

SALES VS. PRE SALES VS. DELIVERY CONUNDRUM

The Sales process between B2B organizations is complex. Every successful sale involves continuous engagement and deep involvement of solutions and servicing teams to 'handhold' the client. Teams which are closely involved in the 'making of the promise' (aka Pre Sales cycle) and then further involved in the 'delivery of the promise' tend to come out with successful engagements and meet the business objectives that the client set out in the first place.

So where is the conundrum ?

CONUNDRUM OF MINDSET

The mission for Sales is to win more orders and in this drive, all other factors typically tend to take a backseat with the primary focus being 'what is the price that will help win the job ?' You can call this as the 'Price to Win' factor.

On the other hand, delivery's concern is what will be the Price that will help them deliver the engagement within time and quality boundaries. You can call this as the 'Price to Perform' factor.

Needless to say on most opportunities the 'Price to Perform' > 'Price to Win'.

Most conflicts between the two teams arise due to the gap between 'Price to Win' and 'Price to Perform'.

Quick Read :

The conflict between Sales and Delivery seems to have no end. Can this conflict ever be eliminated or reduced significantly ? The conflict primarily comes from the mindsets of the two organizations, however the conflict can be harnessed to good effect help organizations win more opportunities in the marketplace.

The fundamental conflict driving the two mindsets is about Risk. Sales by its very nature is dealing with significant uncertainties and rejections in the pursuit of opportunities. This leads to a tendency of having to taking risks and therefore the 'Price to Win' plays a significant role. It is this drive, which enables Sales to break many a barrier and take the organization to the next level. Imagine how hard that 'unknown' Sales guy must have pushed to get the Y2K jobs to be pushed to India. The result – the Indian IT industry is a \$100 billion dollar business and counting !

On the other hand, since Delivery's job is to deliver engagements within time, quality and cost, their attitude will be one of averting risks. This in turn, equips them to develop a mindset of a 'Price to Perform'.



HOW DO WE DEAL WITH THIS MINDSET ?

This difference in mindset is a good thing if it can be harnessed well. This is where the role of Pre Sales comes into play.

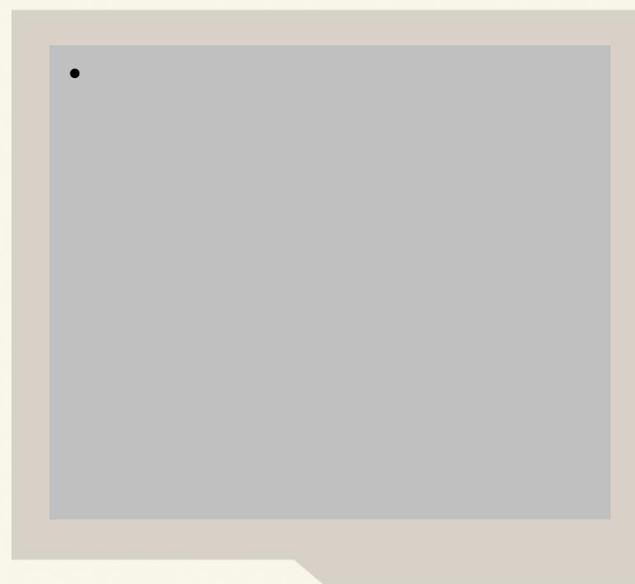
Pre Sales can be the conduit between the 'Price to Win' mindset and the 'Price to Perform' attitude. While it is acknowledged that the two worlds will never meet (and they should not meet too !), successful Pre Sales teams have a role to play in harnessing this organization conflict.

Successful Pre Sales teams identify and manage this expectation early in the cycle by engaging with the client through Sales.

Of course, the challenge is also a function of the type of opportunity. If the opportunity is similar to engagements that have been performed by the organization in the past, the gap between these would significantly less.

For opportunities which are likely to be an 'organization stretch' the gap can be quite significant and this is where Pre Sales role becomes crucial.

The 'Price to Win' and the 'Price to Perform' has always got to be a balance of winnability and factoring in of risks. In exceptional cases, where the gap between the two still remains, management as part of the Deal review would need to take a decision on behalf of the two organizations.



*Get a Strong Pre Sales team
who have strong delivery
background and yet are willing
to take risks !*

PRE SALES CONUNDRUM



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About MindIT :

MindIT provides end-to-end Bid Solutions for companies who are in complex B2B engagements. MindIT collaborates with your organization to provide Process solutions, Bid Management solutions and training services.

In the past, MindIT has been engaged by clients like Capgemini, Hexaware, Zensar and more.

