

# Analytics, Tools and Training to Improve Profitability for Industrial B2B Companies

## SPA Solution Guide



**SPA**

Profit-Maximizing Analytics & Training

[strategicpricing.com](http://strategicpricing.com)



**SPASIGMA**

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# SPA Focuses on Client Success



Your performance partner for maximum enterprise success.

SPA is a profit performance company that leverages both analytics and training to help you master your company's profit opportunity. Profit maximization is driven by human performance—which requires a mature understanding of the complementary roles of analytics and training. Many companies see profit solutions as pure technology plays. They lack the holistic vision of training and tools that ensures true profit mastery in B2B markets where humans are still the critical differentiator.

For over 25 years, we have helped hundreds of clients become more profitable. And it goes beyond analytics and technology tools. While those are important, we understand the many factors that affect your ability to maximize profit potential with a more strategic and holistic approach to analytics, tools and training.

Companies that engage SPA and SPASIGMA—our training content division—want to drive industry-leading profitability and require tools and training to boost performance in the modern market.



## External Recognition

We've worked with over 400 distributors and 200 manufacturers. Our work has been featured on the front page of the Wall Street Journal. We've also been recognized by CIOreview Magazine and Selling Power!



## Our Partners and Collaborators

We partner with other providers in the market to drive your success. We are proud of our partnerships and the profit-maximizing benefits they deliver to our clients.





# Empower™ Performance Platform



## A Company's Wealth & Knowledge Are Directly Related to Its Human Capital

In today's competitive, disruptive economy, a company is only as valuable as what its people cumulatively know, share and apply to solve customers' needs and create and capture economic value. Digging deeper, we see that a company's people only know what they:

- Learn and retain
- Share, communicate, coach and collaborate
- Master (performance skills)
- Apply to their jobs

Ultimately, a company's knowledge is only monetizable in relation to its dissemination and application to customer needs. Just as every company has intellectual property, and financial and physical assets, its human capital can provide the foundation for a new economic asset, its Knowledge Repository: the accumulated know-how, performance skills, customer insights, application expertise. For too long, this critical human capital lacked a platform to grow, share, and apply to the customer-facing activities of its employees.

## The Value of the SPA Empower Platform

The old paradigm of Death-by-PowerPoint and lone students logging on to old-style LMS is dead. It's rapidly being replaced by modern technologies and learning philosophies that leverage the best practices of social media, entertainment and gaming. Modern learning's critical differentiators include the following:

- Simple, Intuitive, Drip Learning: generally 3-5 minutes in duration, maximum 25 minutes
- Engaging and Entertaining: high production quality
- Social and Mobile: easy-to-consume, authentic peer-to-peer relevance
- Peer Coaching and Collaboration: increased sharing of best practices and market insights
- Just-in-Time/Workflow Application and Integration: quick insights for practical, immediate application
- Crowd-Sourcing of Knowledge: every member of the community shares valuable skills, market insights and practical knowledge

## Why SPA Empower Platform?

- Video-centric learning and team communication platform
- Optimized for adoption: simplicity, mobility, speed
- All modes of learning in a single platform
- Proven blueprints for implementation and adoption

Modern sales reps need continuous learning and skills mastery to create and capture value while building defensible competitive advantage.

Traditional one-off training sessions no longer cut it if you want sellers to succeed in today's markets.

# Modern Sales Foundations™



Sellers need the core sales skills to add value, serve customers and drive profitable growth in today's market.

Marketplace dynamics are changing fast! The buyer's journey is getting shorter, millennials are increasingly the predominant demographic in the workplace, and customers expect unprecedented, personalized service. Accordingly, sellers must adapt their core skills to deliver and capture maximum value.

**SPA Modern Sales Foundations™** is a video-centric, modular, adaptable sales training suite delivered through short, digestible videos. Produced in Hollywood, each engaging module develops a key skill or competency necessary to add value in every customer interaction, to develop and build profitable customer bases, and compete and excel in today's buyer-centric B2B marketplace. The program covers topics from prospect selection and qualification all the way through strategic account management.

Each topic is presented based on industry-expert insights and demonstrated through example scenarios. Learners will come away from each module with the ability to implement fundamental strategies and tactics to approach their sales opportunities in an optimal way.

**SPA Modern Sales Foundations™ teaches sellers to think with their buyers' interests and purchase process in mind.**

The days of old-school, transactional selling techniques are largely behind us. Today's buyers can learn most of what they need to know about a purchase by researching online before even contacting a vendor. The role of the salesperson is to bring perspective and insight to the buyer's decision process that goes beyond what they can learn with a web search.

The single-topic, modular videos in Modern Sales Foundations are organized into the three natural stages of a sales process.

## **Engaging Your Buyers**

Gaining awareness and building buyer interest in pursuing a sales conversation is the first step to any relationship with a prospect. In this section, sellers will learn how to reach buyers and set appointments effectively while building value early in the sales cycle. Additional topics include the use of multiple channels to reach buyers, building a personal value story and nurturing prospects when they are not quite ready to buy.

## **Earning the Business**

Meeting the needs of today's buyers starts with understanding exactly what they are before configuring a best-fit solution and gaining commitment. This second portion of Modern Sales Foundations, explores in detail skills and strategies used to uncover needs, communicate value, resolve concerns and gain commitment.

## **Developing Key Accounts**

Growing revenue depends heavily on a company's ability to secure and grow existing customer relationships. Once a sale is made and a solution is provided to a new customer, it's critical to strengthen relationships, uncover more opportunities and continue to deliver value so that the customer begins to view the salesperson as a trusted partner. This third section of Modern Sales Foundations provides actionable approaches for maintaining and building these critical customer relationships.

# The Four Learning Quotients of SPASIGMA



**Question:** In a world where large online platforms generate billions in revenue per year without a sales rep, the question becomes: What does the future hold for sellers?

**The answer:** Deep Learning isn't just for machines. It's for people too! Focus your training to sharpen the human skills that machines lack. A new paradigm is coming to skills training. It's quick, daily, virtual, video-centric, social training that increases profitability and productivity. It engages employees and attracts talented millennials.

SPASIGMA offers four core training programs designed to improve the core skills of your sales and ops team and drive consistent daily performance gains. Small differences consistently executed across your team produce big results.

## **Profit Quotient (PiQ)**

What if all your employees understood how their decisions and actions drive your profitability? Did you know a mere 1% improvement in COGS, Sell Price, Average Order Size, and SG&A can translate to a 54% improvement in EBIT? Small differences—consistently executed across your entire team, all day, every day—make it happen.

## **Negotiation Quotient (NQ)**

What happens when buyers are trained to negotiate and sellers aren't? Pricing concessions grow, overrides go up, and profits and future cashflow fall. SPASIGMA's negotiation training focuses on the transactional, relational and strategic aspects of negotiation so that your sellers (and buyers) can drive profitable growth.

## **Personality Quotient (PQ)**

Reading and reaching others is essential to business and personal success. Whether selling, buying, hiring, managing or collaborating, the ability to read and adapt to others' personality affects performance and profitability. PQ is based on the Jung-Myers model, commonly associated with the MBTI® instrument.

## **Relationship Quotient (RQ®)**

Today, almost anything can be digitized, commoditized or outsourced—except for relationships. But not just any relationships. SPASIGMA's Relationship Quotient (RQ) program will help your sellers build the transformative, competitor-proof, exponential relationships they need to succeed.

Train better.  
Make more money.  
It's really that simple.



# Negotiation Quotient



Win better deals  
and greater success  
by learning to leave  
nothing on the table.  
Learn to both create  
and capture value!

## **Tactical, Relationship-Focused Strategic Negotiation Creates Value for Both Parties**

President John F. Kennedy famously said: “Let us never negotiate out of fear, but let us never fear to negotiate.” He was referring to global politics, but negotiations in the business world, where profitability and partnerships may be at stake, can be scary, too.

In today’s world, where competition is intense and margins are narrow, sales leaders can no longer afford to leave money on the negotiating table—or jeopardize long-standing relationships. Before they sit down to negotiate, sales leaders must perfect the skills and tactical strategies that will allow them to advance their position while still securing and enhancing business relationships.

It is imperative that anyone negotiating an important deal arrive armed with sophisticated tactics and counter measures, and a thorough understanding of the best practices that drive value and defend margins.

## **The Value of SPASIGMA’s Negotiation Quotient Program**

The relationship-focused Negotiation Quotient (NQ) program digs into the realities of profit, the truth about partnerships and the pitfalls on the path to mastering the transformational possibilities of negotiation.

SPASIGMA’s training, produced in Hollywood, keeps participants engaged as they learn tactics to move beyond the limitations of transactional bargaining, and offers interactive negotiation activities to perfect their techniques by exposing what works and what doesn’t.

Eye-opening multi-media case studies and critiques combined with true-to-life role playing will provide participants with skills including:

- Countering tough tactics while maintaining important relationships
- Developing an arsenal of countermeasures to deflect the impact of opponents’ negotiating tactics
- Understanding the dangers and opportunities of negotiating via email and knowing how to do it right
- Strategies to help you craft superior deals
- Growing the deal in the face of price pressure

Upon mastering the program, sales professionals will possess superior negotiating skills that will pay for themselves again and again.

Learn More at [spasigma.com](http://spasigma.com).

# Relationship Quotient



## Strong Relationships Set Your Sellers Apart and Deliver More Value

It's often said that people buy from people they like. In other words, positive stable relationships drive sales and produce loyal customers. So it should come as no surprise that 89% of executives say they believe that strong client relationships are the reason they meet their targets each year. And yet less than 1 in 20 companies has a specific process for strengthening client relationships.

The power of leveraging business relationships to accelerate deals, negotiate better terms and meet targets is something sales leaders simply can't afford to overlook any longer. This is especially true in today's world where margins are narrow and competition is intense. Sales reps who have strong, purposeful relationships have a higher probability of creating value for their customers and capturing value for your company.

Automation and artificial intelligence are performing more and more basic tasks such as order entry and providing product information. That means your sellers' human-to-human skills are more crucial than ever. No technology can replace meaningful relationships. But transformative relationships don't just happen—they are created by design.

## The Value of SPASIGMA's Relationship Quotient (RQ®) Seminar

With the Relationship Quotient (RQ®) course, industry expert Ed Wallace provides a dynamic and workable model for elevating business relationships to new levels of trust, profitability and value generation. Participants will learn how to prioritize, measure relationship strength, and develop strategies to advance their most important business relationships connected to their real performance objectives. Participants will learn key drivers of relational success such as:

- Determining Relational GPS®—the road map to relational success
- Tips for refocusing on the power of “relational capital” and the “principle of worthy intent” in a digital world
- Incorporating principles of the Relational Ladder® to distinguish themselves with every customer and business interaction
- Using the RQ Assessment to track the strength of participants' most important business relationships

Upon mastery of this program, sales professionals will experience improved overall performance, increased sales velocity, better insight into key relationships, reduced revenue risk, greater customer loyalty and transformative, competitor-proof client relationships.

Learn More at [spasigma.com](https://spasigma.com).

Today everything can be digitized, automated or outsourced... except personal relationships.

# Personality Quotient



High-quality conversations drive sales. How do people of differing personalities have high-quality conversations? They read and adapt.

## Leveraging Personality Theory Improves Communication and Drives Success

Perfect Pitch: Do your sales reps make the same pitch to every prospect or customer, irrespective of that person's personality type? Wait, what's a personality type?

The widely respected Jung-Myers personality model, often referred to as "Myers-Briggs," tells us that nearly all people fall into one of four distinct temperament groups, and 16 distinct personality types. Consciously or unconsciously, people conduct themselves, and their business dealings, according to values, desires and communication styles that correspond to their group. At a basic level, their temperament or personality type determines what energizes or fatigues them. The ability to energize another person is fundamental to the ability to persuade and to ultimately sell. So the question becomes, do your sellers know how to read the other party and adjust their pitch to personality?

Sales leaders who can read and understand those common characteristics have a leg up on the competition because they can foresee a client's wants, needs and motivations—and adjust their pitch.

In a highly competitive, thin-margin world, no business leader can afford to operate without an understanding of what energizes customers and colleagues alike. Beyond persuasion, mastering how to read and reach each temperament group leads to more effective sales, management, collaboration and negotiation.

## The Value of SPASIGMA's Personality Quotient (PQ®) Program

The Personality Quotient (PQ®) program is a focused approach to communication that leverages personality-type theory to provide the tools to improve persuasion, selling skills, and collaboration skills. The PQR program incorporates the same Jung-Myers personality model that market-leading companies worldwide rely on to improve sales and negotiation effectiveness, team building, managerial training and career development.

Participants in the Personality Quotient (PQR) program master the skills needed to:

- Recognize simple clues for identifying personality and temperament.
- Accurately assess how people around them perceive and process information.
- Adapt their communication style and presentations to energize the other party.
- Effectively tailor communication to each personality type.
- Understand how others make decisions.

Upon successful completion of this course, managers, executives and sales professionals will experience noticeable improvement in interpersonal communication skills, close more deals and negotiate more favorable terms.

Learn More at [spasigma.com](https://spasigma.com).

Take a 12-minute, self-identifying personality quiz at <https://spasigma.com/spasigmapq/survey>.



# Profit Quotient



## Understanding the Impact of Daily Decisions is Key to Maximizing Profit

Profits are the lifeblood of any business. A key driver of success is the daily performance of the sales force. Daily decisions made by sales reps have broad, company-wide impact and, potentially, unforeseen consequences to growth and profitability. Organizational enablement and engagement has broadly failed to train and adequately incentivize reps to contribute to positively impacting company financial and business performance. Generally, sales reps lack visibility into the inter-related drivers of true profitability such as sale price, volume, product mix, purchase price, customer mix, payment terms, timing and order mix.

In today's competitive, fast-changing business landscape, the power gained by understanding the big picture of strategic and tactical initiatives is imperative for business leaders hoping to bridge the gap between value creation and value capture.

Managers cannot afford to ignore the fact that sales leaders, operations and finance team members, and business strategists all make daily decisions that can elevate or reduce a company's profitability. To not merely sustain but accelerate profits, sales leaders and managers must understand how seemingly small adjustments accumulate over time, potentially producing big results. With that knowledge, they can master strategies that result in improved decisions, and greater long-term profit and profit capture.

## The Value of SPASIGMA's Profit Master™ Workshop

The Profit Master Workshop is a hands-on, simulation-based program that focuses on critical employee activities in supply-chain planning, sourcing and procurement, sales, fulfillment and marketing.

Participants in the Profit Master workshop emerge with the skills needed to:

- Understand how their business creates profit and how daily decisions impact profitability.
- Think and act on a daily basis like a business owner.
- Analyze current operating conditions to develop tactics that improve performance.
- Learn the role of analytics and negotiation skills in improving profitability.

Upon successful completion of this seminar, managers, executives and sales professionals will possess the knowledge and tools to make the right decisions to maximize company profit potential.

Learn More at [spasigma.com](http://spasigma.com).

In today's economy, sales reps need strong financial and business acumen to think and act like business people to improve daily decision-making and drive profitable growth.

# Price Optimization with the SPA Pricing Cube™



In a complex selling environment, pricing requires a balance of flexibility and discipline.

## Take the Guesswork Out of Pricing

As a smart and prudent business leader, you work to shrink operating expenses, increase sales volume, and reduce what you pay for what you sell. These are all wise practices. But nothing delivers as much benefit to your bottom line as strategic pricing.

Your sellers need to be armed with data-driven pricing analytics that take the guesswork out of quoting and pricing. That means sellers can negotiate price more effectively—and generate greater profits. In fact, implementing small changes can deliver 2 to 4 margin points—or \$200,000 to \$400,000 additional revenue per \$10 million.

The bottom line: With effective training, your sellers can effectively represent you, and sell—not discount. They will be focused on serving the customer and driving value.

## SPA Pricing Analytics

By analyzing invoice data, compensation statistics, customer buying, ordering and spending patterns, SPA's Pricing Cube™ and Pricing Bands™ programs deliver key predictors of price sensitivity and optimum pricing levels by product and customer. SPA's pricing analytics focuses discounts on the most price-sensitive products and customers, where it will have the biggest payoff in competitive positioning, and extracts small premiums on less-sensitive products and customers.

Our industry-leading pricing analytics programs provide:

- Push-button export of required sales data
- Appropriate list pricing based on product visibility and competitiveness
- Tools to narrow discounting to achieve maximum benefit
- Training in the principles, strategy and process of strategic pricing

Learn More at [strategicpricing.com](http://strategicpricing.com).



## Restore Profit Margins Lost to Complex Agreements

Thousands of products, prices, terms and customers. Hundreds of contracts or special pricing agreements, with just as many expiration dates. And many people who need regular access. With all that data, often stored in hard-to-access files, it's no wonder many business leaders find managing special pricing agreements daunting, if not overwhelming.

Add to that mix sales reps who regularly ask for contract extensions at the last minute and the result can be underpriced products and services, and prolonged and unreviewed extensions. The result: lost sales commissions and a long-term drain on the bottom line.

Managing contracts is a common challenge for business leaders. But it's a challenge that can readily be overcome with a solution that enables your team to easily access the data, review and update it in a timely fashion. With information about pricing, contracts, expiration dates and even data about vendor cost increases at their fingertips, below-market pricing and the endless agreement extensions that can drain profits can become a thing of the past.

## ContractGPS™

ContractGPS™ provides companies with an easy-to-use, cloud-based tool for searching, summarizing, modifying and managing even the most complex price agreements. CMS makes vendor information, contracts, pricing data and more readily available, which takes the process from overly complex to easy and efficient.

Users are able to:

- Quickly apply pre-set actions to contract groups
- Easily identify low-sensitivity items and products affected by price increases
- Automatically set pricing to target levels
- Carefully review and update high-volume contracts before they expire

Learn More at [strategicpricing.com](http://strategicpricing.com).

So many agreements,  
so little time...  
managing contract  
price agreements is  
more efficient with a  
data-driven solution.





Your biggest opportunity for sales and margin growth lies within existing clients.

## Get More from Your Customer Relationships

One of the biggest opportunities for salespeople is in growing sales with existing customers. Selling more to customers you already do business with is quicker, more efficient and requires less investment in both time and resources. That means not only greater sales, but higher margins. But to do this, salespeople need to know who to target and which products to offer. They also need to know whether a client is at risk of defecting. That requires profiling individual customers, as well as customer types, answering questions such as:

- Does any given client exhibit warning signs of buying less or leaving all together?
- Which products does each customer segment typically buy?
- Are there add-on products that you can sell to your customer, such as safety PPE or janitorial supplies?
- Have any customers made an emergency purchase of a product they had never purchased before?

To answer these and other similar questions, sales teams need guidance served up at the right time for the right customers. The good news: Most companies already have a stash of rich data in their system that can uncover profitable opportunities with longstanding customers. With the right data and resources, your sales team will know what the customer isn't buying that they should be, how the customer compares with other companies like it, and where you might be losing revenue.

## AccountGPS™

Capitalize on your data and give your sales team the resources they need to retain and grow their client base. SPA's Share of Wallet tool is a multi-faceted account planning tool that helps sales reps sustain and increase profitability of existing clients. The tool also provides targeted recommendations to grow share at existing accounts. Use the tool to:

- Highlight at-risk customers before they defect. The tool scores each customer on their likelihood of defecting, acting as an early-warning system that helps sales reps fix the relationship before the customer walks out the door.
- Pinpoint negative sales trends. The tool identifies segments where sales are trending downward and alerts reps so that they can have a conversation with their customer about what roadblocks may have popped up with the customer and why.
- Identify product segments that clients don't buy today, but peers do. The best place to find new revenue is with the customers you already have. Reps can use this tool to have a targeted conversation with customers about what to buy and why.
- Understand your customers' current spend. Short-term, incremental gains are great, but sales leaders need to supplement that with a vision of long-term growth. SPA's AccountGPS™ tool calculates the percent of a customer's spend you have based on peer sales data. This estimate allows you to target big, under-developed customers and create an action plan.

Learn More at [strategicpricing.com](http://strategicpricing.com).



Boost your reps' sales results by providing insights into which prospects to target, what products to lead with, and with whom to engage

Finding, qualifying, and engaging new leads that align with your company's ability to profitably serve them drives the vitality and organic growth rate of your business. Obvious enough, but easier said than done. Sellers often become comfortable just selling to their existing accounts and are often blind to new-business opportunities. They are unaware of existing prospects or new entrants in the market, and lack insights into how to qualify, prioritize or engage them. They don't know whom to talk to (nor whom to avoid), and about what.

### TargetGPS™

SPA's TargetGPS™ solution informs prospecting with market-analytics-infused insights to help your sellers be more productive and successful. Data-driven leads are provided by TargetGPS™ and scored according to how their characteristics align with the most profitable existing customers within segment or type.

Specifically, TargetGPS™ helps sellers focus on customer profiles that have characteristics indicating high profitability, revenue stability/stickiness, and odds of success. Beyond knowing where to focus prospecting efforts, TargetGPS™ provides data-driven insights as to what products to lead with to guide the customer relationship down a mutually beneficial path. TargetGPS™ also provides your reps with the buyer contact information.

Exceptional organic growth requires a commitment to helping your sales reps quickly and efficiently identify and engage with the best prospects.

Learn More at [strategicpricing.com](http://strategicpricing.com).

Fill your sales funnel by knowing which accounts to target and what to sell.

# Next Steps & Learning More

**FIND OUT MORE**



The marketplace and buyer's journey are changing rapidly. Companies cannot afford to take a passive, reactive approach. Sellers need the right analytics, tools and training to drive results and boost the bottom line.

### **Interested in learning more about SPA offerings?**

Visit [strategicpricing.com](http://strategicpricing.com) for additional information and resources.

### **Interested in seeing a demo, experiencing our content or talking with us about driving increased profitability?**

Use the "request a meeting" feature on our website to schedule a meeting at a time convenient to you.

### **Interested in seeing the potential impact that strategic pricing could have on your profitability?**

Check out the Opportunity Calculator on our website to start learning the margin impact your company could realize with strategic pricing.

SPA has over 25 years of experience in helping companies achieve higher profitability. We are ready to be your profit-performance partner and to help you enable your organization to be more successful so that it thrives in today's evolving marketplace.

SPA is ready to be your profit-performance partner.





# Notes





**SPA**

Profit-Maximizing Analytics & Training

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