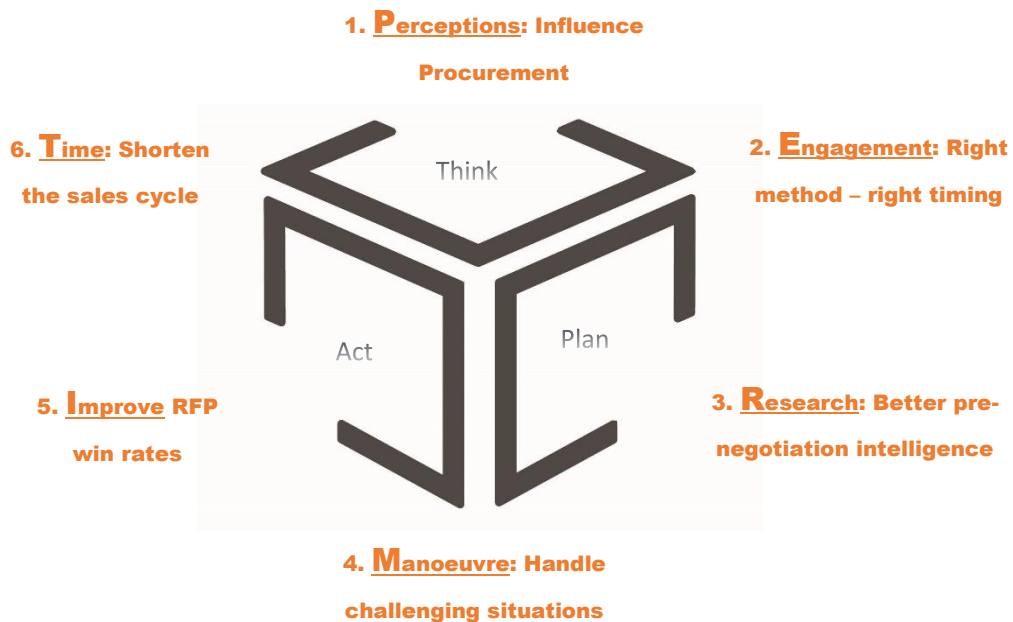
- Influencing requirements before the RFP is issued to align better with your USPs
- Understanding which RFPs to prioritise and which to avoid
- Understanding how RFP scoring works and how suppliers are compared
- Understanding RFP dos and don'ts
- Adopting a multi-pronged strategy to tilt the odds in your favour

6. Shorten the sales cycle from verbal agreement to signature by:

- Gaining visibility of Procurement's commercial process
- Gaining visibility of legal and payment processes
- Understanding how Delegation of Authority (DoA) works in mid-sized and large companies
- Asking the right questions to verify process steps, actors involved and likely timelines
- Understanding where things sometimes get stuck and why

...AND you'll get these three bonuses!

- *Action Plan Template*, which helps you plan long-term, and respond to Procurement challenges here and now. The template categorises all 58 possible actions from the course and allows you to quickly identify the one(s) appropriate to your situation
- *Value Story Template*, developed by leading corporate executive storyteller Ben Elijah from executivestory.io. The template supports you in putting together impactful messages that can be used in all interactions with Procurement, including creating compelling RFP summary/intro sections
- 30-day free trial subscription to *Troubleshooting Sessions* to support implementation of the principles learned



The PERMIT model – a more profitable way of engaging with Procurement

Drop me a line at armand.brevig@procurementcube.org to arrange a no-obligation conversation to explore if the *Sales Insights Sessions* are right for your team. We also offer coaching, direct deal support, consulting and RFP optimisation services.