

Key Account Negotiations using MEDDICC (2 Days)

使用 MEDDICC 进行大客户谈判 (两天课程)

课程概述 / The Concept

One of the most powerful principles of successful key account selling is the rule of "No Champion = No Sale". This rule is based on the MEDDICC framework, a proven method for winning complex sales deals.

成功的大客户销售最有力的原则之一就是 "没有拥护者就没有销售"。这一规则基于 MEDDICC 框架，这是赢得复杂销售交易的行之有效的方法。

MEDDICC is an acronym that stands for:

MEDDICC 是一个缩写，代表:

- Metrics
衡量标准
- Economic Buyer
出资买家
- Decision Criteria
决策标准
- Decision Process
决策过程
- Implicating Pain
牵连的痛点
- Champions
拥护者
- Competition
对手

In Key Account Negotiations, you need to reach the right people, understand their needs, and influence their choices. You need to gain valuable insights into the customer's situation, desired outcomes, and preferences, while navigating complex decision-making processes, remove roadblocks, and expedite approvals.

在大客户谈判中，你需要接触正确的人，了解他们的需求，并影响他们的选择。您需要深入了解客户的情况、预期的成效和偏好，同时驾驭复杂的决策流程，清除路障，加快审批。

With these concerns in mind, the "Key Account Negotiations using MEDDICC" programme was created as a result of 1-to-1 coaching with key accounts sales people from a variety of industries that involve complex key account situations across 23 cities in Asia.

"使用 MEDDICC 大客户谈判"课程就是针对此类问题而开发的课程，它是一门建立在

对亚洲 23 个城市各行各业大客户销售人员所进行的“一对一”辅导的实践结果上。

This programme has been tried, modified, and re-tested to make sure that sales people deliver sustainable business results for customers, especially in the Asian context.

本课程已经过多次尝试、修订和再实践，以确保其对销售人员的实用结果，尤其适用于亚洲商务环境。

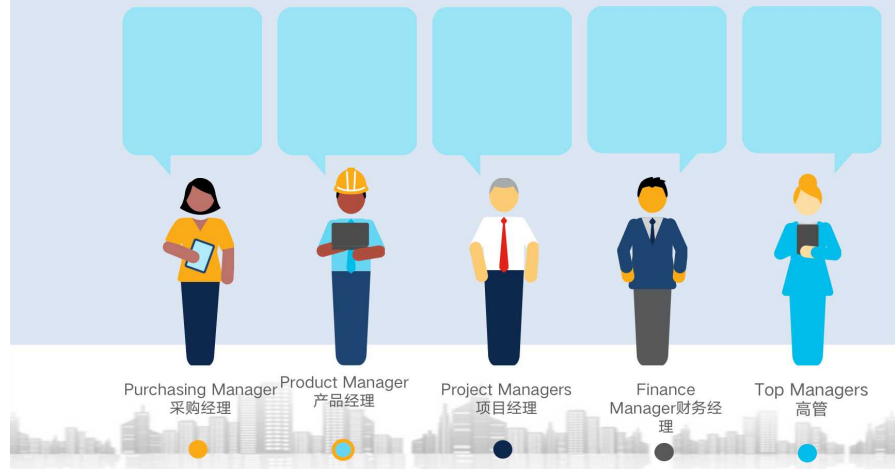
Programme Schedule

Time	Day One
9:00 ~ 10:30	<p>Check-in: What are the 3 key factors that contributed to your success? What are the 3 key factors that are inhibiting you to achieve greater success? 签到: 我们有哪些三个特质是让我们取得成功的? 我们有哪些三个特质是抑制我们取得更好的效果的?</p> <p>Using MEDDICC to re-align your Key Accounts 通过 MEDDICC 重新重塑你的大客户</p> <ul style="list-style-type: none"> <input type="checkbox"/> Why plan your key accounts? 为何做大客户计划? <input type="checkbox"/> Applying MEDDICC to key account planning 在大客户计划中使用 MEDDICC <input type="checkbox"/> Activity: agile key account planning 活动: 敏捷大客户计划
10:30 ~ 10:45	<p>Break</p>
10:45 ~ 12:30	<p>Key Accounts Planning 大客户计划</p> <ul style="list-style-type: none"> <input type="checkbox"/> Value mapping: What are some solutions that you can provide to help them achieve their initiatives and priorities? 价值映射: 你可以提供哪些解决方案来帮助他们实现他们的倡议和优先事项? <div data-bbox="507 1563 1225 1973" data-label="Diagram"> <p>The diagram illustrates the Value Proposition Canvas, which is used to align a company's offerings with customer needs. It consists of two main parts: the Value Map and the Customer Profile, connected by a central 'Fit' element.</p> <ul style="list-style-type: none"> Value Map (Left): A trapezoidal shape divided into three sections: <ul style="list-style-type: none"> Gain Creators (Top): Describe how your products and services create Customer gains. Pain Relievers (Bottom): Describe how you alleviate Customer pains. Products & Services (Left): What a value proposition is built around. Customer Profile (Right): A circular shape divided into three sections: <ul style="list-style-type: none"> Gains (Top): Describe the outcomes Customers want to achieve. Customer Jobs (Right): Describe what Customers are trying to get done. Pains (Bottom): Describe risks and obstacles related to Customer jobs. Fit (Center): A heart-shaped icon with the text: "Fit: When your Value Map matches your Customer Profile". </div> <ul style="list-style-type: none"> <input type="checkbox"/> Measuring the key metrics of your value: Measurable, Ob-

	<p>servable and Palpable 衡量您价值的关键指标: 可衡量、可观察、可感知?</p> <ul style="list-style-type: none"> <input type="checkbox"/> Activity: How to help customers achieve their goals and KPIs 活动: 如何帮助客户达成其目标与 KPI <input type="checkbox"/> Needs vs. Implicated Pains 需求 vs. 痛处 																																										
12:30 <input type="checkbox"/> 13:30	Lunch																																										
13:30 ~ 15:00	<p>Building Trust with Customers 与客户建立信任感</p> <ul style="list-style-type: none"> <input type="checkbox"/> Trust negotiations game 信任谈判游戏 <input type="checkbox"/> Why trust? 为何信任度? <input type="checkbox"/> How to build trust with your customers? 如何与客户建立信任度? 																																										
15:00 <input type="checkbox"/> 15:15	Break																																										
15:15 ~ 16:30	<p>How to analyze and optimize your competitive advantages in negotiations 如何在谈判时候分析并优化你的竞争优势</p> <ul style="list-style-type: none"> <input type="checkbox"/> What are your competitive advantages and disadvantages vis-a-vis your customer's hot buttons and your competitors' offerings? 与客户的所关注的热点和竞争对手的产品相比，你的竞争优势和劣势是什么？ <input type="checkbox"/> Activity: Competitive Matrix 活动: 竞争优势矩阵 <div data-bbox="507 1536 1251 1953" data-label="Table"> <p>Negotiations Matrix 谈判矩阵</p> <table border="1"> <thead> <tr> <th>#</th> <th>Customers' Hot buttons 客户关注热点</th> <th>Prospect's Weight 比重率</th> <th>Us 我们</th> <th>A 对手</th> <th>B 对手</th> <th>Discriminator 区别点</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Specific Experience 相关经验</td> <td>30</td> <td>25</td> <td>20</td> <td>15</td> <td>Positive: five identical projects in past year 优点: 去年做过5个相同项目</td> </tr> <tr> <td>2</td> <td>Budget 预算</td> <td>20</td> <td>5</td> <td>20</td> <td>15</td> <td>Negative: we are bigger, and therefore more expensive 缺点: 我们规模大, 因此成本较高</td> </tr> <tr> <td>3</td> <td>Familiarity with Manager Named 对相关负责经理的熟悉度、关系程度</td> <td>20</td> <td>11</td> <td>10</td> <td>9</td> <td></td> </tr> <tr> <td>4</td> <td>Ability to Meet Schedule 能否如期完成</td> <td>30</td> <td>25</td> <td>21</td> <td>15</td> <td>Positive: our two projects for this client both came in on time 优点: 我们为这个客户做的两个项目都如期交货</td> </tr> <tr> <td colspan="2">TOTAL SCORE 总得分</td> <td>100</td> <td>66</td> <td>71</td> <td>54</td> <td>34</td> </tr> </tbody> </table> </div>	#	Customers' Hot buttons 客户关注热点	Prospect's Weight 比重率	Us 我们	A 对手	B 对手	Discriminator 区别点	1	Specific Experience 相关经验	30	25	20	15	Positive: five identical projects in past year 优点: 去年做过5个相同项目	2	Budget 预算	20	5	20	15	Negative: we are bigger, and therefore more expensive 缺点: 我们规模大, 因此成本较高	3	Familiarity with Manager Named 对相关负责经理的熟悉度、关系程度	20	11	10	9		4	Ability to Meet Schedule 能否如期完成	30	25	21	15	Positive: our two projects for this client both came in on time 优点: 我们为这个客户做的两个项目都如期交货	TOTAL SCORE 总得分		100	66	71	54	34
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	<ul style="list-style-type: none"> □ Mapping your competitive strategy 制定你的竞争战略
16:30 ~ 17:00	<ul style="list-style-type: none"> • Day One Wrap Up • Summary of Key Learning Points • Prepare for Day Two
	Day Two
9:00 ~ 10:30	<p>Stay on top of your big accounts with your Champions 通过 Champion 掌握大客户的人脉</p> <ul style="list-style-type: none"> □ Champion vs Coach vs Helper Champion (拥护者) vs Coach (教练) vs Helper (帮手) 的区别 □ Activity: Stakeholder management in your customer's organization 活动: 客户组织内的关联者关系管理 <div data-bbox="502 853 1332 1323" data-label="Diagram"> </div> <ul style="list-style-type: none"> □ How to cultivate and develop your Champions 如何培育、发展你的拥护者
10:30 □ 10:45	Break
10:45 ~ 12:30	<p>Engaging with Different Personas 与各个人设进行互动</p> <ul style="list-style-type: none"> □ Which personas are you contacting frequently? 你经常与哪些人设角色联系？

Key business drivers
主要商务驱动力

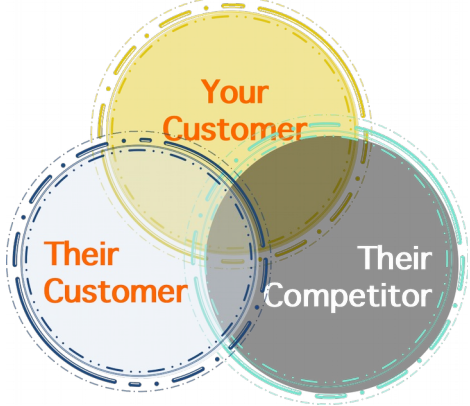


- Stakeholder Case 1 :
Your key account have recently changed their purchasing methods and only buy at the lowest bids. However, your price is definitely not the lowest in the market, and the customer has now disregarded or ignored your competitive advantages. Unfortunately, there's nothing much their purchasing person can help you
关联者案例 1: 你有一家客户, 之前合作甚好。他们最近换了采购方式, 只选择低价竞价采购。但是你们的价格绝对不是市场里面最好, 而客户这么做完全把你们的优势给掩盖或忽略掉。遗憾的是, 他们的采购人员帮不了您什么忙
- With whom would you like to influence and persuade next?
你希望接下来影响和说服谁?
How would you proceed?
你会如何进行?

12:30
□
13:30

Lunch

- Anticipate the future direction of customers**
预知客户未来方向
- Making sense of your customers' business situations?
你对你的大客户的商务情况有多了解?
 - Activity: What are some strategic initiatives and key priorities do your key accounts have in the next 1-5 years?
活动: 你的主要客户在未来 1-5 年内有哪些战略举措和关键优先事项?

	
15:00 □ 15:15	Break
15:15 ~ 16:30	<p>How to get the customer's Economic Buyers to want to talk to you 如何让客户的出资买家愿意跟你交流</p> <ul style="list-style-type: none"> • What is an Economic Buyer? 什么是出资买家? • Do's and don'ts communicating with Economic Buyers 面对出资买家该与不该做的事情 • Role Play: how to gain buy-in with Economic Buyers 演练: 如何取得出资买家的认可
16:30 ~ 17:00	<ul style="list-style-type: none"> • Day Two Wrap Up • Reflection and Action Plan • Evaluation

Objectives and Benefits 课程目标和学员受益

After this training programme, you shall be able to:
在本课程结束后，学员将能够 /

- 1) Utilise the MEDDIC framework to optimise outcomes with key accounts
使用 MEDDIC 框架优化与主要客户的合作成果
- 2) Identify and nurture Champions to help with more sales
识别和培养拥护者，帮助实现更多销售
- 3) Sharpen your competitive advantages and win over Economic Buyers
强化你的竞争优势并赢得出资买家的认可

Methodology 教学方法

This Workshop consists of a lively series of short participative lectures conveyed using plain uncomplicated explanations. Learning will be facilitated through exercises and case studies. Ample seminar materials will be given to participants to serve as a constant source of reference to them. Ample time will be allotted for group discussion.

本课程包含一系列生动翔实的参与性讲解，说明和解释通俗易懂，训练和案例贯穿始终，学员还会获得大量的讲座材料，作为日后的常用参考资料。讲座还将为小组讨论做出合理的时间安排。

Who Should Attend 谁该受训

This workshop is designed especially for Key Account Managers, salespeople and anyone who is responsible to grow more business from existing customers!

需要有条理地加强大客户的产出的大客户经理、销售及面对客户的各层人员