MS S 1.0 Functional Coaching Guide



#BeMore

Pre Call — Preparation

1. Why do we do it

To ensure that every customer call/meeting is a great experience for them because it adds real value to their business and sets up McCain to achieve a "yes" that delivers profitable topline growth for McCain

2. What it is

Doing all of the ground work to put the Customer and McCain in the best situation to gain commercial benefit by:

- Tuning in to their needs and building out a relevant solution.
- Being clear on what a good outcome looks like.
- Thinking through responses to possible pushback.
- Preparing some variables to negotiate as a last resort.

3. When we use it

Daily: As the steps to walk through ahead of customer calls/meetings so that we're confident, calm and in control.

4. Supporting skills/behaviours

Being interested in the customer's business and connecting what's going on in the world that goes in their favour or against them.

The ability to blend, combine and connect external and internal pieces of information to create a proposition.

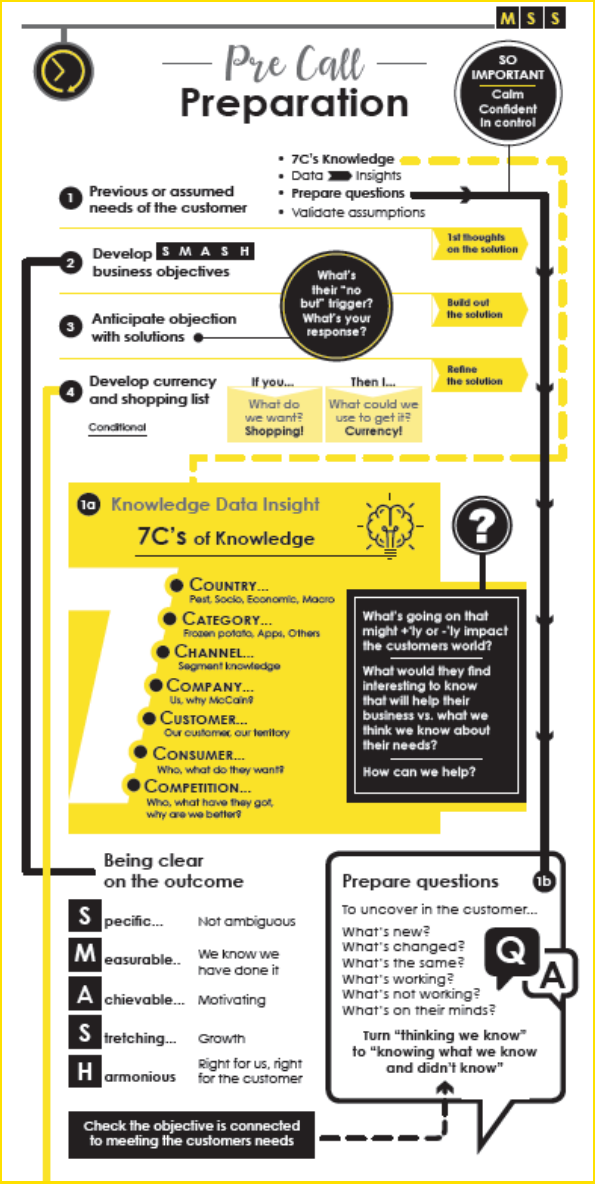
Commercial maths to quantify the benefit(s) to the customer.

The ability to step in to the customer's shoes and challenge your proposition from their perspective.

5. How to – Key Messages

PRE CALL PREPARATION

1: Previous or Assumed Needs of Customer
2: Develop SMASH Business Objectives
3: Anticipate Objections with Solutions
4: Develop Currency / Shopping List





6. Expected standards for sales

- Steps 1-4 can be clearly articulated and what work should be done in each of them.
- Actively uses the steps when getting ready for a customer call/meeting.
- Refers back to customer information uncovered last time as input.
- Identifies a specific customer need and works against it to develop the solution.
- Refers to and uses relevant 7C information that will add value to the customer in the context of this proposition.
- Defines a clear SMASH objective for the call/meeting and it's connected to the customer's needs.
- Prepares questions to validate the assumed need, show interest in the customer's business and uncover more about their needs/challenges.
- Anticipates possible objections and can articulate a clear response.
- Develops a shopping and currency list in case negotiation is required.
- Fine tunes the commercial solution through the preparation to ensure it's in the best shape for the customer.

7. Typical challenges using this capability

- Takes risky shortcuts using a "cut and paste" approach across customers.
- Doesn't refer to what happened in the last meeting as input or learning to the next one.
- Creates the selling approach based on a generic need of a similar customer.
- Fails to have a clear SMASH objective against which to review if the meeting was a success.
- Doesn't anticipate objections and therefore fails to prepare responses.
- Doesn't prepare for negotiation and therefore concedes more than was needed.

8. Example coaching questions

Initiate: "What do you think makes good preparation before a customer call/ meeting?"

Initiate: "How does it feel when you're on the back foot going in to, or during a customer call/meeting?"

Engage: "Now that you've used the Pre-Call steps, what worked well and what could work better?"

Engage: "How did you prepare for this call/meeting?"

Support: "When did you last stop and think about how you're preparing ahead of customer calls/meetings?"

Support: "Where do you see your preparation having a positive and negative impact during use if the 5E's?"

Reinforce: "What top tips could you share across the team to step up levels of preparation?"

Reinforce: "How do you think we could work smarter as a team, for example in collectively thinking through objections and responses or socializing them?"

Note: Questions can also be vs. a specific step e.g. setting SMASH objectives.

1. Why do we do it

To help customers across all channels improve their business by engaging them in solutions that are relevant for their business and will bring benefits vs. their growth or efficiency needs.

2. What it is

Achieving "yes" through matching the benefits of a proposition to the distinct needs of the customer by:

- Engaging them in conversations about THEIR business to uncover THEIR needs.
- Building commercial propositions that connect to THEIR challenges and can be operationalized in their business.
- Successfully overcoming obstacles.

3. When we use it

Daily: As the structure to use during meetings with the customer where the desired outcome is "yes" to a McCain proposition or non-product centered commercial solution.

4. Supporting skills/behaviours

Questioning and listening to understand the customer's needs and objections.

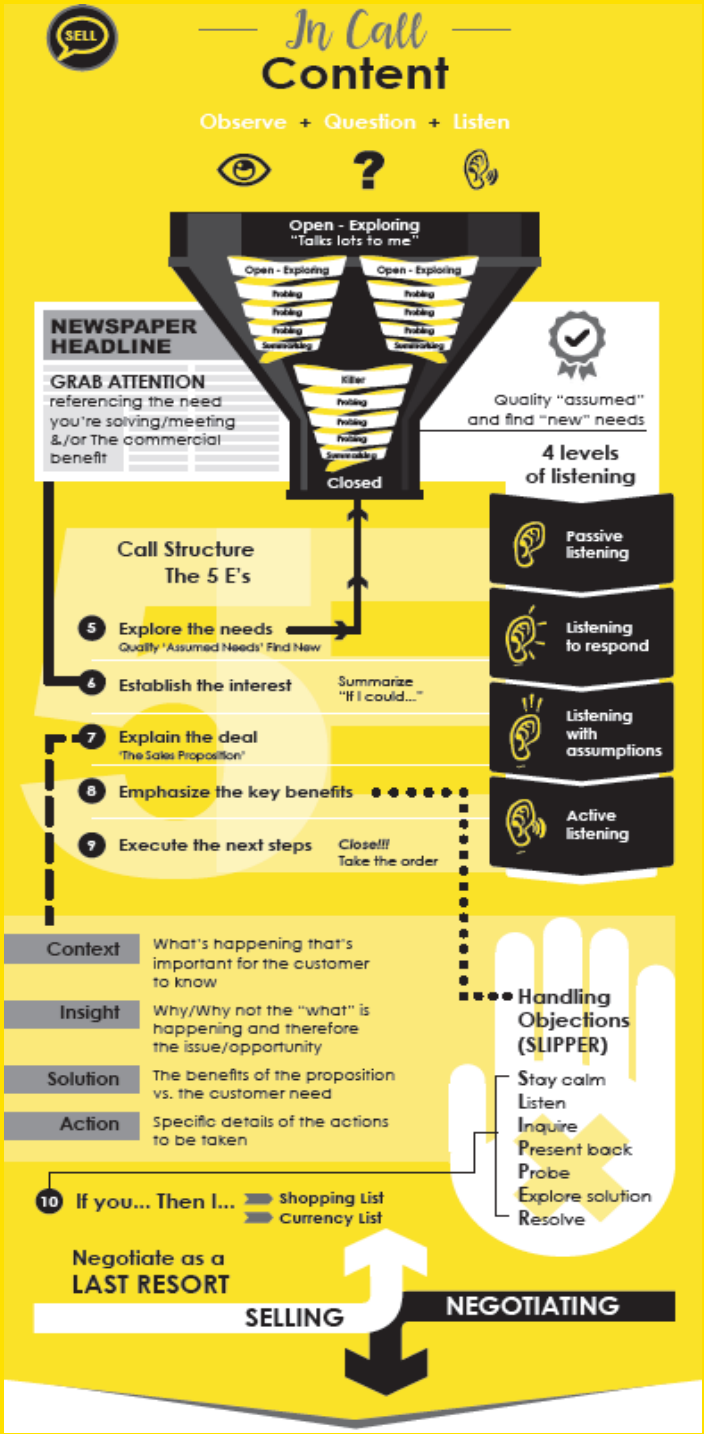
Commercial judgement to create compelling arguments that positively impact the customer's kpi's.

Creativity in how to present the recommendation in the customers style.

5. How to – Key Messages

IN CALL CONTENT

5: Explore the Needs
6: Establish the Interest
7: Explain The Deal
8: Emphasize Key Benefits
9: Execute Next Steps
10: If You / Then I



6. Expected standards for sales

- Be able to explain the principles of the 5E's and their content.
- Consistently demonstrates use of the 5E's in a customer call/meeting where the desired outcome is a "yes".
- Can describe different types of questions and gives examples.
- Uses a blend of questioning techniques and active listening to achieve an in-depth understanding of customers.
- Clarifies the prioritization of the customers needs.
- Engages the customer in a way that gets their attention.
- Delivers a compelling sales proposition using 7C's knowledge as context, relevant insight, a solution with clear commercial quantified benefits and an action plan to make the benefits a reality for the customer.
- Can identify objections and uses SLIPPER as a structure to handle them.
- Closes the sale only using negotiation within the agreed parameters only as a last resort. Uses "if you X, then I X" language.
- Delivers a great customer experience of McCain throughout the intervention and leave them feeling that "McCain really understands my business and is playing an active role in achieving our objectives".

7. Typical challenges using this capability

- Failure to validate the needs of the customer.
- Grabs and fixates on the first need the customer communicates without probing to open and close funnels.
- Doesn't ask the customer to prioritize their needs.
- Feature bashes rather than identifying and talking up the most relevant benefits.
- Uses negotiation as a substitute for objection handling.

8. Example coaching questions

Initiate: "Talk me through how you're structuring your customer calls/meetings"

Initiate: "What's your opening question when you meet the customer?"

Engage: "Who do you think did most of the talking in that call/meeting?"

Engage: "What would the customer say about our understanding of their needs and how well we are supporting them?"

Support: "What do you feel is stopping you from getting to yes more often/without having to overcome objections or negotiating?"

Support: "What do you feel you need feedback on/Where do you feel you need help on your in call performance?"

Reinforce: "As a team how can we start to get e.g. more impactful and engaging at Establishing the Interest?"

Reinforce: "How can we use team meetings as an environment to practice the 5E's for e.g. selling the price increase?"

Note: Questions can also be vs. a specific step or skill e.g. Questioning and Listening if there is a specific coaching need.

Post Call

1. Why do we do it

To follow through on any outstanding agreed actions with the customer and to improve our likelihood of success in the next call/meeting with this customer and to socialize learnings for the benefit of the team.

2. What it is

Two dimensions of review for continuous improvement:

- Capturing the information uncovered during the customer conversation (new, evolved, no longer relevant) so that it can be referred to ahead of a next meeting with them.
- Completing a critique of personal performance to identify what worked well and what can work better in the future for this customer and potentially others.

3. When we use it

Daily: after every call/meeting to review personal performance and in a timely way to capture information learned about the capture whilst notes are fresh and it's top of mind.

4. Supporting skills/behaviours

Self challenge. To be unaccepting of performance and identify ways to #BeMore.

Discipline to review and capture vs. thinking about the next thing so that any mistakes are not repeated and strengths are strengthened.

Generosity to share learnings and suggestions across the team.

5. How to – Key Messages

POST CALL

11: Critique Call
12: Record Details of Visit



6. Expected standards for sales

- Actions committed to the customer are followed through.
- There is active review and a couple of things can be vocalized to be done differently next time vs the 12 steps even if the customer said "yes".
- Customer information is updated in a timely way after a call/meeting.

7. Typical challenges using this capability

- Complacency OR, the inability to identify where things might be improved.
- Too busy thinking about the next thing.
- Not great at note taking so finds it difficult to capture what was said after the event.

8. Example coaching questions

Initiate: "How do you review a call/meeting after it's taken place?"

Initiate: "How often do you change your approach in the next call when something didn't go so well in the previous one?"

Engage: "Let's compare notes on what we learned about the customer's business in that call/meeting?"

Engage: "What are you going to capture that's new about the customer following that call/meeting?

Support: "What do you think the customer is saying about their meeting with McCain?"

Support: "What do you think stopped you from e.g. asking more questions when the customer said "cost savings were important to them right now?"

Reinforce: "How can we land the importance of doing the post call stuff?"

Reinforce: "How can we socialize top tips after calls so that we all benefit from others learnings?"