



The Delve Group, Inc.

## Sales Battlecards

How a seemingly simple sales tool will ensure your company differentiates itself from others and will play an important role in winning new business

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# The World Through a Service Provider's Lens

**Increasingly difficult to stand out** – what were once key differentiators are now “me-too” fodder...

*“A sourcing advisor said he could not say how we are different from our rivals.”*

*“What do you mean they don't know who we are?”*

*“So do we!”*

*“We do that too!”*

*“Why didn't we know about that deal? It was perfect for us!”*

*“The only way to win this opportunity is to lower our costs... why is it still about cost?”*



Buyers are Looking for Efficient Ways to Select Providers

Accenture  
Deloitte Touche Tohmatsu  
Accenture BPO Services  
Accountant Anywhere  
EDS  
IGATE Global Solutions  
Full Service or Pure Play Provider?  
ADP  
Convergys Corporation  
Perot Systems  
American Online  
Core3  
Kearney  
SAP America  
BearingPoint  
Kervy Global Services Limited  
Brigade Corporation  
Kearney  
Services Ltd.  
Caliber Point Business Solutions  
EDS  
KPMG International  
Data Consultancy Services  
Large or Mid-Market Focused?  
Capita Group Plc  
Genpact Financial Corporation  
The BISYS Group  
CGI Group Inc.  
Computer Sciences Corporation  
Wipro Technologies  
(CSC)  
Mewlett Packard International, Inc. (MPI)  
Global Services  
Convergys Corporation  
Xchanging  
Core3  
IBM Global Services  
Zensar Technologies Ltd.

**Global Capabilities?**  
**Full Service or Pure Play Provider?**  
**Leading or Proprietary Technology?**  
**Process Specific Expertise?**  
**Large or Mid-Market Focused?**  
**Customized Solution?**  
**Business Value?**  
**Best-in-Class?**

# The World Through an Outsourcing Buyer's Lens

**Hyper-competition and too many choices.** The outsourcing industry is more crowded than ever and buyers are continually challenged to differentiate one provider from another...

*"I have not heard of this provider. Maybe we should go with a known company?"*

*"They are just like the others so let's ask them to match their pricing."*

*"All their products and services are the same."*

*"Even after our procurement process, there is still no clear standout provider."*



# The Delve Group: Sales Battlecards

How Can Sales Battlecards Help?

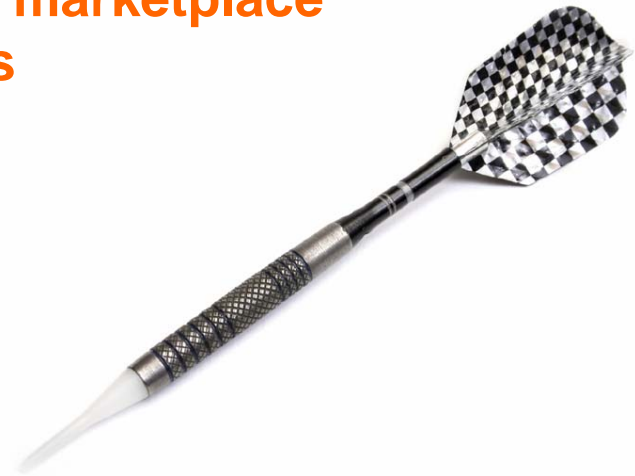
# Who is Defining What Your Company Stands for?

If you don't define who you are your  
***competitors and prospects will do it  
for you...***

...And chances are, they will get it wrong.

# What is a Sales Battlecard?

- **A tool to ensure your sales force is equipped with what makes your company different from your competition**
- **To allow flexibility for each sales person's experiences – all while keeping the conversation focused on your strengths**
- **A means to align your messaging and marketplace positioning with other outreach efforts**



# When Should You Use Them?

- **Before a sales call (like Flash Cards)**
- **While on an initial phone call with a prospect or influencer**
- **As a reference guide in written conversations**
- **To help other people tell your company's story and value**
- **In a RFP's Executive Summary**



# Why is such a Seemingly Simple Tool Important?



## Common Made Mistakes?

- ✓ Many providers “fire before they aim”
- ✓ Don’t articulate what makes them different
- ✓ Focus on the “how” not the “what”
- ✓ Describe their business by invoking a competitor’s name (OMG!)
- ✓ Lead pitch with price or me-too skills and capabilities
- ✓ Don’t leverage their brands strategically

# The Delve Group: Sales Battlecards

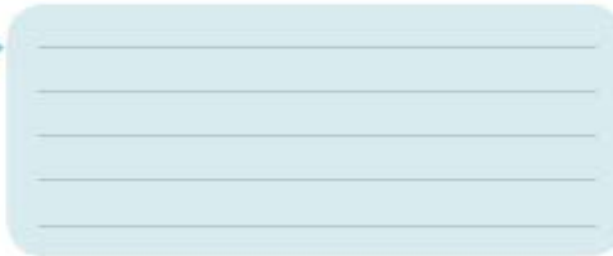
## The Seven Key Components of Sales Battlecards

# Component #1: What's Your Elevator Pitch?

## ① ELEVATOR PITCH

Punchy, memorable language that persuasively, clearly and quickly presents your company's positioning and value proposition. (1 sentence – no jargon!)

What's your Elevator Pitch?



- How would you most succinctly tell somebody what you do who would not be familiar with your business?
- No jargon – use “kitchen table” English
- Don't try to explain everything
- Intrigue someone to ask more questions

# Component #2: What's Your Value Proposition?

## ② VALUE PROPOSITION

Language that zeros in on the *unique* reasons prospective clients need to consider engaging your company, including the benefits and business results achieved by working with you. (2-3 sentences)

What's your Value Proposition?



- What's the greatest value your clients receive by working with you?
- Focus on the aspects of your business that are most unique
- Be as objective as possible in terms of what it would be like to be a client of yours?
- What do you think makes you different/special?

# Component #3: What Are Your 3-5 Key Messages?

## ③ KEY MESSAGES

The 3-5 most unique messages your target audiences should know about your company, with proof points to ensure credibility. These messages become the foundational platform to enable your company to differentiate and position itself in the marketplace. How you articulate them can also make you unique because your "tone and manner" can be influential as well.

### EXAMPLE:

HERITAGE AS  
A PIONEER IN  
LEGAL PROCESS  
OUTSOURCING

### EXAMPLE:

- As the go-to provider for the first US law firms to outsource key aspects of their discovery and due diligence research, we have proven our value by sustaining long and fruitful relationships with these same firms.
- Worked with Andersen, Franklin, and Cooper for 12+ years by enhancing their depth in due diligence research contributing to their 30% year-over-year growth.

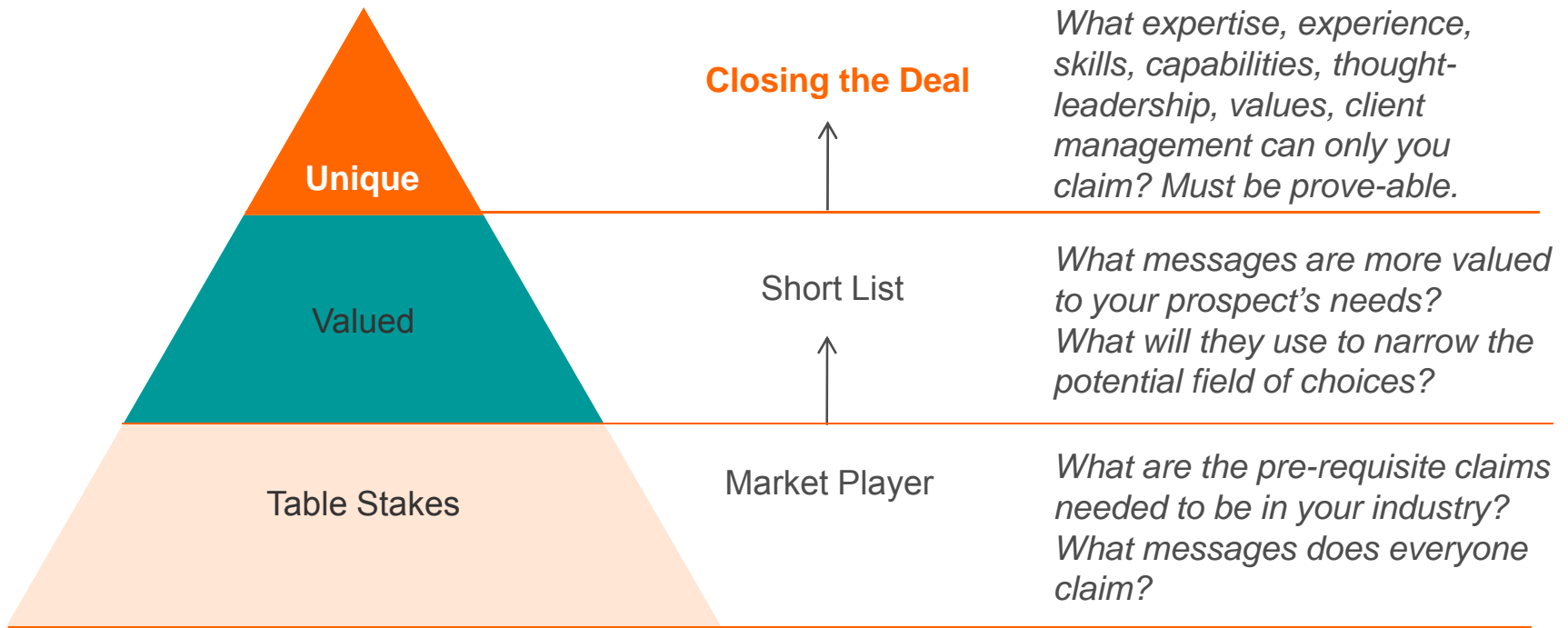
- If someone threw a basket of ping pong balls at you how many would you catch?
- No more than 3-5 messages!
- Key messages are core focal points about what you do and what clients can expect and (ideally) things only you can claim
- These messages should be relevant to your audiences as well as prove-able. You must be able to share how you have done this for others

## Component #3: What Are Your 3-5 Key Messages?

<b>What's your Key Message?</b> _____ _____	<b>Prove It (Summary of Key Message, Metrics to prove, Client Success story):</b> _____ _____
<b>What's your Key Message?</b> _____ _____	_____ _____ _____
<b>What's your Key Message?</b> _____ _____	_____ _____ _____

- Consider your competition when you determine these messages
- Do they claim them too? If so they are not your most unique messages
- Once determined and tested these messages become the foundational platform for your differentiation and marketplace positioning

# The Quest: What is Most Unique About Your Company?



**Robust brands address all levels of messaging expected and desired in the market**

# Component #4: What Are Your Client's Pain Points?

## ④ CLIENT PAIN POINTS:

High-priority executive-level business problems, challenges, or ambitions that instigates a prospect's interest in engaging your company

### EXAMPLE:

"WE NEED TO IMPROVE NEW CUSTOMER SALES AND RETENTION"

### EXAMPLE:

- Our proven methodology has enabled our clients to achieve a 10-15% customer retention improvement in the first 90 days of engagement.
- We leverage multiple channels to reach customers, whether its phone, email , chat, and social media.
- We become the unsung heroes of your brand – our expertise will improve your customer service perception in the eyes of your clients.

- Put your client's shoes on – what are their most pressing challenges and how can you help them?
- Having a clear understanding of their needs will enable you to craft the best solution for them based on your skills and capabilities.

# Component #4: What Are Your Client's Pain Points?

<p><b>Name a client pain point</b></p> <p>_____</p> <p>_____</p>	<p><b>How you address this need</b> _____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><b>Name a client pain point</b></p> <p>_____</p> <p>_____</p>	<p><b>How you address this need</b> _____</p> <p>_____</p> <p>_____</p> <p>_____</p>

- Having these pain points outlined also enables your organization to bundle its skills and expertise to create scalable solutions if your client's needs are similar.

# Component #5: What's Your Core Expertise?



- You would be surprised how often an organization's core expertise gets buried within itself
- Keeping it top-of-mind and articulated in a consistent manner enables the prospects to recognize you for these skills and experience
- Over time you'll create your own demand for this expertise

# Component #5: What's Your Core Expertise?

<p>What is your core expertise?</p> <hr/> <hr/> <hr/> <hr/>	<p>List of clients using the solution</p> <hr/> <hr/> <hr/> <hr/>	<p>Referral _____</p> <hr/> <p>Story of how you delivered</p> <hr/> <hr/> <hr/>
<p>What is your core expertise?</p> <hr/> <hr/> <hr/> <hr/>	<p>List of clients using the solution</p> <hr/> <hr/> <hr/> <hr/>	<p>Referral _____</p> <hr/> <p>Story of how you delivered</p> <hr/> <hr/> <hr/>

- This might seem like Sales 101 but many factors can cloud this fundamental information
- It's also critical to articulate it consistently

# Component #6: Have Your Company Facts Handy

## ⑥ QUICK COMPANY FACTS:

The "Cliff Notes" version of the key facts about your business

SERVICES

Primary Service Offerings

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INDUSTRY  
EXPERTISE

Vertical Focus

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- This card is an extension of your core expertise but it's more tactical –
  - What services do you offer?
  - What industries do you have deep expertise in?

# Component #6: Have Your Company Facts Handy

MAJOR CLIENTS	Major Clients _____ _____ _____
AWARDS/ RECOGNITION	Awards _____ Recent Press _____ _____
CERTIFICATIONS	Certifications _____ _____ _____

- Who are your marquee clients?
- What awards and recognition have you achieved?
- What certifications and other credentials do you have?

# Component #7: Know How To Win Against the Competition

## ⑦ COMPETITIVE SELLING: How you beat your competition

### COMPETITORS

EXAMPLE:  
NEXTICENT

### CLIENTS

- EXAMPLE:
- BPO generalists; not specialists in F&A outsourcing
  - Global capabilities are 1-2 people in most countries
  - Must use their proprietary platform

### COUNTER WITH OUR STRENGTHS

- EXAMPLE:
- We have a well established technology and process transition methodology within our Finance & Accounting Outsourcing practice
  - Regional centers on every continent staffed with 50+ experts
  - Platform agnostic

- Knowing who you are selling against is a critical ingredient
- Most companies have 3-5 core competitors
- They should know how to position their skills, capabilities and value relative to their “usual suspects”

# Component #7: Know How To Win Against the Competition

<b>Your Competitor</b> _____	<b>List of Weaknesses</b> _____ _____	<b>Our company's abilities</b> _____ _____
<b>Your Competitor</b> _____	<b>List of Weaknesses</b> _____ _____	<b>Our company's abilities</b> _____ _____
<b>Your Competitor</b> _____	<b>List of Weaknesses</b> _____ _____	<b>Our company's abilities</b> _____ _____

- What makes you better/different than your competitors?

# The Delve Group: Sales Battlecards

## The Order and Shelf Life of Battlecards

# Does the Order of the Battlecards Matter?

- We've numbered the elements in the cards from 1-7 based on the sales person being able to control the conversation
  1. Introduce your company at a high level
  2. Tell them the most important key messages
  3. Empathize by discussing their pain points and talk about how you've been able to help alleviate those problems in your client work
  4. Talk about specific solutions and offer references
  5. Be ready to answer any additional questions
  6. Be armed to turn your competitor's weaknesses into your strengths
- Inevitably, questions will come that are not in this order – that's why they are on quick referencing cards

# What's the Shelf Life of These Cards?

- They should evolve over time as informed by your sales staff
  - Hold sales meetings to solicit input and workshop ideas
  - Conduct win/loss analysis to further refine
  - Keep track of your competitors to make sure your positioning is distinctive

# The Delve Group: Sales Battlecards

## Developing Sales Battlecards

# Developing Successful Messaging and Positioning

- This is harder than you think – creating successful Sales Battlecards requires objectivity and subject matter expertise
- Strategic positioning and messaging can be more powerful when researched and developed by a third party because:
  - You are very close to what you do; sometimes it takes an outsider to see what makes you special
  - Clients, prospects, and partners can be candid when speaking with a third party
- To learn about our strategic branding sales and marketing expertise and to download this presentation go to: [www.delvegroup.com](http://www.delvegroup.com)

# About The Delve Group: Client Snapshot



# About The Delve Group: Client Testimonials

*“Working with Delve and leveraging their proven methodology helped us identify those core attributes that separate us from our competitors. Communicating our value and positioning in a clear and consistent way enables us to really own a space in the marketplace. The value of having ‘universal language’ to talk about our business – both internally and externally – can’t be overstated.”*

**MARY TINEBRA, GLOBAL HEAD OF SALES & MARKETING, MERCER’S OUTSOURCING BUSINESS**

*“We are a company that is expanding our product set and market presence to meet the changing needs of our customers. Despite our complex offerings, Delve inherently understands the intricacies of our business and our specialized market. They integrated this knowledge with our culture to truly create a brand that gives us a platform for continued strong growth.”*

**ED BAUM, CHIEF MARKETING OFFICER, FORTENT**

*“Exult defined the concept of wholesale, HR BPO when it was formed in 1998. For such a small company, it has truly built for itself market acceptance and brand. Exult’s market acceptance is most evident when we hear from procurement consultants that Exult is invited (or pre-qualifies) in almost every HR BPO deal opportunity that is out there today. No other vendor can make that same statement, in our view. Exult’s brand leadership is most evident by its market share.”*

**WILLIAM ZINSMEISTER, DEUTSCHE BANK SECURITIES, GLOBAL EQUITY RESEARCH**



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Thank you for your time.

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