STUDY OF SPIN SELLING THROUGH PROJECTS IN CONTROLLED ENVIRONMENT – ADVANCED METHODOLOGY

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Abstract - Key features and benefits, include focus on business justification, defined organization structure for the project management team, product-based planning approach, emphasis on dividing the project into manageable and controllable stages. Flexibility that can be applied at a level appropriate to the project provides an opportunity for genuine or advanced skill development as a platform for making a permanent behavior change that will positively affect sales performance. It provides insights into how buying decisions are made, and the best practice model leads salesperson to achieve sales advances that build value for both customers and their own organizations. The methodology includes real world planning sessions to ensure that the new skills become embedded and that you achieve long-term sales improvements. The aim of the SPIN Selling Skills methodology is to arm your customer-facing staff, be they sales, business development or any other role that requires they demonstrate value to your customers, with the techniques to do so effectively.

Keywords - Controlled start, controlled progress, a controlled close, projects, results, sales.

I. INTRODUCTION

SPIN (sales, problem, implication, need-pay-off) methodology provide one of the best know-how for the salespersons who intend to have analyzed the strengths and weaknesses of their present selling style, be able to describe the psychology of customer needs, understand how major buying decisions are made, be able to influence all members of a decision-making unit. Also to have demonstrated the key behaviors used by effective salespeople in their verbal interactions with customers, have a framework for planning sales calls in terms of these behaviors, have practiced behaviors that greatly reduce the likelihood of objections and have frequently and objectively measured their performance compared with the skilled behavior model and created an action plan for continued development of the skills after the module. Create an Action Plan for further on-site activities is directly connected to the fact that Projectin controlled environment (PRINCE) can be applied to any type of project within any industry sector, whatever the complexity, geography or culture. It provides a solid framework for managing projects and is widely recognized.

The method provides a common language for everyone involved in a project, leading to effective and efficient communication. There is a defined structure of accountability, delegation, authority and communication. All parties involved in the project clearly understand each other's roles and responsibilities. PRINCE is a step-by-step method. Projects are divided into manageable stages, ensuring more effective planning. In addition, there are key review points throughout the project that ensures the project remains on track to deliver on the objectives. PRINCE provides the framework for regular reviews against plan, business case and risks. There is key stakeholder involvement in decision making and project progress but only at key times, reducing the risk.

II. RESEARCH AND ADVANCED SALES METHODOLOGY

The content of the reearch is based on extensive research by D2EM into what makes an effective sales person. It includes: the psychology of customer needs, opening the call, uncovering and developing customer needs, the selling skills model, situation questions, problem questions, implication questions, need-payoff questions, demonstrating capability, practical tools to analyze and organize a persuasive case, obtaining commitment, objections – prevention and handling, methodology & practical issues and an interactive approach to selling. It involves participants working in small groups or pairs to practice and receive feedback on their skills, set against the success model. ROLE PLAYS are going to be performed and analyzed using the analysis tool to provide objective feedback and targets for behavioral improvement.

During the process of implementation, the following activities should be taken in to the structure of the methodology: Situation questions are used to collect facts. Inexperienced salespeople tend to ask more situation questions. Often situation questions can be answered as part of the prospecting process. Only ask "essential" situation questions as prospects quickly become impatient if too many situation questions are asked. Problem questions are used to probe for problems, points of dissatisfaction, or general difficulties that the prospect has. Answers to problem questions will direct you toward the core need of the prospect. Implication questions are used to probe for the consequences of a problem, point of dissatisfaction, or general difficulty. When a prospect answers an implication question s/he should feel that

the problem is larger and more urgent than s/he originally felt it was. Need questions are used to uncover the core need (i.e., the buying motive) of the prospect. These questions focus the prospect's attention on the solution rather than the problem. Answers to need questions will get the prospect to tell you the benefits that they are looking want.

III. ENTITIES AND KEY SALES METHODOLOGY USERS

By implementing this methodology run by D2EM or booking some logical parts for in-house purposes, the users will be able to implement the complex sales model tool. This users will learn how to calibrate the sales meeting and develop the ability to win complex sales. the entities that are presented by direct selling or large account selling could be the following: sales executives, sales managers, operations managers and account managers, sales directors/ operational directors, managers/directors moving more into a strategic business development role,seasoned sales managers who want to refine sales planning techniques, build leadership skills and become more powerful, decision makers, motivators and communicators, coaches and counselors through advanced sales SPIN methodology (figure 01)

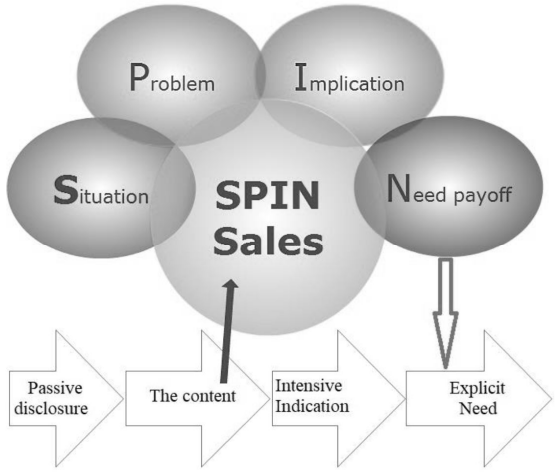


Figure 01

Direct selling is certainly the classic, and in many respects, the most common sales strategy deployed in early stage companies. given the reach of the internet in the business world, the approach to direct selling has changed. a key change is the reduced tendency to spend face time with prospects through all stages of a sales cycle. the most obvious example is the ability to use the web to conduct product demonstrations, hold multi-person sales presentations, etc. email has replaced the phone as a primary method of reaching out to contact prospective customers. the traditionalist would say these changes in selling tactics is bad despite reduced cost -- increased face time results in increased sales -- the verdict may remain out on this one. you can also measure different sales motions to see which one's yield sales stronger, better, faster. direct selling can also be an expensive model to implement, especially if it requires putting people into a variety of field locations to have face time with customers or partners.

Also, referred to as large account selling, the pursuit of opportunities where enterprise level commitments to products are at the core of the sales cycle. selling an enterprise license tends to be an overblown focus of most young companies, often yielding few results. it's challenging to sustain long sales cycles, endless meetings and demonstrations, unfocused business negotiations and the risk of incumbents undermining the whole process. it's also not uncommon to start and restart enterprise sales cycles given it's not uncommon for the customer to change the point person responsible for making buying decisions. landing an enterprise account often brings a mixed blessing of benefits -- revenues (perhaps long-term revenues), key account references, valuable product feedback, etc -- it can also bring a disproportionate amount of pressure to focus product development on the needs of a few customers versus the requirements of the market at large. finding quality enterprise sales reps is also a challenge, they tend to come with a defined rolodex of contacts to sell into (which helps get in the door) but don't necessarily have better sales skills than reps cold calling large accounts.

The final section will explore the direct selling concept from a variety of angles, including how to possibly structure teams, what the relevant compensation issues might be and how it all fits together with other sales strategies - especially enterprise selling where conflict can ruin the day.

IV. ENTITIES AND KEY PROJECT MANAGEMENT USERS

Using PRINCE provides with greater control of resources, and the ability to manage business and project risk more effectively. this will benefit: individuals seeking leading project management skills and greater employment prospects, project managers, directors/executives (senior responsible owners) of projects, and organizations.

For organizations, PRINCE's formal recognition of responsibilities within a project, together with its focus on what a project is to deliver (the why, when and for whom) provides your organization's projects with: a common, consistent approach, a controlled and organized start, middle and end, regular reviews of progress against plan and assurance that the project continues to have a business justification. PRINCE (PRojects IN Controlled Environments) is a process-based method for effective project management. Structured project management is ordering the project

into defined steps to make it logical and organized. PRINCE is the written description of this approach. It is known from experience that unorganized, poorly controlled projects usually go disastrously wrong. The PRINCE framework says that a project should have: An organized and controlled start, i.e. organize and plan before leaping in. An organized and controlled middle, i.e. keeping projects organized and controlled. An organized and controlled end, i.e. when you've got what you want and the project has finished, tidy up the loose ends. To describe what a project should do and when, PRINCE has a series of processes. These cover all the activities needed on a project, from starting up to closing. As a Project manager or Team Leader, you can apply the principles of PRINCE to any type of project and it will help you to manage risk, control quality and change effectively, as well as make the most of challenging situations and opportunities that arise within a project.

The benefits of PRINCE include: PRINCE provides a controlled start, controlled progress, a controlled close, Regular reviews against plan, business case and risks, PRINCE provides flexible decision points, Stakeholder involvement at the right times, Clear communication channels, Project managers using PRINCE are able to establish terms of reference before the project start, There is a defined structure for delegation & communication, Project manager divide a project into manageable stages for more accurate planning, Resource commitment from management is part of any approval to proceed, Regular but brief management reports are available (checkpoint reports, highlight reports and exception reports).

Meetings with management are kept to a minimum, but at vital points in the project and End users participate in quality checks throughout the project, as well as User requirements are specified. PRINCE is flexible and can be applied to any kind of project.

V. EMPLOYMENT PROCESS VIA SPIN AND PRINCE

It is interesting that nowadays—mutatis mutandis—the present economic debate about the employment impact of innovation is still characterized by a focus on those market compensation forces, which can counterbalance the initial labor-saving effect of process innovation. Yet, recent economic analyses have also singled out two other important aspect of the relationship between technological change and employment: on the one hand, the possible labor-friendly impact of product innovation, as opposed to process innovation; on the other hand, the possible "qualitative" effect of innovation (in terms of its skill bias) as opposed to the sole "quantitative" effect in terms of possible displacement of workers. Of course, product and process innovation are not the sole and isolated sources of employment change and skill bias. Hiring and employment process, high % successful in producing a desired result, by the following:

- 5 phases methodology
- Looking for necessity criteria: common sense, logic, loyalty and culture
- Training and providing information on job (modelling Front-man group)
- Balance between, very first working activities and learning process (figure 01)
- Measurement and expected KPI for the job performance

The fundamental issue with many project justification processes is that they aren't completely based on what is good for the organization, but have decisions clouded by force of personality and political influences. This isn't an article on how to improve the process, so we'll save that for another day. But it's easy to understand why projects are positioned to try and appeal to those sales processes whose views and preferences seem to carry more weight. Also, the methodology determines the possibility for employmentofthe competent staff that will implement sales and project management methodology by a high certainty (figure 02)

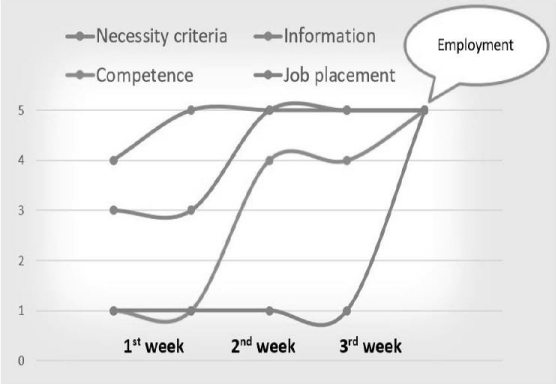


Figure 02

Modelling Front-man group methodology provide full service for collecting, selecting, reviewing and hiring new employees, producing desired result. What position to fill first will differ for each company, depending on industry, location and the skills of the founders. Consider whether you can outsource tasks to consultants or free-lancers before hiring someone on staff.

CONCLUSION

Some of SPIN and PRINCE differences are due to people personality, socioeconomic class, or education, but the most profound differences may be cultural. Many professionals think that if they just treat each human with respect, they will avert most

cultural problems. But that is not always the case. Some knowledge of cultural customs can help avoid misunderstandings and enable practitioners to provide better care. Each issue will focus on a different customer group and provide essential information about cultural patterns for "busy people". Being customer-centric means insisting on accountability. Although everyone is focused on the customer, every employee is part of a department or function. Each department has goals and accountabilities. In a true customer-centric organization, the departments work together to satisfy the needs of the customer and achieve the financial objectives of the company. Most companies have core functions or departments such as sales, customer service (sometimes it is included as part of the sales department), marketing, operations, finance, human resources, product development, procurement, and supply chain management (also called logistics). Departments such as finance and human resources are called support (or staff) functions since they provide support for those that are on the front lines such as sales and customer service (these departments are also called line functions as they are part of a company's daily operations). The sales department is the heartbeat of every company. According to SPIN Selling through projects in controlled environment – advanced methodology, the level of sales that is generated by each salesperson pays for the roles in human resources, marketing, operations, and other departments. It makes sense that the salespeople fund the operations of the company. The people in the sales department "ring the cash register" (whether the business has a cash register or not). They are responsible and accountable to deliver sales to generate revenue and profit, which are required to operate and to invest in the company. In fact, the sales department is considered so important that even in this difficult economy, companies should continue to fill open sales positions even if they are not hiring in other departments.

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