



Virtual Sales Pitching & Closing

A Greensfelder^{CX} Program

October 22, 2020

Today's Workshop Objectives

Upon completing this workshop, you should be able to:

1. Understand the buyer's mindset
2. Identify rational and emotional motivations, questions and responses throughout the sales process
3. How to use the 6 Qualifiers to set up the close
4. How to anticipate and overcome objections
5. When and how to ask for the business



Big Picture

*How many of you went to **law school** to become a **lawyer** because of the attractiveness of the **sales** and **marketing** part of the job?*

Why Do So Many People Disdain Salespeople?

- Sales is inherently self-interested.
- Sales is often about “getting” business.
- Sales people often live into their stereotypes.
- Sales can be achieved opportunistically by preying on buyer vulnerability.
- Sales is often a one-way, one-and-done transaction.
- Sales feels like a “takers” game – not a “givers” game.



The Stages of a BD Pursuit – It is a Process, Not a Moment

Target Market

Meet a contact within your target market and find the “IN” that establishes affinity or interest in another conversation and building an ongoing relationship

Transition

Discover or create a triggering event that aids in identifying a legitimate legal need or potential hiring opportunity

Closing the Deal

Close business when you satisfy the Six Qualifiers:

1. Problem
2. Solution
3. Urgency
4. Access
5. Expectations
6. Budget

*****Expect 7-14 “touches” before reaching this stage*****



Relationship Building

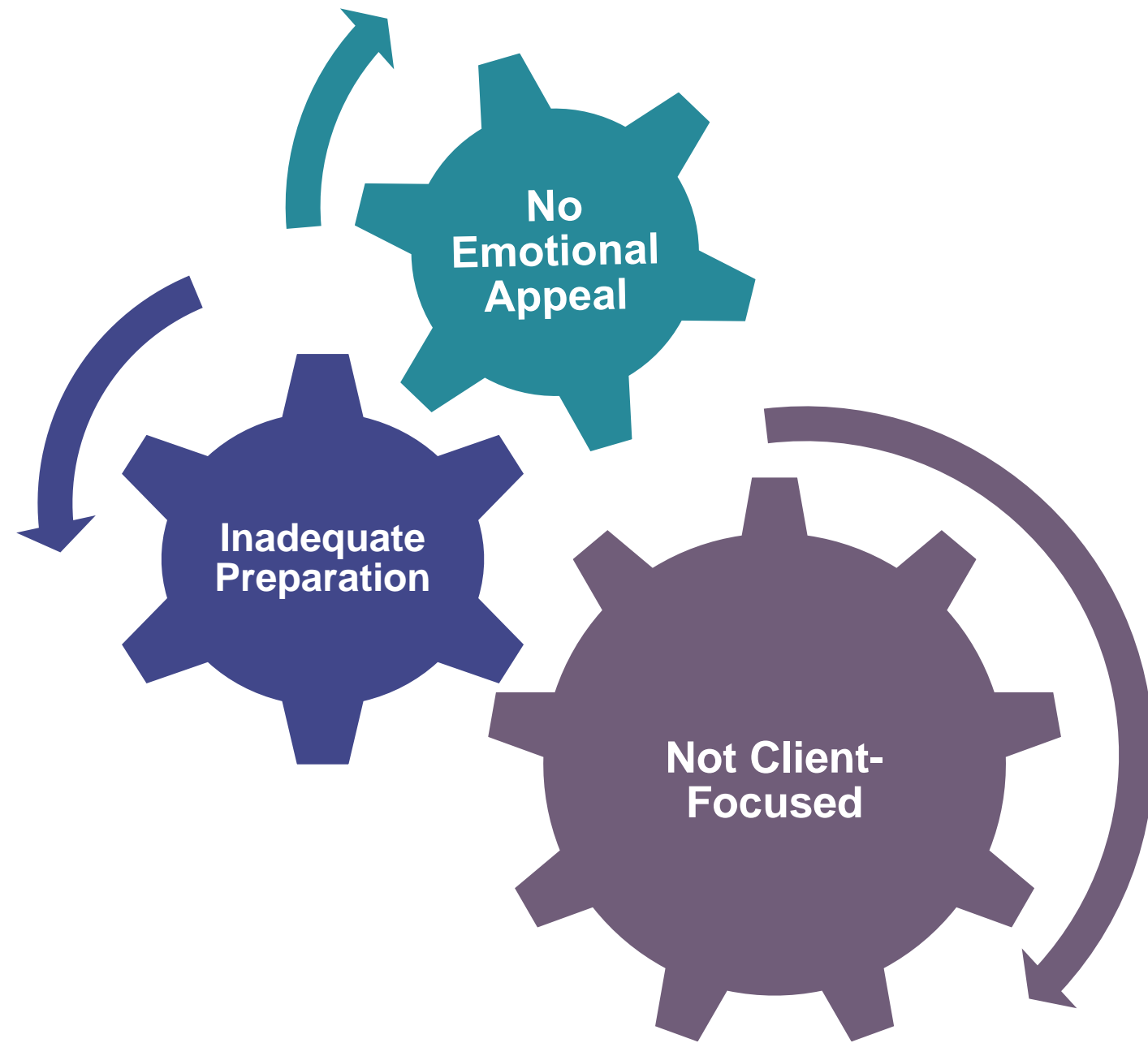
Build and nurture the relationship with authenticity and provide solutions to problems that should be solved

Sales Execution

Execute a sales process that may include introductions, content, pitches, solution planning and proposals

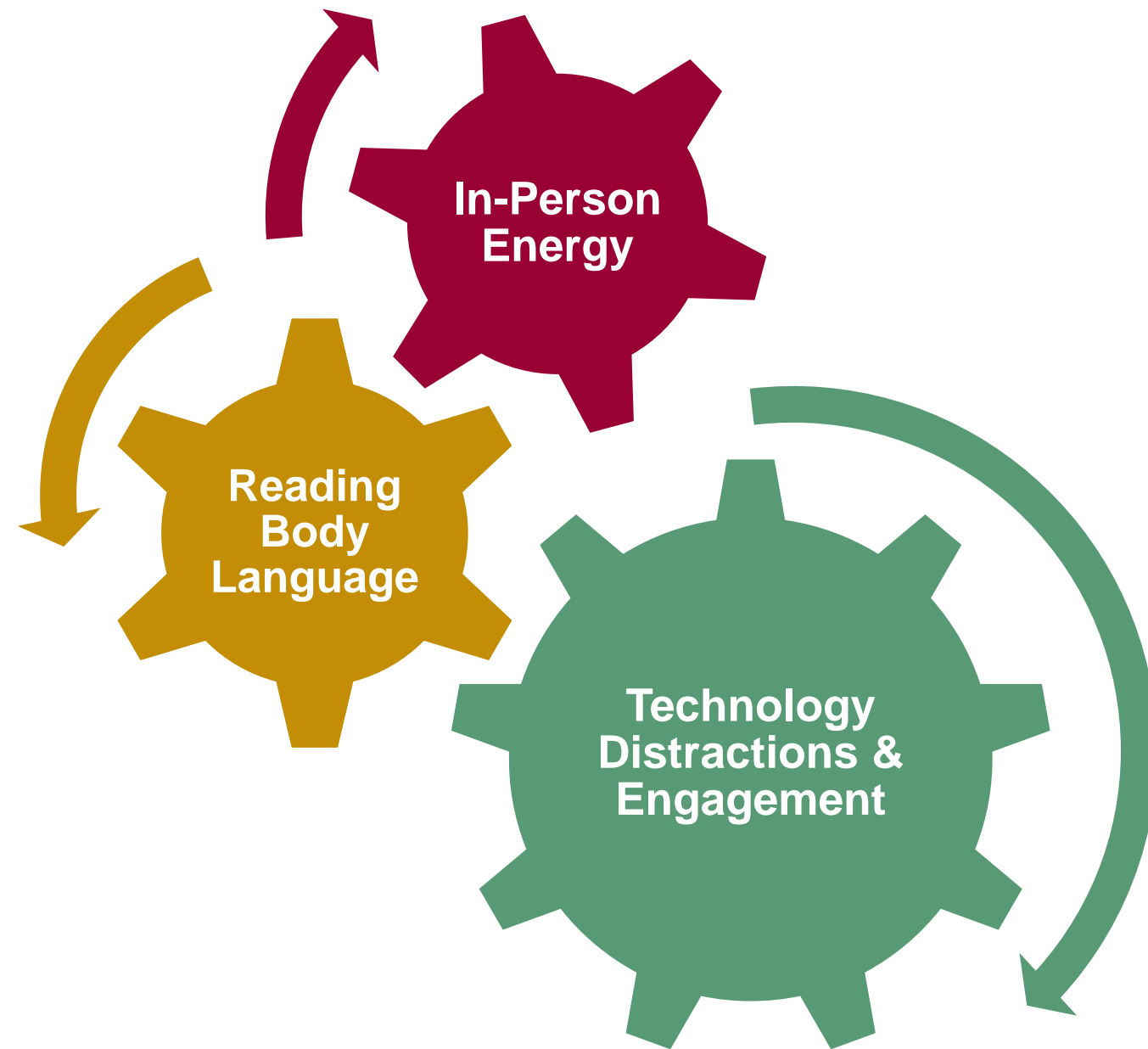
Understanding The Buyer's Mindset

A critical factor in creating a positive client experience

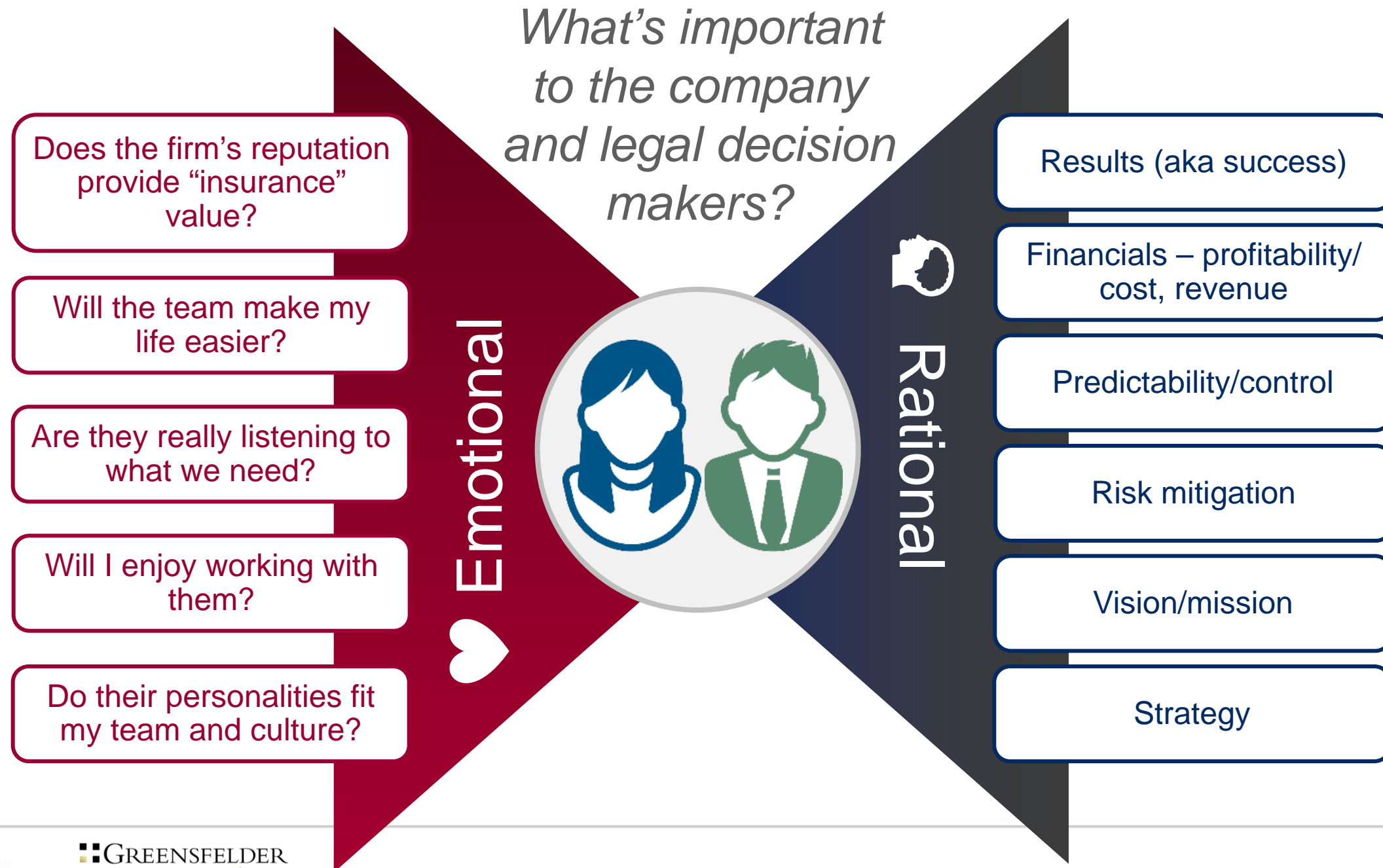


GCs and Buyers
of legal work
have 3
Problems with
“Pitching”

COVID-19 has
given us 3
more Problems
with “Pitching
Virtually” for
legal work



Understanding the Priorities of your Legal Decision Maker(s)



Relationship Transitioning

Create a triggering event that aids in identifying a legitimate legal need

The Stages of a BD Pursuit – It is a Process, Not a Moment

Target Market

Meet a contact within your target market and find the “IN” that establishes affinity or interest in another conversation and building an ongoing relationship

Transition

Discover or create a triggering event that aids in identifying a legitimate legal need or potential hiring opportunity

Closing the Deal

Close business when you satisfy the Six Qualifiers:

1. Problem
2. Solution
3. Urgency
4. Access
5. Expectations
6. Budget

****Expect 7-14 “touches” before reaching this stage****



Relationship Building

Build and nurture the relationship with authenticity and provide solutions to problems that should be solved

Sales Execution

Execute a sales process that may include introductions, content, pitches, solution planning and proposals

A Lawyer's Relationship Transitioning Superpowers



GIVE A PERSPECTIVE
about what others
are doing to trigger “FOMO”

- Insight sharing through storytelling
- Your “What’s new?”
Headline

Fear of Missing Out



GIVE A GIFT
with no strings
attached

- A “Taster”
- Market research
- Business review
- An introduction

Give a Gift



ASK A FAVOR
by authentically stating your
desire and asking how

1. Acknowledge how you value your relationship
2. Articulate your goal (“I have a dream...”)
3. Ask for advice

Dream Out Loud

The Virtual Legal Sales Pitch

Having a thoughtful pitch strategy leads to successful sales execution

The Stages of a BD Pursuit – It is a Process, Not a Moment

Target Market

Meet a contact within your target market and find the “IN” that establishes affinity or interest in another conversation and building an ongoing relationship

Transition

Discover or create a triggering event that aids in identifying a legitimate legal need or potential hiring opportunity

Closing the Deal

Close business when you satisfy the Six Qualifiers:

1. Problem
2. Solution
3. Urgency
4. Access
5. Expectations
6. Budget

****Expect 7-14 “touches” before reaching this stage****



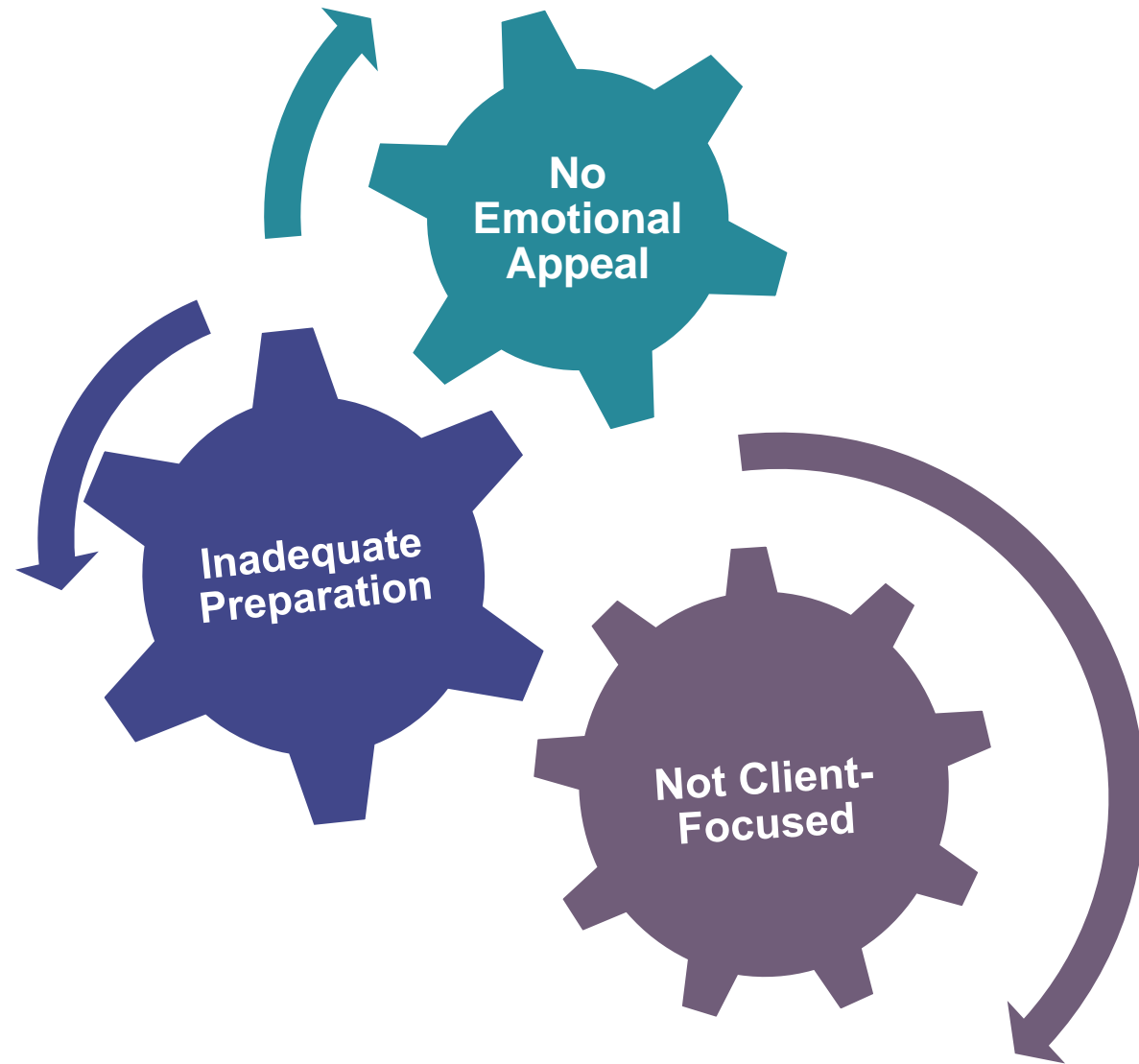
Relationship Building

Build and nurture the relationship with authenticity and provide solutions to problems that should be solved

Sales Execution

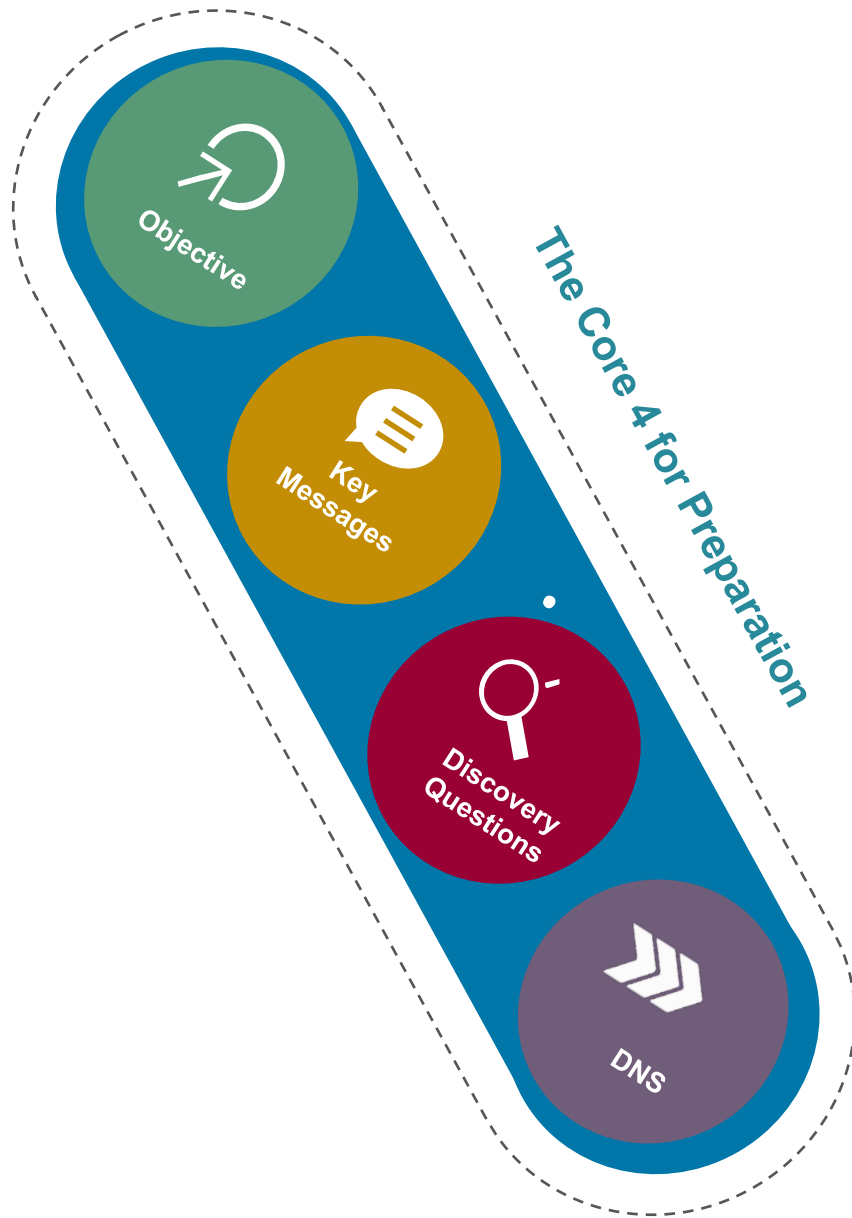
Execute a sales process that may include introductions, content, pitches, solution planning and proposals

Pitch Strategy for Legal Work



- Meeting Date/Time Zones/Virtual Mode/Link Testing
- Participants/Roles
 - Will decision makers be present?
- Rapport Building Approach
 - Decision in first 3 minutes
- Clearly Defined Pitch Team Roles
 - Rapport Builder
 - Lead Facilitator
 - Firm Storyteller
 - SME
 - Observer/Notetaker
 - Summarizer/Closer
- The 6 Qualifiers for Buyer Readiness
 - Problem
 - Solution
 - Urgency
 - Access
 - Expectations
 - Budget

Core 4 for Preparation

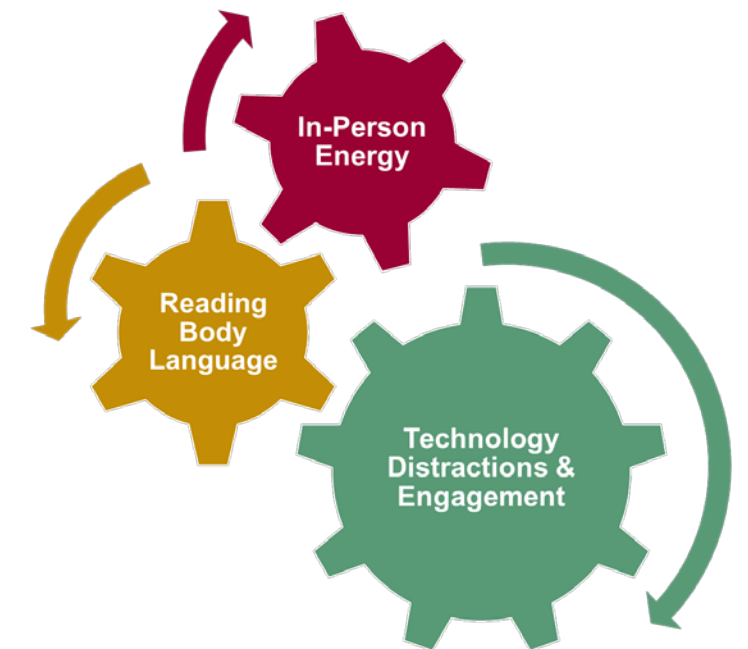


1. Meeting Objectives
2. Key Messages
3. Discovery Questions
4. Potential Objections/Outcomes/Definitive Next Steps

Virtual Pitch Meeting Essentials – Before the Meeting

- Complete the Core 4 for Preparation – Pitch Team Huddle.
- Conduct background/research on client team members (company bios, Linked In profiles, other social media).
- Test the technology with your team and your key client contact in advance of the meeting.
- Ensure each party has audio conference call numbers available should video transmission not work.
- Confirm the date/time/virtual mode link to the participant list 24-48 hours in advance of the meeting.
- Include a detailed agenda that will likely include information from your Core 4 for Preparation.
- Include pitch team background/introduction information and any relevant pre-reading to client contacts in advance of meeting.

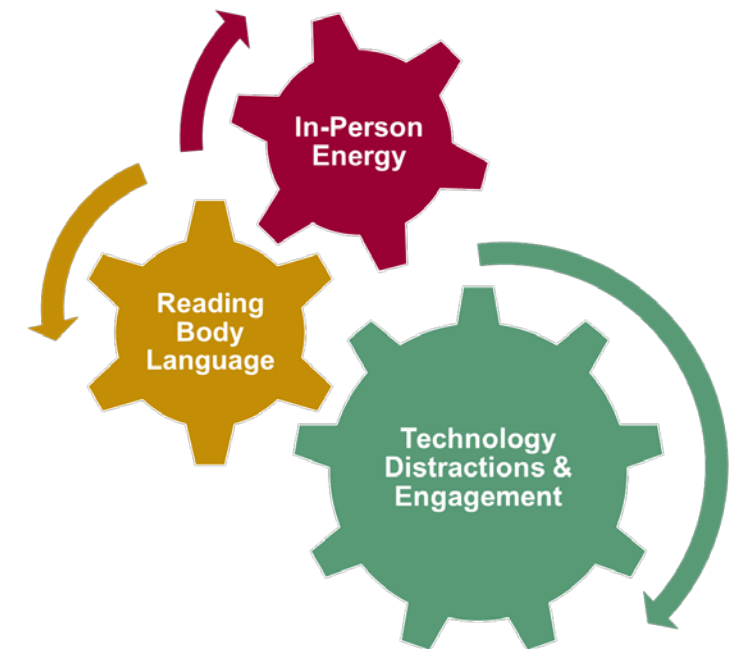
BEFORE



Virtual Pitch Meeting Essentials – During the Meeting

- **Rapport Builder** will manage pre-meeting small talk.
- **Lead Facilitator** should begin with an expression of gratitude (thank you for having us) after rapport building.
- **Lead Facilitator** then asks the client participants – What do you hope we accomplish by the end of this meeting, What does a “win” look like for you?
- **Lead Facilitator** should then introduce the pitch team members and ask for a headline input to the meeting – i.e. (why I am glad to be here, what I am most interested in learning, the big idea I am looking forward to sharing, etc.)
- **Firm Storyteller** should provide brief firm overview relevant to the prospect.
- **Lead Facilitator** asks key Discovery & Solution questions and engages **SMEs**.
- **SMEs** often benefit from having at least one key visual to reinforce expertise and toggle between screen sharing and discussion and ready to handle objections.
- **Observer/Notetaker** can utilize the Chat function for visible notetaking during the meeting to demonstrate listening and understanding.
- **Summarizer/Closer** should communicate wrap-up summary, action plan and definitive next steps and then return to expression of gratitude.

DURING



Virtual Pitch Meeting Essentials – After the Meeting

- **Summarizer/Closer** usually circulates notes and takes lead on communicating the follow-up actions within 24 hours of the meeting.
- **Summarizer/Closer** ensures that there is a clear definitive next step for touching base/follow-up that the firm can initiate if the opportunity goes quiet.
- **The Pitch Team**, as a whole, should be on the lookout for authentic reasons (3 INs) to stay in front of the client.
- **The Pitch Team** will continue to engage the Core 4 for Preparation before each subsequent meeting.
- **Wash/Rinse/Repeat.**



The “Close”

Preparing to close and effective strategies for handling objections

The Stages of a BD Pursuit – It is a Process, Not a Moment

Target Market

Meet a contact within your target market and find the “IN” that establishes affinity or interest in another conversation and building an ongoing relationship

Transition

Discover or create a triggering event that aids in identifying a legitimate legal need or potential hiring opportunity

Closing the Deal

Close business when you satisfy the Six Qualifiers:

1. Problem
2. Solution
3. Urgency
4. Access
5. Expectations
6. Budget

****Expect 7-14 “touches” before reaching this stage****



Relationship Building

Build and nurture the relationship with authenticity and provide solutions to problems that should be solved

Sales Execution

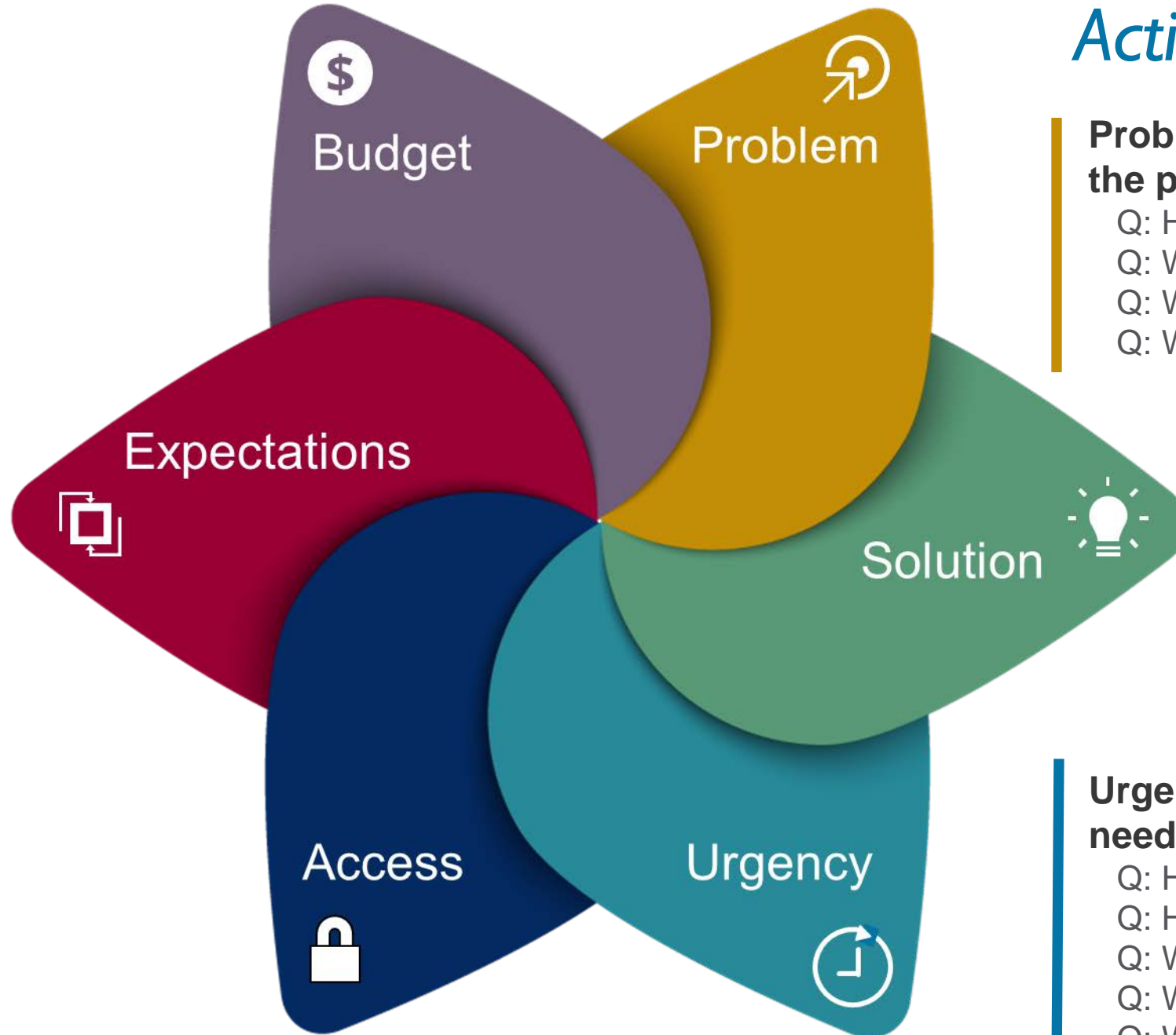
Execute a sales process that may include introductions, content, pitches, solution planning and proposals

Legal Buyer Readiness: 6 Qualifiers for Closing



Ask Needs Discovery Questions

Actively Listen to the Answers



Problem – Buyer and you must be aligned on the problem they are trying to solve

- Q: How has this problem affected the company?
- Q: What risks or liabilities do you face?
- Q: What approach have you taken in the past?
- Q: What will happen if this is not fixed?

Solution – Buyer must believe that you/the firm have a plausible, credible solution

- Q: What are you trying to achieve?
- Q: How will you measure success?
- Q: What approach or strategy are you considering?
- Q: What has been done so far?
- Q: What are the must include requirements?

Urgency – Buyer must believe the problem is urgent and needs to be solved now/soon

- Q: How would you rank the priorities in this project?
- Q: How soon do you want to address this?
- Q: What is your timing for a decision?
- Q: What benefits would you reap if you start sooner?
- Q: What risk do you take on if you delay?

Ask Solution Questions

Actively Listen to the Answers

Budget – Buyer and you must be on the same page with respect to a budget for the solution where cost equates to value

- Q: How do you define value?
- Q: Do you have a budget in mind?
- Q: What is your preferred budgeting approach?
- Q: How can we work together to control costs?
- Q: Where has budget gone over in similar projects and what contributed?

Expectations – Buyer and you must be aligned on what it will take to work together successfully

- Q: How do you like to manage these types of projects/cases?
- Q: Who are the other providers you prefer to use?
- Q: What result would make you a hero with your stakeholders?
- Q: What is most important to your team?
- Q: What do we need to understand about your company's culture?
- Q: What must we avoid?

Access – You must have access to the decision maker(s) and have satisfied their decision-making criteria




- Q: Who are the decision-makers?
- Q: Who are the key influencers?
- Q: Is there anyone else who needs to feel comfortable or have buy-in to proceed?
- Q: How can we best anticipate their interests?
- Q: What could make the decision easier?



Remember the Legal Buyer's Mindset



Turning Objections into Opportunities: The Three As

	 Acknowledge and affirm with empathy	 Ask clarifying questions	 Advance appropriate options
“Your fees are too high.”	Fees are an important part of this discussion. I am so glad you brought this up. I want you to feel good about the investment in this matter.	When you say high, what are your benchmarks? What fees are you accustomed to paying? What is your budget? Is it the total cost or hourly rates?	Alternative pricing/AFAs Staffing alternatives Alliances with other pro services Discounting for volume Risk/fee sharing
“I’m happy with current counsel.”	That’s great. I’d love to hear more about your relationship.	What do you like best about your current counsel? What could your current counsel do to WOW you?	Complementary services Second set of eyes/conflicts New IN for shifting work”
“We need to hire a smaller/boutique/regional/ larger/global firm for this.”	I would love to learn more about your thinking. There are some areas of work that are better suited for this type of firm.	What do you like best about working with firms like this? What don’t you like about working with firms like this?	Alternative pricing/AFAs Complementary services Co-counsel New IN for shifting work
“I don’t want or need to spend money on this. The issue is not high on my priority list.”	Any investment like this is an important decision.	What might you be risking if you don’t get legal representation? What benefit might you receive by getting legal representation sooner?	Alternative solutions suggestions Alliances with other pro services Innovation Alternative pricing/AFAs
“We’ll keep you in mind.”	That would be great. I would like to stay connected.	What is the best way to stay in touch? What would you find valuable/helpful in my follow-up?	3 INs – invitations, information/ insights, introductions

Being Prepared to Close the Engagement

1.

Test the Waters

1. How do you feel about what we've discussed so far?
2. If I were able to give you X by Y, would you be willing to move forward?
3. What would we need to do, provide, or demonstrate to make moving forward a no-brainer for you/your company?
4. What would be a low risk approach for us to take as an initial step in working together?

2.

Ask for the Business

1. Are you ready to move forward?
(Direct Ask)
2. Should I send an engagement letter over first or arrange to get the files?
(Options Close)
3. I will send over an engagement letter by X.
(Assumptive Close)
4. I'd suggest we start by getting our teams together and reviewing the files.
(Suggestion Close)

3.

Keep the Door Open

1. I've got several articles I think you would benefit from. Would that be helpful to you?
2. What makes sense as a next step?
3. When would be a good time for me to follow up with you?

Remember to debrief after each pitch meeting!

Game Plan for Next Steps

Game Plan for Next Steps

- Schedule time to discuss pitch opportunities with Risa McMahon or Lora Wegman
- Consider how you can incorporate what you've learned into your next sales conversation
- Utilize the Core 4 Prep Template in an upcoming pitch meeting
- Activate the Before/During/After – Virtual Pitch Meeting Essentials
- Examine open opportunities to determine how to get to “Yes” and close the deal with the 6 Qualifiers
- Leverage the 3 As for Objection Handling
- Engage Pitch Debrief meetings to learn and implement DNS – definitive next steps
- Attend “How to talk to clients about money” BD Training session at 11AM on Thursday Nov 12th

Upcoming BD Training: How to Talk to Clients about Money

Thursday November 12th at 11AM

For many people, any discussion that involves money can make one feel uncomfortable. In business development and client experience situations, awkwardness amplifies which can result in missed opportunities, unnecessary discounts and client relationship breakdowns.

Join us for this 1-hour workshop that will teach participants how to:

- ✓ Proactively raise the issue of fees and budgets with clients and prospects
- ✓ Discuss fees and budgets in a way that addresses cost and value for premium selling
- ✓ Produce positive client experiences when pursuing billing and fee collections

Presented by: Tasneem Khokha, GrowthPlay

Thank You!



Deb Knupp
Managing Director, GrowthPlay
312.560.5940
dknupp@growthplay.com



Risa McMahon
Business Development Director, Greensfelder
312.345.5040
rmcmahon@greensfelder.com