10 rules of Big Deals "it's all about them"

- 1. Negotiate with the right person
  - Ask the CEO who is going to run the deal
  - Put Procurement in the room from the start
  - Check back with the CEO
- 2. Issues not products
  - Define the business issues
  - Make a list and share it as wide as possible
  - Negotiate them to the bare minimum you will address
- 3. Think Individuals not Organisations
  - What is in the deal for each person
  - Make them look smart
  - Map the stakeholders
  - Given all the information
    - Good
    - Bad
    - Above all be honest
  - Be astonishingly polite
  - have fun and use humour
- 4. Make their job easy
  - Do the heavy lifting for them
  - Templates that save time
    - Business Cases
    - Online content
    - Presentations that they can use
  - Similar 3rd parties
    - People like them
- 5. Nothing exists unless it is written
  - Take notes
  - Follow up with e-mail
  - Clarify Clarify Clarify
- 6. Knowledge
  - Don't assume they know
  - Get other experts involved early
    - Make it clear what is in for them
    - Go to the top
  - Know your stuff
    - Know your industry
      - Work in it
      - Or take its courses
      - Volunteer
    - be skilled in at least 2 things
      - Licences
      - Desktop
    - Know what you don't know
- 7. Intelligence
  - Seek knowledge
  - Work with those that confront you
  - News
    - be aware of what goes on around you
    - Changes will create opportunities
  - Seek allies
    - Find out who they respect
    - Find out who they dislike
  - Seek insight
    - What makes them tick
    - How do they have fun
  - Use the Analysts and journalists
    - ask others what they think
    - of them and you
- 8. Internal Stakeholders
  - Brief them early and often
  - Don't let them lead
  - If they are to meet the customer
    - Brief them
    - Brief them again
    - De brief them
- 9. Compelling events
  - Events that they have
    - End of year
    - Exhibitions
    - Press articles
    - Stakeholder conferences
  - Events that you create
    - Exec Visits
    - Conferences
    - Case Studies
    - Analyst or press briefings
- 10. DON'T
  - Assume that just because someone is senior they know how to do it
  - Follow all that 80's sales process
  - Ever say you are not technical
  - Ever say you are not business lead
  - ever disregard the competition
    - They will do that for you
    - Don't agree when the customer does
  - Ever use your PC in a meeting
  - ever use your phone in a meeting