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APJ Partner Summit'24

Partnering for a Secure Future

Join us at the APJ Partner Summit

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Level Up Your Expertise: 3 Whys

APJ Partner Summit 2024

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Speakers for Today

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Agenda

1) **Role Play**
   Before

2) **Basic Understanding**
   The 3 Whys

3) **Why it is difficult?**
   Challenges

4) **Why it is important?**
   Why we need to start

5) **Who cares and Why?**
   Who needs it the most?

6) **Best Practices**
   What you need to know

7) **Example**
   Example of the 3 Whys

8) **Role Play**
   After

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Role Play

Before

Activity: Work in Pairs

Discovering the opportunities

In the next 5 minutes, work in pairs to role play

- On the left: will be the customer (looking to buy a TV)
- On the right: will be the seller (asking questions to the customer)
- Sellers need to find out more about the customer needs

After 5 minutes, swap roles

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Activity: Debrief

What did we experience?

- What did the sellers found out?
- Was there anything that you observed?
- Was this activity easy?
- Was there a common language?

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Basic Understanding

The 3 Whys

Basic Understanding

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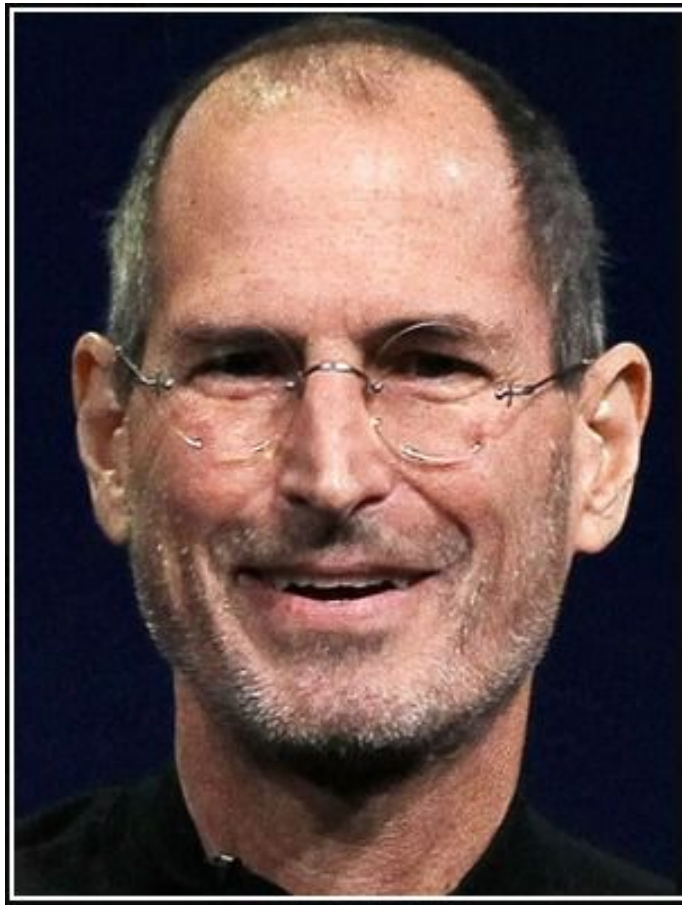
Basic Understanding



Your customers don't care about you. They don't care about your product or service. They care about themselves, their dreams, their goals. Now, they will care much more if you help them reach their goals, and to do that, you must understand their goals, as well as their needs and deepest desires.

— Steve Jobs —

AZ QUOTES

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Basic Understanding : 3 Whys

Why Do Anything?	A strong reason or many strong reasons to change the status quo *MEANS* The cost of doing nothing must be higher than the one needed to change the as-is situation!	Working with Champion: ● Metrics ● Implication ($) of Pain ● Echo-back to Executive Buyer (EB)
Why Trellix?	How does Trellix fit, more than other solutions, to the customer needs?	Working with the Champion: ● Decision Criteria ● Competition ● Echo-back to the EB
Why Now?	A strong reason not to wait one more minute than the deadline we're discussing (proposing) with the customer	Working with the Champion ● Metrics ● Implication of Pain ● Qualify the DP & Echo-back to EB

What is a Champion? Is it different from a Coach?

A CHAMPION HAS POWER AND INFLUENCE

A CHAMPION ACTS AS AN INTERNAL SELLER FOR YOU

A CHAMPION HAS A VESTED INTEREST IN YOUR SUCCESS

NO CHAMPION = NO DEAL

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Why is it difficult?

The Challenges

Why is it difficult?

It takes time, requiring intelligent and creative preparation between meetings.

Honeymoon effect:

- We know that we'll close the deal; the coach says that Trellix is already chosen
- Procurement process has started, so deal will be closed on time
- We trust the information received and we don't double check…

It's difficult to ask the right questions and sometimes scary to ask the tough ones!

- We don't know what to ask: new domain knowledge, for example the XDR topic is difficult to apply if it wasn't done before
- "So What" questions are about the customer / Trellix shouldn't care about them!
- Ask questions to the the correct level people (Coach vs Champion)

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Why the 3 Whys are important?

The 3 Whys

Why the 3 Whys are important?

To ensure that in each stage of vendor interaction, a customer's decision and final investment is certain.

To support the deal when we aren't in the room, which is often; this sales tool works for us when we can't be there.

To differentiate us in style from the competition; because it is difficult, very few sales reps actually use it.

They help indicate deal strength, timeline to win, gaps to cover, and issues to fix.

To create value around our proposition ($$), and help defend that value whenever necessary in the timeline.

To reflect professionalism, realize better deal control, and they relate to our sales qualification framework.

To use the common extended team's language to think and resonate in each deal discussion/review.

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Who cares and Why?

Who cares and Why?

For YOU

- Check whether there is an opportunity or not
- Create, make evident, and preserve the value of the deal
- Build Champions: validation, understanding, add value, develop, educate
- Show up confidently prepared to meet with the Executive Buyer: Get the YES!
- Control and de-risk the deal
- Qualify hard, fix and cover the gaps
- Easily discuss the DEAL with their INTERNAL team (common language)

Extended team:

- Easily discuss / review the deal internally (common language)
- Prioritize the deals
- Work on the gaps to cover them

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Best Practices of a Good 3 Whys

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1. The result of *multiple iterations*: meetings, validations, objections, hard questions, etc. Remember: ***It isn't a document created one day before the Executive Buyer meeting!***
2. A ***customer-facing*** document and written in the ***customer's language***.
3. Co-built and validated with the customer, ***with the Champion as key participant***.
4. ***Created in a long and short version***, as a one-pager its useful when an investment committee may evaluate the deal without us in the room for explanation
5. Credible / Concrete / Concise: ***only material facts and numbers*** / no marketing fluff

Engage your Champion as they'll know what to add or eliminate to help win the deal!

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Best Practices - Why Do Anything?

REASON

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Best Practices - Why Do Anything?

Current Situational Difficulties:

- (problems arising of not changing / doing the same way as before)

REASON

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Negative Consequential Risks:

- (the business impact of not changing / doing the same way as before)

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Best Practices - Why Do Anything?

Current Situational Difficulties:

- (problems arising of not changing / doing the same way as before)

Desired State

- (what does good looks like?)
- (how does the future state looks like if this problem was solved)

REASON

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REASON

Negative Consequential Risks:

- (the business impact of not changing / doing the same way as before)

Positive Consequences:

- (what the business positive impact from solving this problem / changing to a better way of doing thing)

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Example

Best Practices - Why Do Anything (example - 1st version)

Need to Reduce False Positives (34.3%)

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Best Practices - Why Do Anything (example - 1st version)

Current Situational Difficulties:

- Respecting the contracted SLAs (24x7 / 1h)

Desired State

- Certainty in respecting the contracted SLAs

Need to Reduce False Positives (34.3%)

Negative Consequential Risks:

- Potential rise in unpredictable internal costs, in terms of effort required to manually address faults

Positive Consequences:

- Drastic reduction of risk of incurring penalties from non-compliance on SLA

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Best Practices - Why Trellix

Best Practices - Why Trellix

List of the ideal solution's required capabilities captured and influenced during the Technical Workshop and expressed in the customer's language
(ability to do something...)

How Trellix can match with our technical capabilities to those required capabilities

How the primary competition lacks alignment (no marketing, only facts)

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Best Practices - Why Now

Best Practices - Why Now

The sooner the better equals value realization; there's a cost associated to waiting!

In most cases we have to be creative:

- Reverse Planning from the deadline imposed by the business (start at the end)
- A well structured GoLive Plan increases a sense of urgency for the customer to need to think about when to start rolling with Trellix
- A Project Plan (PS) within a good implementation plan supports sense of urgency
- Availability of resources (allocated to first-served deals within the quarter)
- Quarter related (1, 2, 3, 4)
- Price protection
- Compelling events
- Compliance to regulations

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After

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Summary

Recap

Summary

- Use every customer interaction to verify your 3 Why document
- Attach a single page 3 Why document to customer facing emails
- Make it the main point of your communication with the customer:
  - “We are meeting because …”
  - “Before we dive into the presentation of xxx, let me quickly recap why we are having this meeting today”

It differentiates us from the competition - it is a professional document around our value proposition ($$) and it helps us to defend our projects value - when we are not there.

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What the differences between a Champion and a Coach?

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