

Consultative Selling For Materials

Growth Arc Advisors LLC

Kendall Justiniano, founder & Managing Director

Tuesday February 6, 10am ET



Kendall Justiniano

Kendall has 35 years of leadership experience in the chemical industry. Most recently he was VP Marketing at Grace. His career spans a breadth of markets with a focus on growth, and business development.

Highlights:

- Led the <u>transition from acquisitive to organic</u> <u>growth</u> for a \$700M specialty catalyst division of W.R. Grace.
- Helped <u>stabilize PolyOne's \$450M extruded</u> <u>sheet division and effect a carve-out</u> to private equity.
- <u>Championed PolyOne's penetration of the Transportation sector</u>, including investments in thermoplastic composites (8% revenue growth).
- <u>Grew Dow's Aircraft Deicer business</u> from \$2M to \$20MM EBIT (\$45M to \$70M Rev) in 3 years.

He has an MBA from Ross School of Management at the University of Michigan and a B.S. ChE from Purdue University.









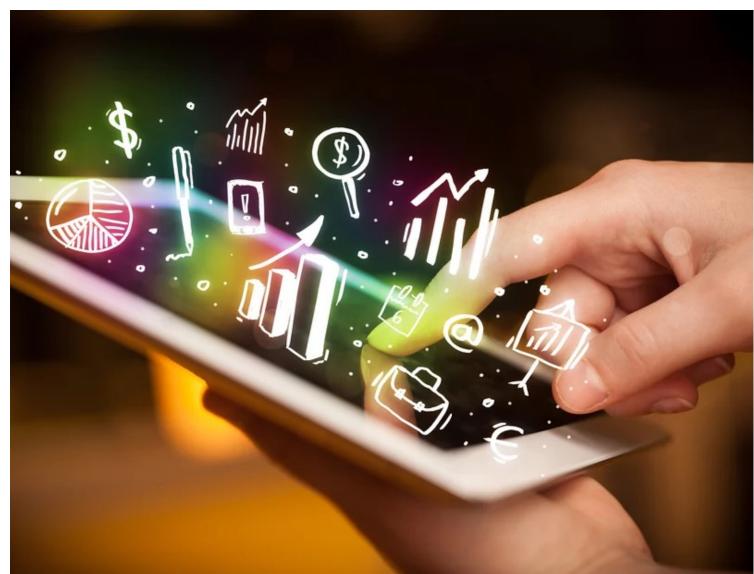
GROWTH ARC

ADVISORS

What's Changed?









Economic Disruption

Geopolitical Sustainability

Digital Technology

Information Quality

Availability

Decision Science

Cognitive biases
Group action
Sustainable change management



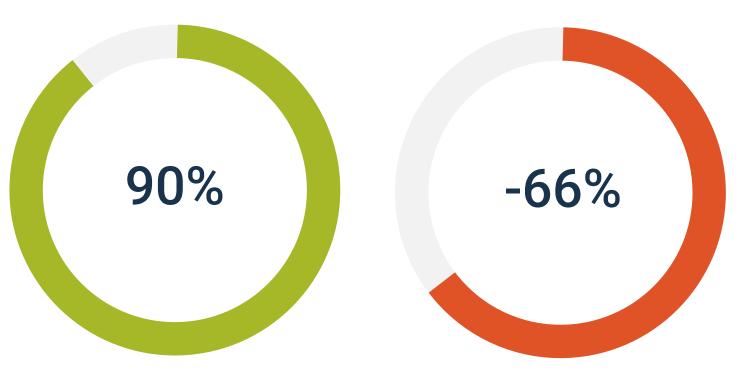
What's Changed in B2B Sales?

Customers are already aware of you...

...yet they struggle to make sense of it all.

Quality info already online

Customers reporting availability of trustworthy, but relatively undifferentiated information

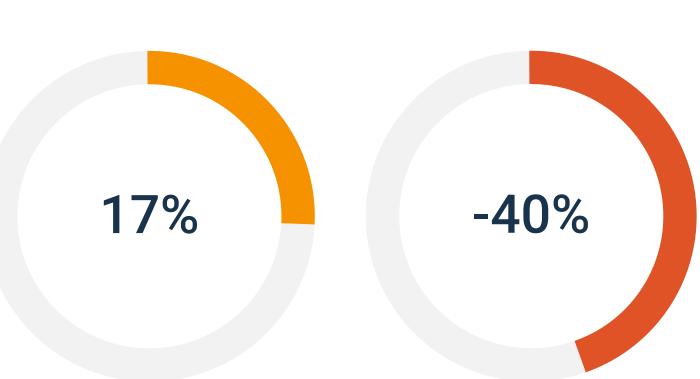


Information Overload

Overwhelming and contradictory info lowers buy decision likelihood.

Rep face time declining

Reported buying activity time spent in rep face time.



Low decision confidence

Low confidence in decision framing lowers buy decision likelihood.



Source: Gartner

What are common stall points in your organization's sales opportunities?



Customer Complaints

ABOUT SALES PROFESSIONALS

It was all pitching. This is propaganda, not useful; I am not interested in how great your company is.

It was too focused on your product and not on my problem. Your questions were too simplistic.

There wasn't any sense of exploring options. You just had one answer.

You <u>didn't help anticipate and mitigate</u> risks.
Risks keep coming up during any implementation.

Little mention of how we need to work together. How should this partnership work?

What Customers Want

FROM SALES PROFESSIONALS

Neutralize your inclination to be judgmental.

Listen for what makes my situation different.

Don't sell – start helping and create a case for why I should buy.

Explore the situation together as equals. Keep asking questions without giving your first answer.

Make the first investment in the conversation and keep looking for ways to contribute.

Show interest in the person and how they feel about their situation.

Source: CS Ltd interviews/London Business School 1997-2021

"Humans are not really truth-seeking animals. We are social animals."

Jeff Bezos



Source: Bezos interview with Lex Freidman, Dec 2023

Framing matters



Customers often frame problems in ways that don't match your solution's value.

Value cases are poor tools for reframing.

The most effective persuasion techniques reframe first, then collaboratively find the value.



Image source: Bryan Larsen Fine Art

Top sellers have mastered consultative approaches

Bottom 50% 1x results

Quick to pitch the product

Good understanding of product features and benefits

Responsive and pleasant to work with

Reactive to customer pressure

Lacks compelling differentiators

Solutions Professional

Next 25% 2x

Operates on the customer's personal and business agenda

Customer solutions vs technical solutions

Turns work away / finds alternative suppliers

Puts the Relationship above Revenue

Working with a person, not *on* an account

'Going to bat' for the client

Trusted Advisors

Top 10% 14x results

Have 2-3X more conversations with decision-makers

Disciplined thought leadership and customer development processes

Greater span of connections across a customer account

Have 10x more reference stories

Intuitively read the customer's perspective

Listen very actively for emotions

Rainmakers





What does it mean to be "consultative" in a Sales context?



Building long-term sales relationships is a cycle of trust

The acid test: significant internal leeway is granted because customers say "I can trust this person to support my agenda."



Proven and Repeatable Methodology

GROWTH ARC OFFERS A PROVEN PROCESS TO MASTER A CONSULTATIVE APPROACH.

6 step process with
tools and scripts
incorporated into the
sales call approach.

Emphasis on reframing the buy, and agitating cost of inaction.

Process

Specific information
about typical
customer problems
and ideal solution
framing is codified
into a playbook for
use by the sales team.

Playbook

Sales rep repetition,
sharing of best practice,
and evaluation and skills
certification provide a
mechanism to ensure reps
incorporate the desired
behaviors.

Practice











McKinsey&Company



Process – to plan and hold effective sales conversations

A STRONG INQUIRY STRATEGY IS KEY TO UNCOVER CUSTOMER PAIN, BUSINESS DRIVERS, AND TO HIGHLIGHT CUSTOMER BLIND SPOTS PRIOR TO PROPOSITION DEVELOPMENT

1. Stakeholder Analysis



Who are our clients?
What shapes their decisions?

2. Customer Question



What's critical to their success?

3. Hypothesis



What are the problems & opportunities?

4. Inquiry Strategy



How will we know?

5. Point of View



What do we think?

6. Value Proposition



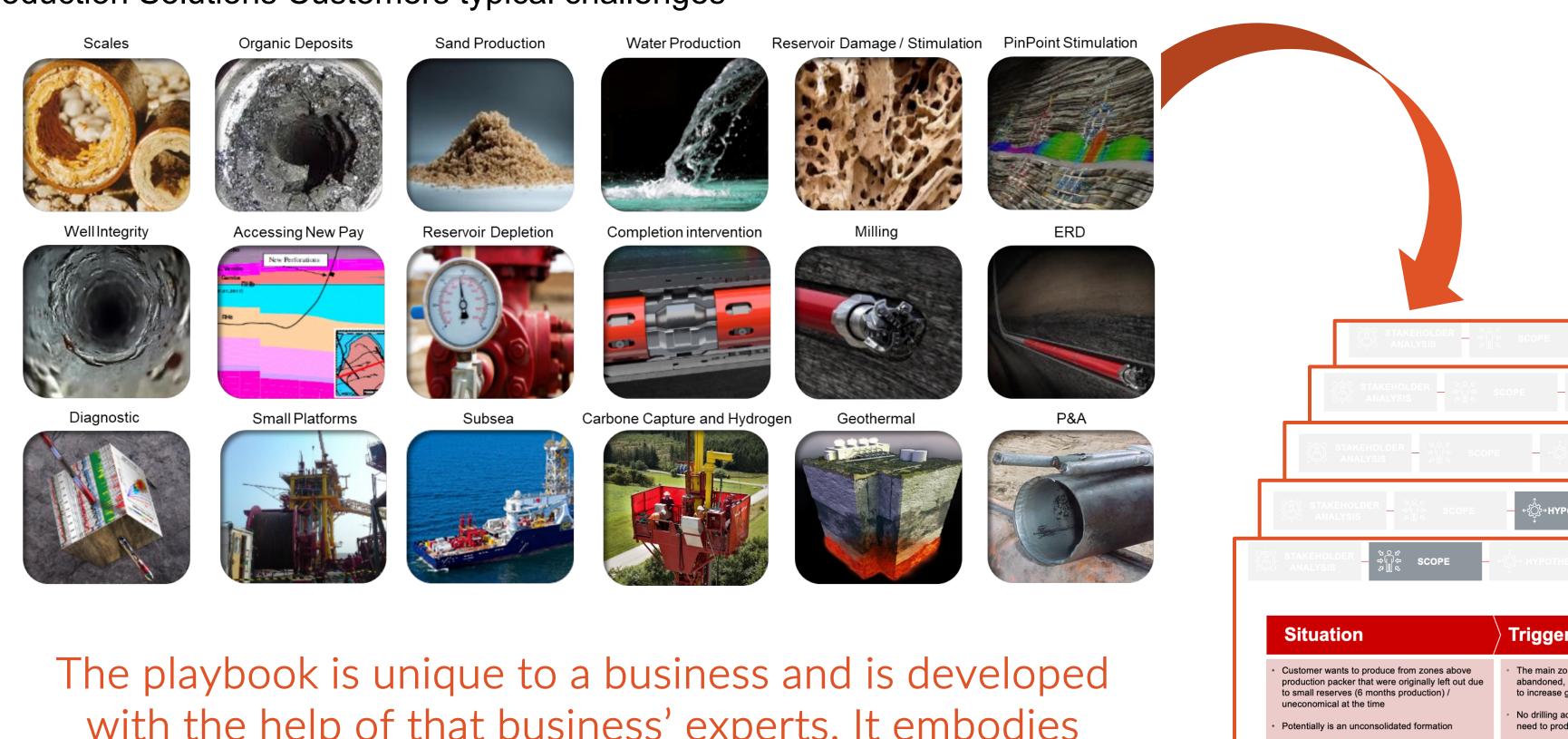
Where and how can we contribute? What is our distinct value?



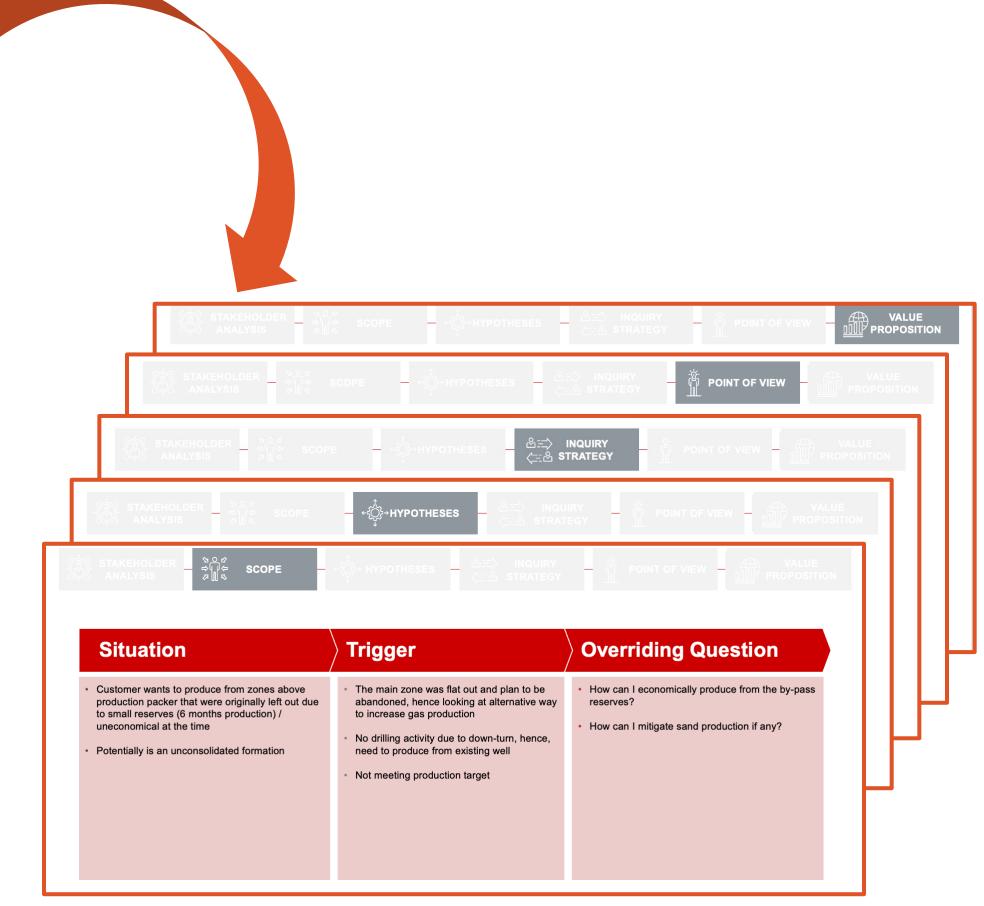
Playbook – example Halliburton Oil Field Chemicals

HALLIBURTON HAVE USED A CONSULTATIVE APPROACH TO TRANSFORM CHEMICAL SALES FROM A "SIDE BUSINESS" TO A KEY DRIVER OF PROFITABLITY

Production Solutions Customers typical challenges



The playbook is unique to a business and is developed with the help of that business' experts. It embodies business best current knowledge, aligned with the 6-step process. The playbook can be expanded by company personnel as new segments are added.



Readiness Factors



1. What is your current Sales Management System?

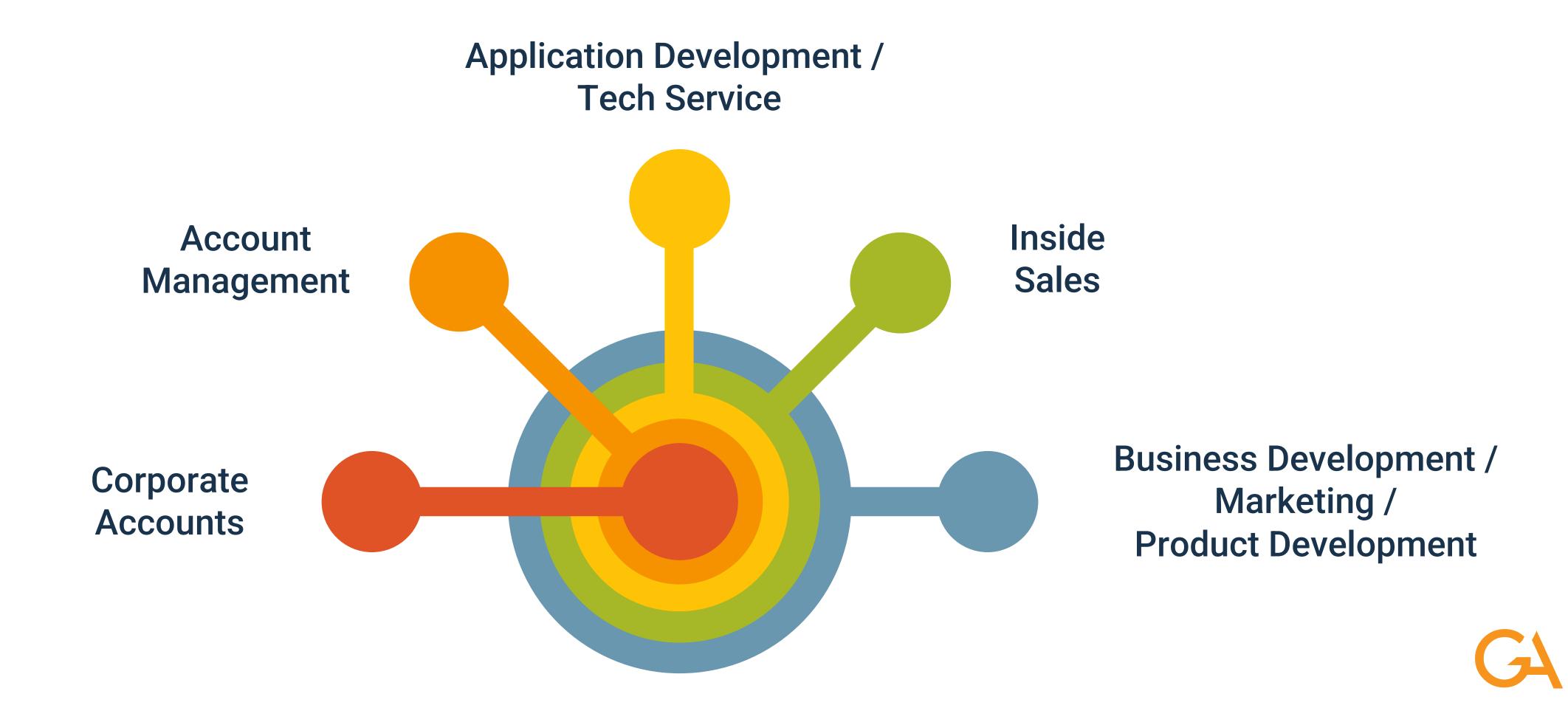
To be sustainable, any Selling System has to be incorporated into the activities that reinforce and strengthen it over time.





2. How are you Organized for Growth?

Understanding who is having those key conversations with Customers





Embedded experience

Do Sr. Account and Technical Service reps have long history and understand key needs?

3. What is your Foundation?

Leadership buy-in and support is critical for any change initiative.

Foundational knowledge becomes the basis for a Version 1 Sales Playbook.



Market Understanding

Do you have any Industry segmentation, Buying persona work, Customer pain points?



Learning & onboarding

What mechanisms are in place for training, onboarding, and product launch?



Culture & systems

Do you have methodologies and systems in place to support sales, e.g. CRM, Insides
Sales tools, Key account practices



Are you seeking Growth?

OFFER: 45 min complimentary conversation

PURPOSE:

- discuss your organization's specifics
- Explore relevance of this approach
- Assess barriers to implement

Contact Information
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Next Event

Why Market Activation Fails

Bob Lurie, fmr VP Strategy,
Eastman
Feb 22nd, 10 AM EST

Register

Register Here

Roundtable Membership & Event Schedule



THE MATERIAL GROWTH NETWORK

The Network is a community of entrepreneurs and business developers who are focused on growth and business-building in the materials industry.

Industries represented include:

- chemicals
- plastics & polymers
- Biomaterials & clean-tech
- petrochemicals & energy.

Be part of a community of people who share your passion for materials. Interact with / learn from industry thought leaders.









ABOUT US







Growth Arc Advisors

FOUNDED IN 2021 AND STAFFED BY FORMER CHEMICAL INDUSTRY OPERATORS, GROWTH ARC ADVISORS SEEKS TO HELP MATERIALS FIRMS ADDRESS THE ACCELERATING PACE OF 21ST CENTURY DIGITAL BUSINESS, BY ENABLING BEST-IN-CLASS COMMERCIAL PRACTICES AND STRATEGIES.



Strategy & Transformation

Simplify choices to drive directional clarity with organizational commitment and realize your vision.

Innovation

Anchor innovation programs to market needs to reduce risk of launch failure and realize value.

Commercial Effectiveness

Apply leading commercial practices to accelerate revenue and increase your organization's close rate..



Kendall Justiniano

ENGAGEMENT LEAD



Founder & Managing Director

Kendall has 30 years of leadership experience in the chemical industry at Fortune 100 and global companies, most recently as Vice President of Marketing at W.R. Grace.

He has developed organizations, systems and strategies within corporations that span all of Growth Arc's practice areas, including teaching value-based, customer-centric, and consultative selling approaches to chemical marketing & sales organizations.



Mike Griffiths

CONSULTATIVE SELLING



Consultative Selling SME

Mike has worked for more than thirty years as a consultant and educator specializing in building consulting firms, strategy development, leadership, change and business development.

He has developed and taught consultative and services sales methodologies for over 30 years, and utilizes innovative learning approaches that embed learning and achieve exceptional results





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