

Strategic sales &
creating effective
partnerships

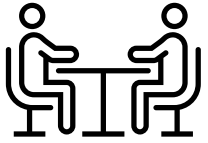
Clean Heat Accelerator

1st August 2024

Agenda

- Stages of projects – who to engage/partner with and when?
- Complex partners and customers – how to address different stakeholder?

Objective



- Introduce you to methods that can help you tackle partnering in project opportunities



- Consider complex partners and the roles within them






Stages of a project – when are players involved – when do you engage?

Potential Partners	Stages of a project					
	Origination	Design	Planning	Specification	Tendering	Construction/Installation
Developers						
Engineering consultants						
Planners (planning approvals)						
Specification Consultants						
Construction Company						
Installers/Sub-contractors						
Others?						

If you are a major component – need to be involved here

If you are a smaller component – need to be involved here

Engagement/Partnering example: Core systems/component

Potential Partners	Stages of a project					
	Origination	Design	Planning	Specification	Tendering	Construction/ Installation
Developers	Are there developers with right mindset we should focus on?					
Engineering consultants		Do we have contacts who will promote our approach? Are they brave enough to recommend us?				
Planners (planning approvals)			Do planners need briefing on why our approach is best?			
Specification Consultants				Do specifiers know of/like our technology Would they be brave enough to recommend it?		
Construction Company					Are the tech people in big construction companies aware of us – will they push back at us being specified?	
Installers/Sub-contractors						Are installers aware and positive Have we trained sufficient numbers?

Stages of a project, potential partners, and when to engage them - tool

Potential Partners	Stages of a project					
	Origination	Design	Planning	Specification	Tendering	Construction/Installation
Developers						
Engineering consultants		X				
Planners (planning approvals)						
Specification Consultants						
Construction Company						
Installers/Sub-contractors						
Others?						

When
Why
How

Exercise

- Using the format to consider which partners you need (for an important project you are considering – or would like to be part of) and when to engage them
 - Will they support you being part of the programme?
 - How can you ensure this?

Agenda

- Stages of major projects – who to engage/partner with and when?

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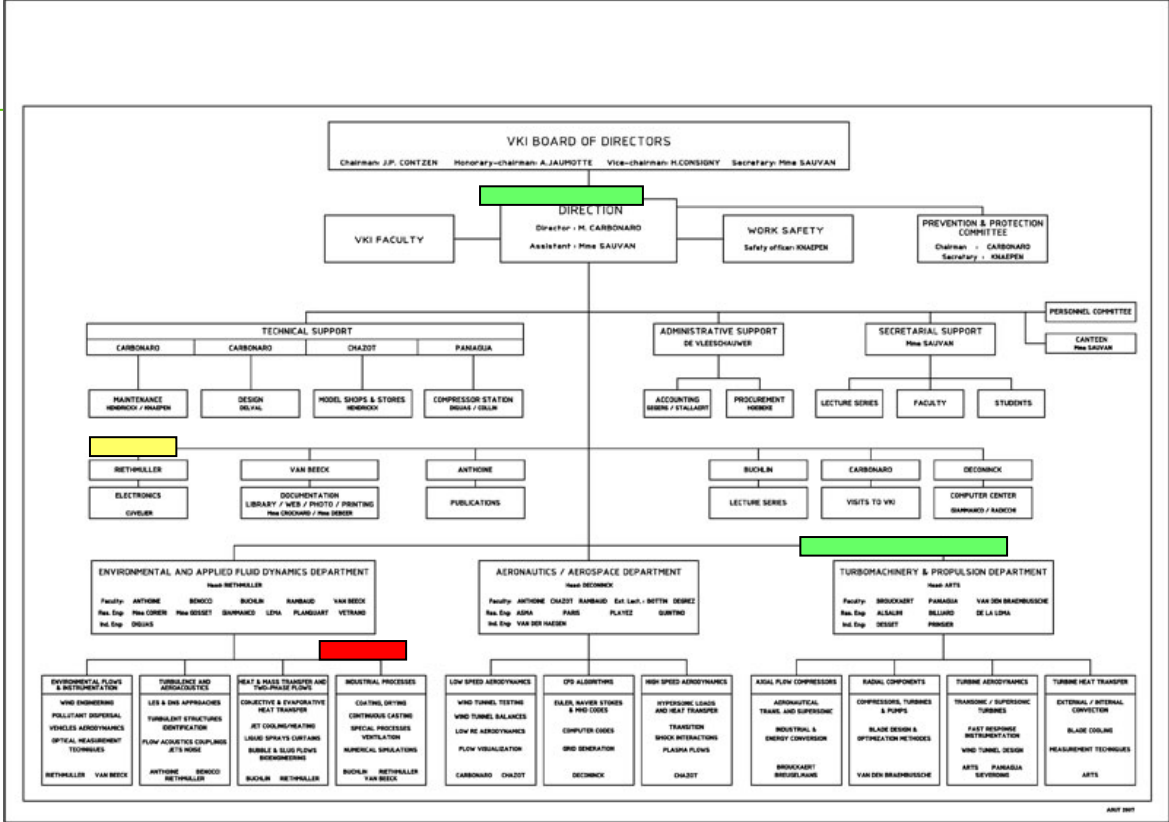
Partnering with big complex organisations

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Have you ever heard this said? (or have you said something like this?):

- “We’re talking to Shell – they are really interested”
- “Their R&D guy said they would love to see this included in their new development project”
- “They said they would move fast on this”

Know “who is who”

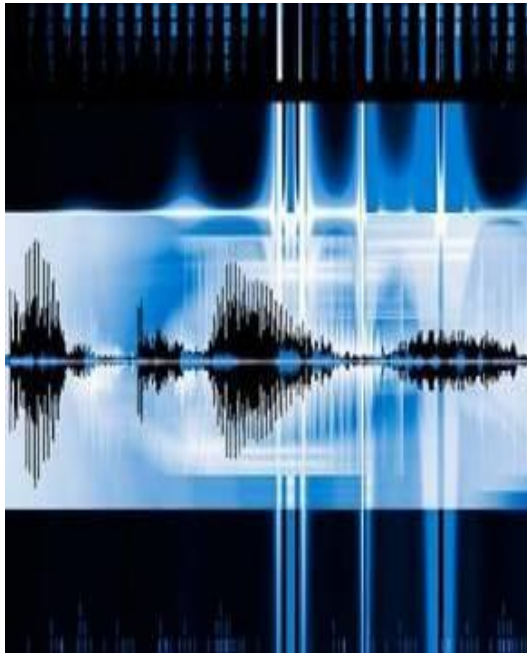


- Blockers
- Decision Makers
- Influencers

There will be several people involved in decision making. You will need an internal champion.



Understand the Operational Corporate Drivers



US\$m	Statutory Continuing operations	Statutory Discontinued operations	Statutory 2004	Pro forma Continuing operations	Pro forma Discontinued operations	Pro forma 2003
Group and share of joint venture turnover	6,462.4	2.9	6,465.3	4,409.6	22.5	4,432.1
Less: share of joint venture turnover	373.7	-	373.7	-	-	-
Group turnover	6,088.7	2.9	6,091.6	4,409.6	22.5	4,432.1
Net operating costs before exceptional costs	(4,655.8)	(4.4)	(4,660.2)	(3,983.9)	(27.8)	(4,011.7)
Exceptional costs – impairment of assets	(6.8)	-	(6.8)	-	-	-
Exceptional costs – restructuring	(9.0)	-	(9.0)	(21.8)	-	(21.8)
Net operating costs	(4,671.6)	(4.4)	(4,676.0)	(4,005.7)	(27.8)	(4,033.5)
Operating profit	1,417.1	(1.5)	1,415.6	403.9	(5.3)	398.6
Share of operating profit/(loss) of associates	65.7	-	65.7	(3.0)	-	(3.0)
Total operating profit	1,482.8	(1.5)	1,481.3	400.9	(5.3)	395.6
Profit on sale of tangible assets	4.2	-	4.2	9.3	-	9.3
Profit on sale of investments	10.2	-	10.2	-	-	-
Profit on sale of interest in JANES	-	-	-	136.6	-	136.6
Loss on disposal of operations	-	-	-	-	(1.6)	(1.6)
Profit before interest and taxation	1,497.2	(1.5)	1,495.7	546.8	(6.9)	539.9
Net interest payable and similar charges	(126.5)	(0.1)	(126.6)	(128.6)	(0.1)	(128.7)
Profit before taxation	1,370.7	(1.6)	1,369.1	418.2	(7.0)	411.2
Tax on profit on ordinary activities	(176.6)	(0.5)	(177.1)	(71.4)	(1.4)	(72.8)
Profit after taxation	1,194.1	(2.1)	1,192.0	346.8	(8.4)	338.4
Equity minority interests	(139.1)	-	(139.1)	(59.2)	-	(59.2)
Attributable profit	1,055.0	(2.1)	1,052.9	287.6	(8.4)	279.2
Earnings per share (US\$) – basic						
Pre-exceptional items	1.74	-	1.74	0.27	(0.01)	0.26
Exceptional items	(0.06)	-	(0.06)	0.19	-	0.19
	1.68	-	1.68	0.46	(0.01)	0.45
Weighted average number of shares (000)			626,351			628,335

The corporate drivers will determine behaviour. Its critical to ensure your venture is clearly aligned with KPIs and divisional scorecard

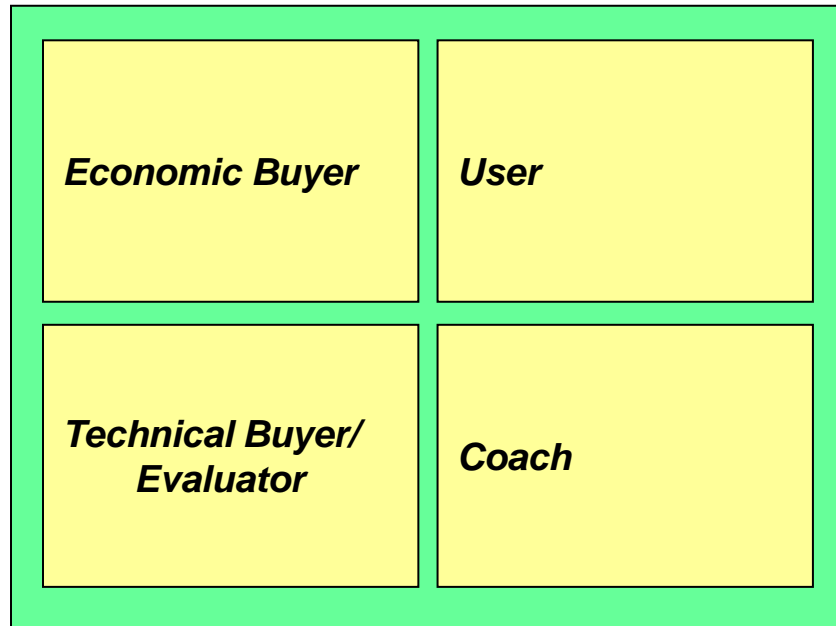
Understanding the end user buying process and buying factors?

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- Buying processes:
 - Who are the decision makers, what's the budget limit?
- Buying factors:
 - Is your solution valued for cost reduction, performance improvement capacity expansion?
- Impact:
 - What's the level of impact on client's operation?
 - What's the relative importance in the project hierarchy?
- Other
 - Finance or purchase agreements, Warranties, installation & commissioning considerations, decision time frames, references.



Complex partners - made up of differing but influential different stakeholders



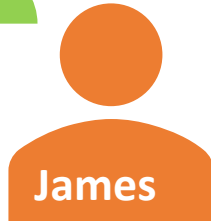
Components of a Complex Customer

- Often we think of business customers as if they are a single entity – “we made a sale to BP this week” – this is highly misleading
- Business customers are typically complex – that is there are several people involved making a purchase decision – each with a distinct role
- In this model there are four distinct roles within the business customer
 - **Economic buyer** – the person with the cheque book (often the boss of the user)
 - **Technical buyer** – the person who has to be satisfied that the goods are “fit for purpose”
 - **User** – the actual people using the products and services
 - **Coach** – a customer employee who is keen that your products are purchased and will help you to meet the right set of people – for major or difficult sales a coach is invaluable

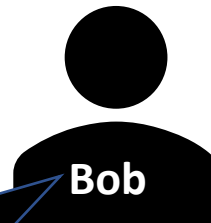
Strategic Selling - Most business customers are “complex” - made up of differing but influential different buyers



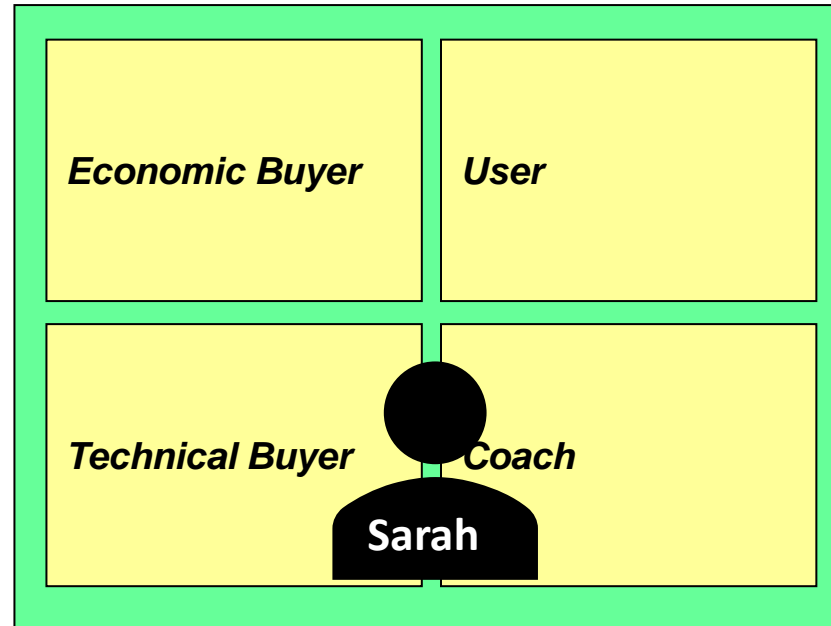
Board



James



Bob



Economic Buyer

User

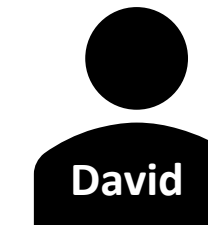
Technical Buyer

Coach

Sarah



Gareth

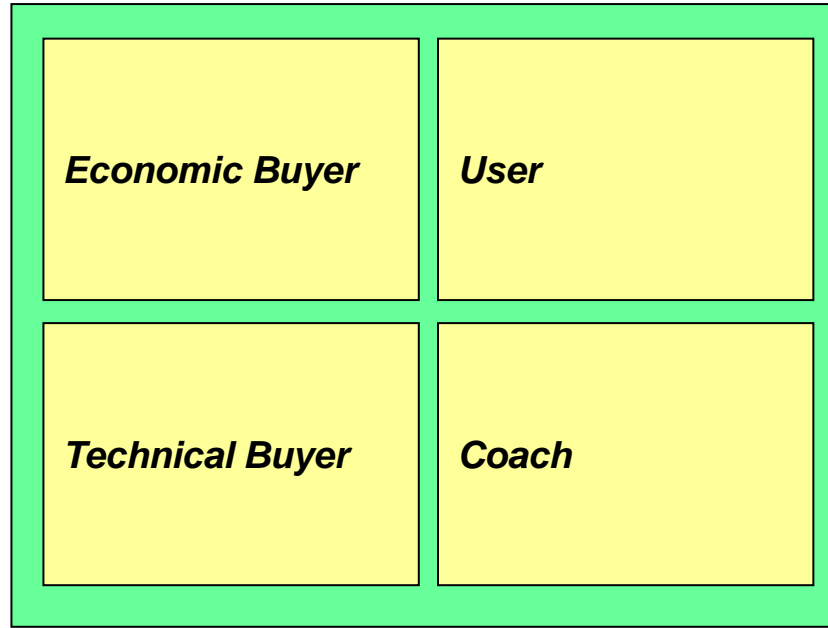
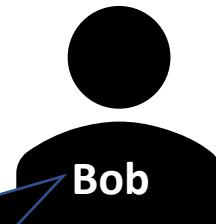


David

Components of a Complex Customer

I like a different technology

Strategic Selling – But even within a retail customer there are similar roles



Components of a Complex Customer

I like a different technology (child at University)

Strategic Selling – For a current sales situation – tell us about who is taking up these roles – what motivates them and how you will win them over



Who are they?:

What motivates them?:

What are their concerns?:

How do we win them over?:

Who is the *Economic Buyer*?:

What motivates them?:

What are their concerns?:

How do we win them over?:

Who is the *User*?:

What motivates them?:

What are their concerns?:

How do we win them over?:

Who is the *Technical Buyer*?:

What motivates them?:

What are their concerns?:

How do we win them over?:

Who is the *Coach*?:

What motivates them?:

What are their concerns?:

How do we win them over?:

Questions?

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