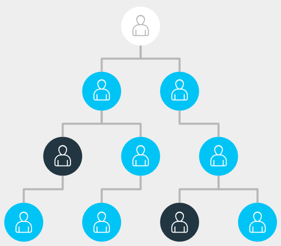
BLUEPRINT

Mapping Relationships

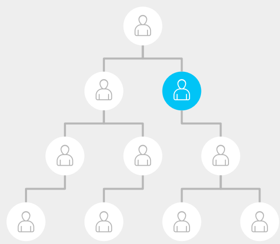
PLAY 1

Create company-wide awareness. Visit relevant LinkedIn profiles.



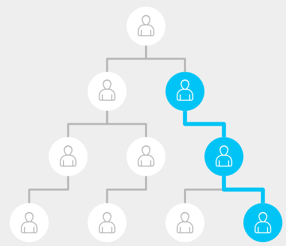
PLAY 2

Reach out directly using an RRR email (top-down approach).



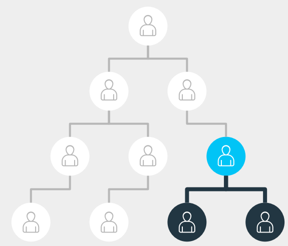
PLAY 3

Target a group of people using a "statement" to light a fire.



PLAY 4

Use the bottoms-up approach.



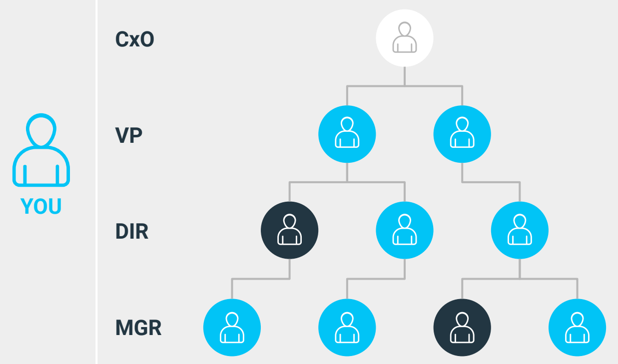
Contacts whose LinkedIn profile you viewed   *Contacts who visited your LinkedIn profile after you viewed theirs*

When dealing with a new decision maker during an expansion deal, you may need to navigate the account the same way you would for a new logo sale. This is often the case with a cross-sell or re-sell.

For existing accounts, you can typically lean on your existing champion to help you map the organization and chart a course of action using one of the templates provided below. Preparation is key. As you approach a decision maker, there are a variety of plays you can choose from depending on the situation.

Four Plays to Get to a Decision Maker

PLAY 1



GREAT FOR:
- Any time
- First touch
- Right before a call
- Establishing awareness in a key account

PROS:
- Easy to do
- Non-intrusive

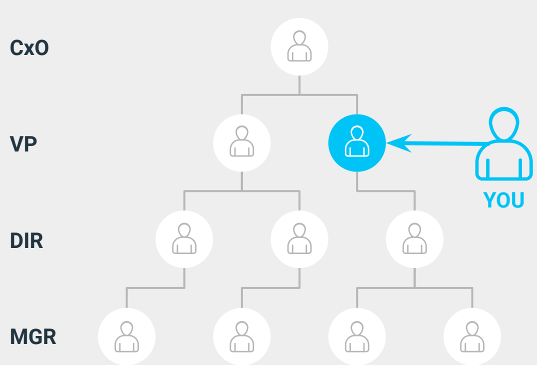
CONS:
- Requires a level of insight/intelligence

Contacts whose LinkedIn profile you viewed *Contacts who visited your LinkedIn profile after you viewed theirs*

Create company-wide awareness. Visit relevant LinkedIn profiles.

Visit the LinkedIn profiles of each target role at the account. By visiting their profiles, you establish brand awareness when they see their "Who Viewed Your Profile" page. Before you implement this play, make sure your LinkedIn profile is customer-centric!

PLAY 2



GREAT FOR:
- When you've found the right person
- Right before a call/email
- Right after a call/email
- After Play 1

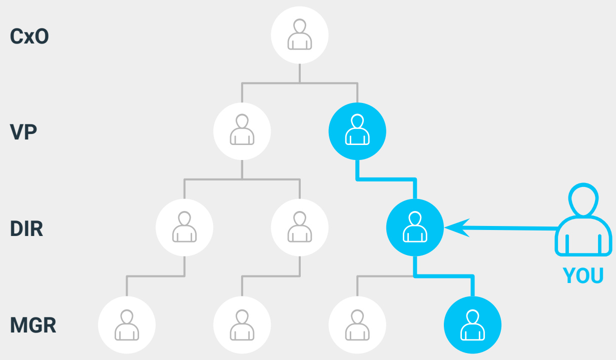
PROS:
- Effective when done right

CONS:
- Requires research
- Intrusive when not done right

Reach out directly using an RRR email (top-down approach).

In this play, you target a senior executive directly following extensive research. We recommend you use the RRR framework — opening with Relevance, offering a Reward, and stating your Request.

PLAY 3



GREAT FOR:

- Individuals that are not responding to you
- When it's unclear who is doing what
- Event invites

PROS:

- Effective when done right
- Gets a quick response

CONS:

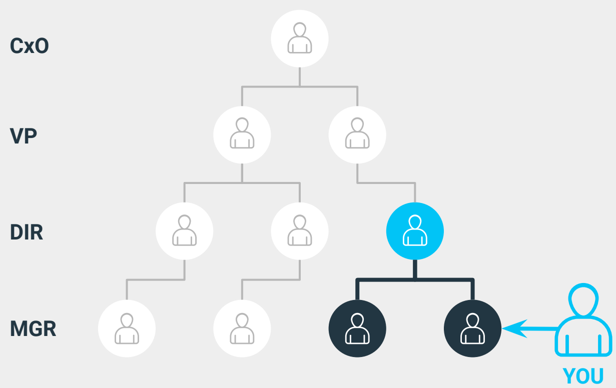
- Very intrusive when not done right
- Difficult to automate

Contacts whose LinkedIn profile you viewed *Contacts who visited your LinkedIn profile after you viewed theirs*

Target a group of people using a "statement" to light a fire.

Reach out to multiple roles in the account using a provocative statement. Your message should incorporate research, what you've learned about their business so far, and relevant rational and emotional impacts that your solution can provide. Provocative selling requires an in-depth knowledge of the market to advise a prospect on what to do, so this takes a lot of preparation and understanding of your target's company and industry. To make sure these efforts are warranted, carefully select the accounts to invest your time in.

PLAY 4



GREAT FOR:

- When you offer a user-driven service (such as a Chrome extension) and want to gain a foothold

PROS:

- Fault-tolerant (e.g. you have lots of users to practice on)

CONS:

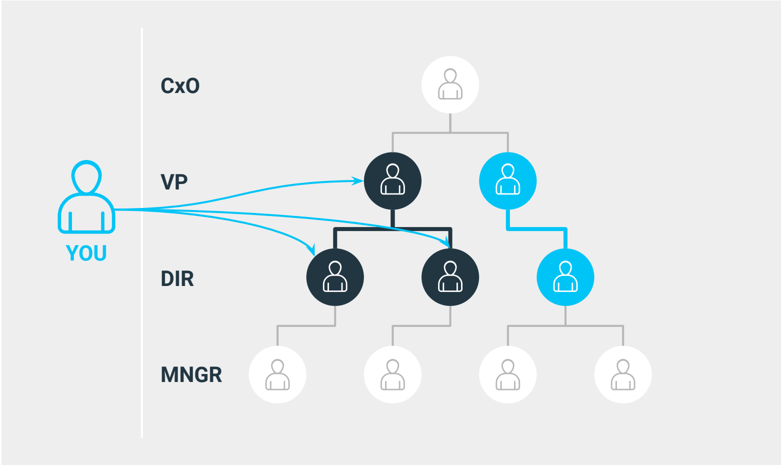
- Takes a long time to get to a decision maker

Use the bottoms-up approach.

Reach out to lower-level roles within the account in an effort to gain a foothold and get an introduction to more senior roles — and eventually the decision maker.

MULTI-THREADING:
The art of creating a broader platform once you have a meeting

After you've scheduled a meeting with one or more contacts, try to bring in more stakeholders and decision makers from the account. Consider using the following tactics:



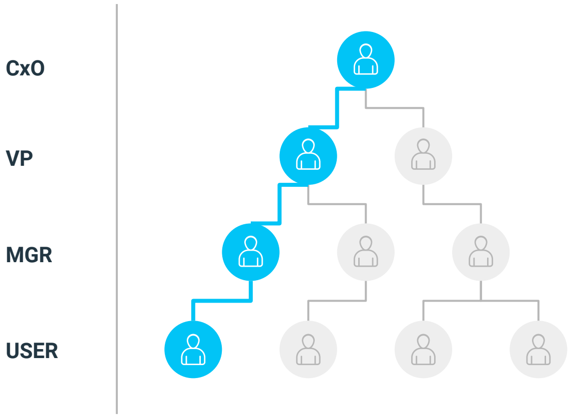
1. **Ask your sponsor/champion:** "Danny, who else could benefit from attending...?"
2. **Mention others you think could benefit:** "I think Mary and John could benefit. Danny, can you invite them?"
3. **Just straight up invite Mary and John:** "Mary/John - We're meeting next week with Danny. I thought you could benefit from our session...
   Would you like to attend?"
4. **Share with Danny what others have done:** "Danny, other companies I've worked with have found that inviting {the VP of Product and Marketing Director} benefited them greatly. I notice that Mary and John are in these positions. Would it make sense to invite them?"
5. **Call John and Mary by phone and invite them personally.**

Mapping the Organization

1 Identify accounts and key information based on Impacts and Critical Events using a recent win.

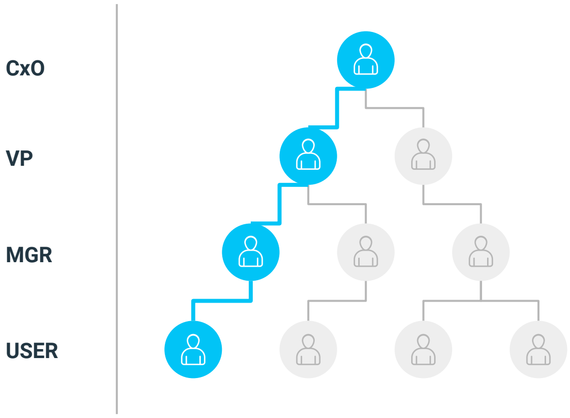
ACCOUNT	SIMILAR WIN	IMPACT	CRITICAL EVENT

2 Sketch out the Org Chart.



NAME	ROLE

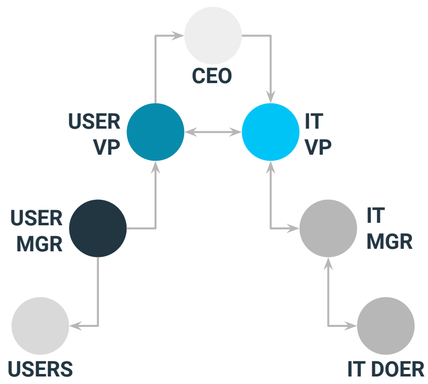
3 Identify the Impact and Critical Event for at least three key roles (but no more than five).



CRITICAL EVENT	IMPACT #1	IMPACT #2

4 Understand the Decision Process. How will the decision “flow” through the organization?

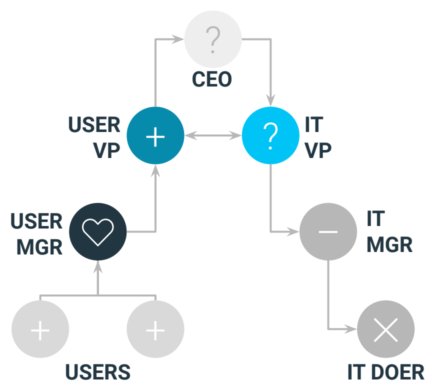
COMMITTEE ROLE



- Initiator
- Decider
- Buyer
- Influencer
- User
- Gatekeeper

5 Establish the sentiment of each role. How do they feel about your solution? Identify areas you need to focus on.

SENTIMENT



- Initiator
- Decider
- Buyer
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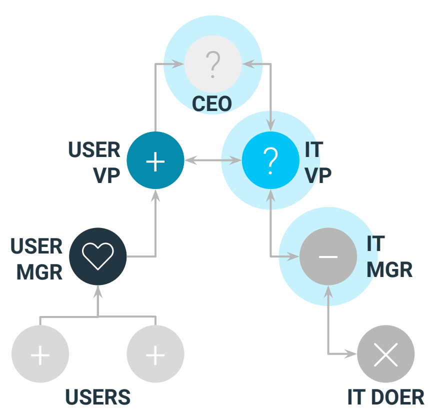
- ♡ Loves Us
- + Positive
- = Neutral
- ? Unknown
- – Negative
- × Enemy

6 Orchestrate an external Account Development Plan.

CHOREOGRAPH



- Initiator
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Example Action Plan

1. We will keep the User Team and Manager happy by __________
2. Talk to the User VP to identify the Impact that the VP of IT wants.
3. Develop a 3 x 3 of contacts:
    - Ask User VP for intro to VP of IT
    - Have our CEO reach out to their CEO with an invite to engage with “another customer CEO”on XYZ...
4. Leverage our upcoming webinar on __________ and ask __________ to attend. Or better yet, ask them to be part of the panel.
5. Send a Gartner Report to __________ to pass along to the IT Manager.
6. Shoot a video by <Customer> addressing questions/concerns of VP of IT.

Example 3 x 3:

Orchestrate relationships between three people on your side with three contacts on the customer’s side. This creates multiple connections with the customer and avoids losing the deal altogether if one contact drops off, leaves the company, etc.

CUSTOMER TEAM Championed by User VP	**YOUR TEAM** Championed by YOU
1 CEO __________	1 Our CEO: **Mark**
2 VP of IT __________	2 Our VP of Engineering: **Mary**
3 User Manager __________	3 Our Head of Product: **Alex**

ADDITIONAL RESOURCES FROM

Winning by Design

Videos available on
the WbD YouTube Channel

Additional open source templates can be accessed at *www.thescienceofrevenue.com*