



**MARKETPLACE
INTERNATIONAL 2015**
WORLD LEADERS. WORLD CLASS. WORLDWIDE.

Marketplace International 2015 *World Leaders. World Class. Worldwide.*

CONVINCING THE BUYER TO BUY FROM YOU

January 2015

Growing the success of Irish food & horticulture

Bord Bia
Irish Food Board

“Convincing The Buyer to Buy from You”

Ground Rules

- ✓ Mobile phones off/silent
- ✓ Work in table Groups.
- ✓ Select a Table Leader
- ✓ Participation is a must!
- ✓ Be open...willing to share and learn

Introductions

Roddy Feely – Principal Consultant - Bellevue Creative Solutions Ltd

- 25 years experience working in International Markets
- Business Consulting – Specialising in Exporting/ International marketing
- Training – Sales; Customer Service; Management Coaching/Leadership
- Advocate & Mentor for EI

James Burke – James Burke & Associates

- 25 years retail experience incl. Superquinn Board Member
- Former board member of AMS
- Links with Sainsburys, Albert Heijn, Auchan etc.
- Food and retail advisors

Today's Participants.....

- ✓ From a broad range of large/small food/drink companies.
- ✓ Some very experienced in exporting to multiple markets
- ✓ Others starting the journey or with limited export experience.
- ✓ Opportunity to learn from one another and share experiences
- ✓ Reminder of “Best Practice” for Buyer Meetings

What's Today About?

- ✓ Meeting Preparation & Structure
- ✓ Knowing Your Buyer
- ✓ Buyer Expectations
- ✓ What might the Buyer Know about you?
- ✓ The Buyer Interview
- ✓ Compelling Reason(s) to Buy – Demonstrate & Validate
- ✓ Competiveness.....Dealing with the “Pricing” thing
- ✓ Follow-up....Sealing the Deal

Sales Process Exercise

Below are Six Steps in a tried; tested and successful sales process.

On your handouts put the 6 Sales Process steps in what you believe to be the correct sequence from 1 to 6

Interview

Approach

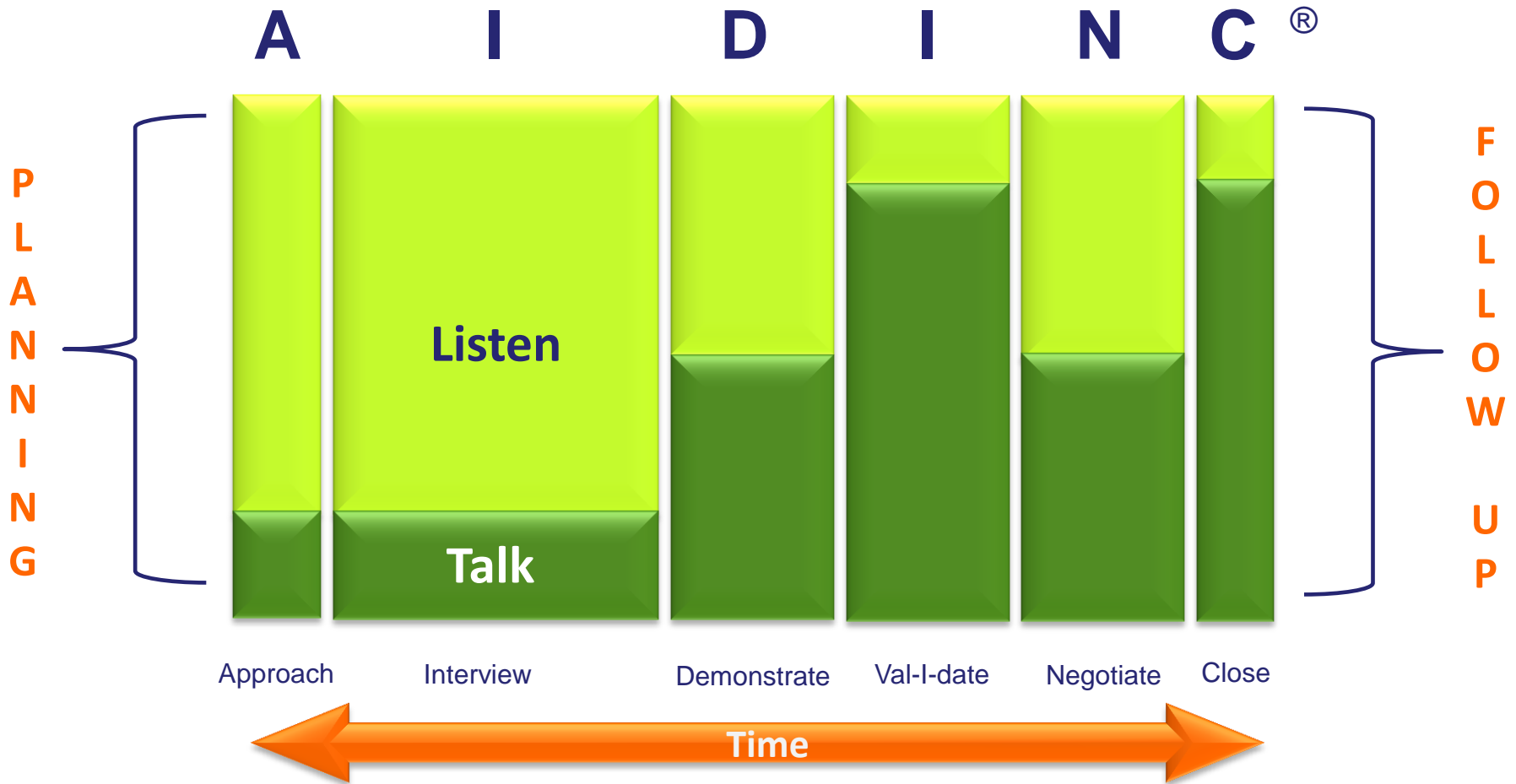
Negotiate

Demonstrate

Validate

Close

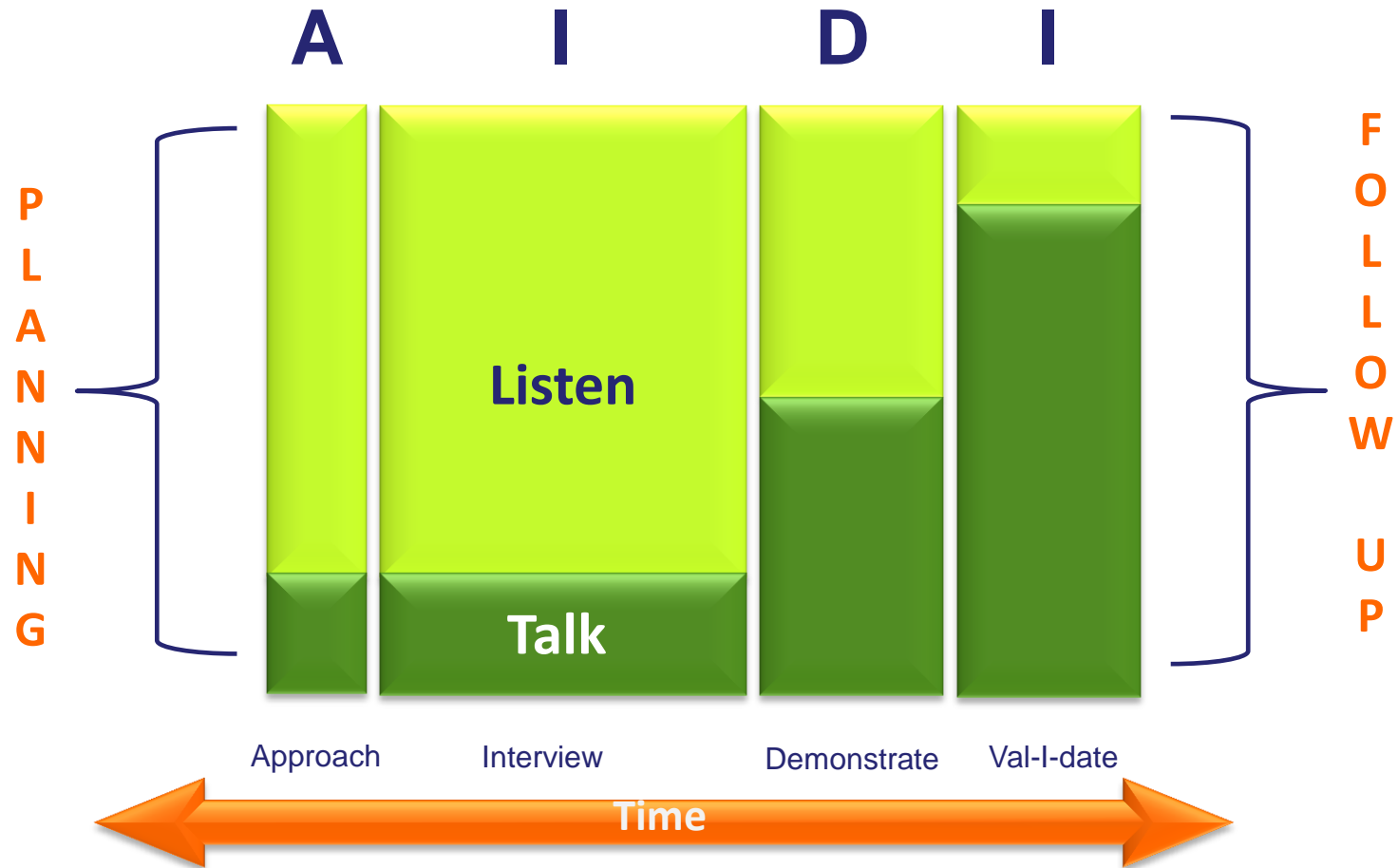
AID,Inc.® Selling System



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Meeting Preparation.....

Pre Meeting Plan Document (complete in advance of each meeting)

- Buyers Name/Title/Company
- Specific Objectives (what outcome(s) are you looking for?)
- Needs customer might have (what have you learned about this customer?)
- Approach (How will you open the meeting?)
- Interview Questions (what questions can you ask to better understand the buyers needs?)
- Demonstrate Features & Benefits (based on Likely Customer needs)
- Validation (Yourself/Your Company/Your Product/Service)
- Anticipate objections/concerns

Meeting Structure25 minutes

✓ Suggested Structure to maintain control (can be varied for each buyer)

- Introduction (2 mins)
- State what you hope to get out of the meeting and ask buyer for their input (3 mins)
- Build rapport and ask questions about the buyers business to identify needs/opportunities – include some of things you've learned about their business/category (5 mins)
- Based on responses Demonstrate Features & Benefits of your product/service – related to identified needs – use PPT/Samples/Brochures/Video etc (5 mins)
- Based on what you've learned share your credentials relevant to the buyer's needs – expertise/experience/research/innovations etc., (5 mins)
- Deal with any concerns raised (3 mins)
- Summarise outcome of meeting and next steps/actions (2 mins)

Post Meeting Follow-up.....

Post Meeting Planning Document (complete immediately after each meeting)

- Buyers Name/Title/Company – note any other people buyer may have mentioned involved in the buying /accreditation/audit processes....
- What needs did the buyer share with you?
- Estimate the buyers degree of interest (scale 1 to 10)
- Note any actions the buyer agreed to take (information/data etc.,)
- Note any remaining or unresolved concerns
- General Comments/notes
- Next Steps – Follow-up actions and dates you have committed to...

Meeting Behaviours.....



What are the key behaviours to a successful outcome?

- Build Rapport and Trust
- Ask Relevant Questions to Identify Needs/Wants/Opportunities
- Listen – Good rule of Thumb 80%....until you understand needs
- Demonstrate – Articulate your product/service benefits & features
- Validate yourself/your company and your products

“Give The Buyer A Compelling Reason (s) to Buy from You”

- Deal with Concerns up front
- Follow-upcommit time & resources to complete agreed actions...on time!

Meeting Preparation - Group Exercise

10 minutes

- ✓ Questions to ask to build rapport with the buyer
- ✓ Questions to ask to understand buyer needs/wants
- ✓ What concerns might you typically anticipate

Discuss and Feedback through the Table Leaders

The Buying Process..What's Changing?

✓ Buyers are smarter, and they expect you to be, too....

- “Know me before I Meet you”....new expectation
- > 60% of buying decisions are made before the 1st meeting
- Today's technology-driven; highly networked buyers have already researched your products.. And probably talked to people using them..
- You are coming in at a much later point in the buying cycle

Know Your Buyer.....What can You find Out about them?

Check out their LinkedIn profile...what can you learn?

Find points of interest/things in common...build rapport.....show them that your interested.....

- ✓ Professional experience/history
- ✓ Interests
- ✓ Education
- ✓ Projects
- ✓ Organisations
- ✓ Groups
- ✓ Companies following

Sample LinkedIn Profile

Hervé LOTTE 3rd

CHEF DE GROUPE ACHATS INTERNATIONAL chez AUCHAN - DOAPI direction offre achat production internationale
Lille Area, France | Supermarkets

Current positions
CHEF DE GROUPE ACHATS INTERNATIONAL at Groupe AUCHAN - Direction internationale DOAPI

Previous positions
CHEF DE GROUPE INTERNATIONAL MARKETING DE L'OFFRE at Groupe AUCHAN - Direction internationale DOAPI
DIRECTEUR DE CONVERGENCE INTERNATIONAL at AUCHAN Synergies, Organisation Intra-Groupe des Achats

Education
Faculté Catholique de Lille

[Save as lead](#) [Send InMail](#) 294 connections

Background

Summary

Rigoureux, volontaire, sachant allier le travail d'équipe à l'autonomie la plus grande, je bénéficie d'une expertise acquise en category management, dans les domaines de l'écriture de stratégies, la définition de l'offre, la négociation à l'achat et l'animation d'équipes au service du commerce

Experience

CHEF DE GROUPE ACHATS INTERNATIONAL
Groupe AUCHAN - Direction internationale DOAPI
June 2013 - Present (1 year 7 months) | Villeneuve d'Ascq - 59

How You're Connected

You

Mark Burgess 1st
Managing Director at Spirit Executive
[Ask Mark about Hervé](#)

This person knows 1 or more people who can introduce you to Hervé LOTTE

Hervé LOTTE 3rd
[Send InMail](#)

People also viewed

Flavien Dhellemmes
Non-Food Purchasing Director
Auchan
[Save as lead](#)

Philippe Goetzmann
Directeur de l'Offre Auchan Fr...
Auchan
[Save as lead](#)

Marc Gruget
Head Manager Men Departme...
AUCHAN INTERNATIONAL
[Save as lead](#)

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Know Your Buyer's Business.....

✓ Check out their website....Google....

- Where are they located? Are they part of a Group?
- How many stores/outlets/distribution centres?
- What's their growth strategy? Are they investing in new stores/acquisitions? Refurbishment?
- What do they value? Corporate Responsibility? Environment? Sustainability?

✓ What are they saying about their customers? The Market?

TIP: Put them on Google Alert! Keep track of any recent news or announcements

Why's the Buyer at Marketplace International

- ✓ New Products **APPROPRIATE** to their business
- ✓ Potential NEW suppliers...don't want to miss out
- ✓ Effective use of their time...efficient buying opportunities
- ✓ Evaluate & Assess...shorten purchase cycle

Buyer Expectations

Four Things Your International Buyer will expect:

1. You know **YOUR PRODUCT** (Service)
2. You know **THEIR MARKET**
3. You understand **THEIR NEEDS**
4. You will **ADD VALUE** to **THEIR** business.

Know Your Product

- ✓ Can you articulate clearly the BENEFITS & FEATURES of your product?
- ✓ How will it APPEAL to EACH buyer?
- ✓ Can you tell them something about the category in their stores/business?
- ✓ Is there a compelling reason to buy for each buyer?

Know Their Market

- ✓ Demonstrate your relevant knowledge about their market...Size Volume/Value
- ✓ Consumer trends
- ✓ Competitor products
- ✓ How their category is performing? PL v Brands
- ✓ Innovations – Product/Packaging/Presentation

How to find out?

- ✓ Bord Bia — may have relevant research reports
- ✓ Internet Research
- ✓ Talk to existing customers/suppliers
- ✓ Networking
- ✓ Chambers of Commerce (International/local)
- ✓ Retailer Annual Reports/Websites
- ✓ Market visits

BB Market Study Visits

✓ 09/12/14	London Foodservice
✓ 10/12/14	London Retail
✓ 11/12/14	London Retail Speciality
✓ 11/12/14	Sweden

<input type="checkbox"/> 14/01/15	Italy
<input type="checkbox"/> 21/01/15	London Foodservice
<input type="checkbox"/> 22/01/15	London Retail
<input type="checkbox"/> 23/01/15	London Retail Speciality
<input type="checkbox"/> 29/01/15	Brussels
<input type="checkbox"/> 12/02/15	Spain
<input type="checkbox"/> 17/02/15	Netherlands
<input type="checkbox"/> 19/02/15	Germany
<input type="checkbox"/> 24/02/15	France

Understand Their Needs

- ✓ How many stores/outlets do they have?
- ✓ Infrastructure – logistics/compliance
- ✓ Buying Process – listing procedures
- ✓ Service requirements
- ✓ Product selection/presentation
- ✓ Pricing structure – promotional policy

Add Value to Their Business

- ✓ Why should they buy your product/service?
- ✓ Can you be specific for each buyer?
- ✓ Can you articulate your value proposition for each buyer?
- ✓ Have you identified what's important to them?
- ✓ Are there gaps in their offering?
- ✓ Can you solve a problem for them?

Inside the Mind of the Buyer

The 3 Buyer Mindstates

The Buyers Reaction is Determined by Your Interaction & Credibility

✓ Your Knowledge

- Of the buyer
- Of their company
- Of their consumers
- Of the category

✓ Your Persona

✓ Your Presentation Skills

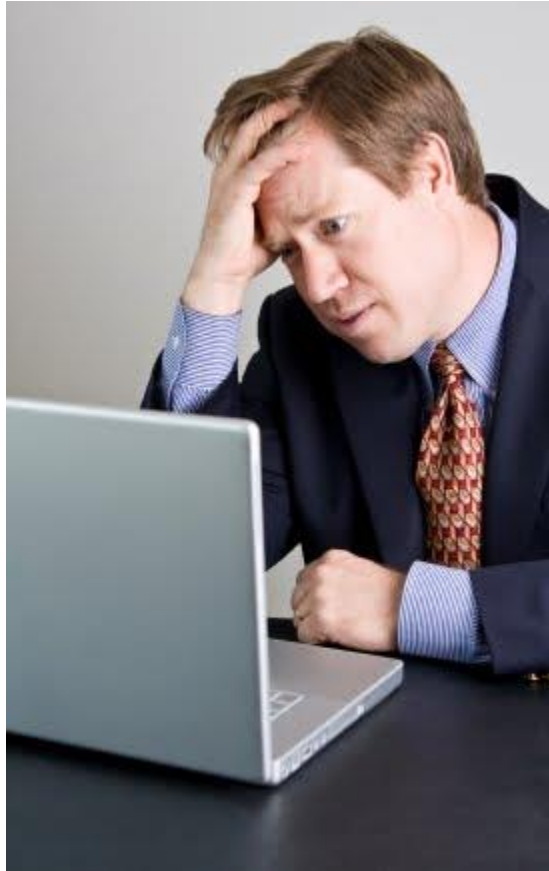
✓ Your Back up Material

✓ Your Ability to Question

✓ Your Ability to Listen

✓ Your Product Relevance

Mind State 1: Frustrated



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Mind State 2: Clocked out but “Going Through the Motions”



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Mind State 3: Fully Engaged



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In Nearly All Cases The Buyer Arrives With an Open Mind



What Happens Next Depends on You!



What Might the Buyer Know About You?

- ✓ Where can the buyer access information about you/your company/products?
 - Website
 - Social Media
 - Existing customers
- ✓ What information is available?
- ✓ What's Relevant?

The Buyer Interview.....

- ✓ Ask open-ended questions to uncover needs, wants and challenges.
- ✓ Actively listen and paraphrase, then ask follow-up questions and take notes.
- ✓ Identify and gain agreement on dominant needs.

Need Development Questions

- ✓ List your perception of wants, needs or problems your products or services can fill.
- ✓ Identify specific types of information that will help you better understand needs, concerns or problems.
- ✓ Write questions to uncover this information and engage buyers in dialogue about perceived needs.

Basic Questions

- ✓ *Open-Ended* – usually contain *who, what, where, why, when* or *how* and are more likely to engage in two-way dialogue
- ✓ *Closed-Ended* – confirm information or set up additional questions

Follow-Up Questions

✓ *“Tell me about...”*

✓ *“Please explain...”*

✓ *“Would you share...”*

The Importance of ... Listening



An Effective Interview.....

- Focus on buyer needs – not your own.
- Ask open-ended questions to create a dialogue and gather as much information as possible.
- Ask follow-up questions for a deeper understanding of needs.
- Spend 20 percent of the interview talking and 80 percent listening.
- Actively listen to people without bias or thinking of how you can sell to them.
- Actively listen, verbalise agreement, nod your head and use posture gestures.
- Show a genuine interest in your buyer – think of yourself as counsellor, more than a sales professional.
- “Listen” buyers into buying your products or services, rather than trying to talk them into buying.
- **Never begin by selling, telling or demonstrating products or services until after you have uncovered the full range of your customer’s needs or challenges**

Role Play– Group Exercise

- Break into pairs – one person playing the role of the buyer the other the seller.
- Seller ask buyer questions to build rapport and identify their needs.
- Change roles after 5 minutes

Demonstrate (Your Value Proposition)

- ✓ Repeat the dominant needs, wants or challenges.
- ✓ Show or tell how your product or service will meet expressed needs.
- ✓ Link features to benefits and benefits to buyer needs.
- ✓ Ask for reactions, feelings or opinions.

Features v Benefits

Feature: a distinctive characteristic (focused on the product /service). Features are about the product/service.

Benefit: something that is advantageous or good; an advantage (focused on the customer). Benefits are about the value you create for the customer.

Link features to benefits to help customers see the value of your products or service.

“Features tell, benefits sell!”

Value Proposition - Video

Jeff Weiner CEO LinkedIn on Value Proposition



An Effective Demonstration

- Focus on creating value for people, not just making a sale.
- Help customers see the value you bring by linking your features and benefits to your customer needs.
- Don't bore people with features that interest you but are not important to them.
- Make your demonstration a dialogue by asking Feedback Questions.
- Customers stop listening when you present features or benefits without relating to their needs.
- Remember that many people make buying decisions from emotion as well as logic.
- Seek to achieve a partnership where both you and your customer are working together to solve their problems and create value for them.
- Allow your belief in the value you can create drive your confidence and enthusiasm.

Demonstrate – Group Exercise

- What are some examples of how you will Demonstrate your value proposition?
- Share with your table group
- Discuss

Validate

- ✓ Establish a relationship built on trust.
- ✓ Deliver on what you promise.
- ✓ Offer proof and evidence to emphasise value.
- ✓ Reassure people to neutralise concerns.

What do you Validate?

- ✓ Yourself – integrity/passion
- ✓ Your company – integrity; reputation & reliability
- ✓ Your Products/Service – will provide value.

How do you Validate?

Yourself	Your Company	Your Products/Service
Experience	Referrals	Samples
Expertise	Client List	Awards/Certifications
Product Knowledge	Brand	Benefits/Features (matched to Needs)
References	Testimonials	Research /Surveys (Facts/Data)

Effective Validation

- Buyers trust what you say only after they trust you.
- Buyers have three points of concern in the buying process:
 - a. When you approach them – *“what is this person’s motivation?”*;
 - b. Just before making a buying decision – *“what if I make a wrong decision and later regret it?”*;
 - c. Just after buying – *“what have I done now?!”*
- Buyers are interested in more than just price – while price is important, what they really want is value?
- Buyers are more likely to do business with you when they trust you, believe in the effectiveness of your products and services, and have confidence in the integrity of your organisation.
- Genuinely strive to create value for your buyers.
- **Connect evidence and testimonials to your features and benefits and link to buyer needs.**

Validation – Group Exercise

- What are some examples of how you will Validate for your buyer meetings?
- Share with your table group
- Discuss

Competitiveness – Pricing

- ✓ Unlikely that the buyer will ask you for a “final” price.
- ✓ You will need to provide indicative pricing. Don’t avoid the question...be prepared....ask for clarification
- ✓ You will need to understand the pricing structure in the buyers market/stores.
- ✓ Route to market? (Agent or Distributor margins?)
- ✓ You will need to ensure that you are competitive.
- ✓ You will need to ensure you can make money.

Simulate the Pricing Model for each Market

Where's the Money?



On a per unit basis work back from RRP/Wholesale Delivered price to ex-factory...

- RRP/Wholesale Price
- VAT
- Retailer /Wholesaler Margins
- Discounts/Promotions
- Distribution /Logistics Costs
- Insurance
- Fx Rate impact?
- Ex- Factory Price
- Margin?

UK Cheese – Pricing Template Agent

UK - Cheese Deli Counter

	£/Kg
RRP	14.00
VAT 0.0%	0.00
Net RRP	14.00
Retailer Margin 50%	7.00
Retailer Purchase Price	7.00
Retailer Discounts:	
LTA 3%	0.21
Central Delivery 1%	0.07
National Promotions 1.5%	0.11
Discounts	0.39
Net Net Price to Buyer	6.62
Agent Commission 8%	0.53
Marketing & Promotion Support 5%	0.33
Shipping/Ins/Handling 15%	0.99
Debtor Financing 0.25% at 45 days	0.05
Ex-Factory Price	4.72

UK Cheese – Pricing Template Distributor

UK - Cheese Deli Counter

	£/Kg
RRP	14.00
VAT 0.0%	0.00
Net RRP	14.00
Retailer Margin 50%	7.00
Retailer Purchase Price	7.00
Retailer Discounts:	
LTA 3%	0.21
Central Delivery 1%	0.07
National Promotions 1.5%	0.11
Discounts	0.39
Net Net Price to Buyer	6.62
Distributor Margin 25% (range 20% -30%)	1.65
Wholesale Price	4.96
Marketing & Promotion Support 5%	0.25
Shipping/Ins/Handling 7%	0.35
Ex-Factory Price	4.37

Follow-up.....Closing the Deal

- ✓ Marketplace International 2015 provides you with a unique opportunity to get in front of key international buyers.
- ✓ In 25 minutes you will need to make a strong first impression and provide compelling reasons for doing business with you...
- ✓ Much of the real work will begin after meeting the buyers.
- ✓ Don't let yourself down by failing to follow-up on-time...
- ✓ Make your sure you prepare in advance and set-aside the time/resources to follow-up with each buyer you meet.....even if it is only to thank them for meeting with you and the opportunity to present you company and products...

Checklist – The Basics

- ✓ Pre Meeting Plan for each Meeting
 - Interview questions
 - Potential concerns/objections
- ✓ Post Meeting follow-up plan
- ✓ Meeting structure Plan
- ✓ Business Cards (LinkedIn profiles)
- ✓ Product samples
- ✓ Presentation material
- ✓ Information & Background on each buyer/company
- ✓ Indicative pricing for each market
- ✓ Clearly Articulated Value Proposition
- ✓ Follow-up Responsibilities

QUESTIONS?