

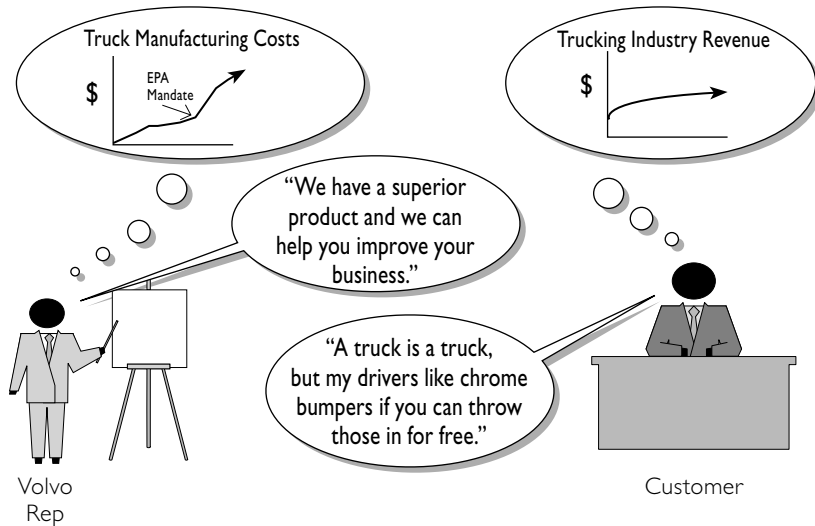
# MESSAGE MISMATCH

Unable to escape price-focused sales conversations...

...the Volvo Trucks North America sales organization jumpstarts message redesign efforts

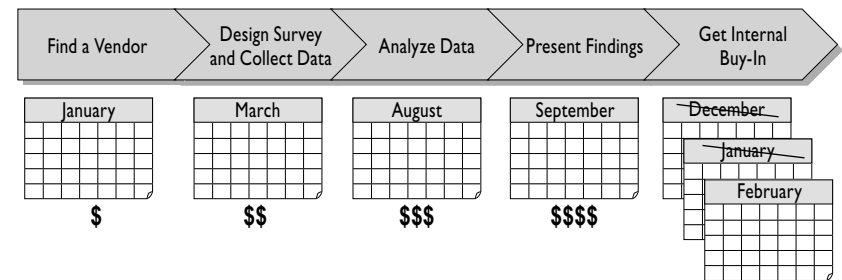
## Price-Focused Sales Conversation

Illustrative

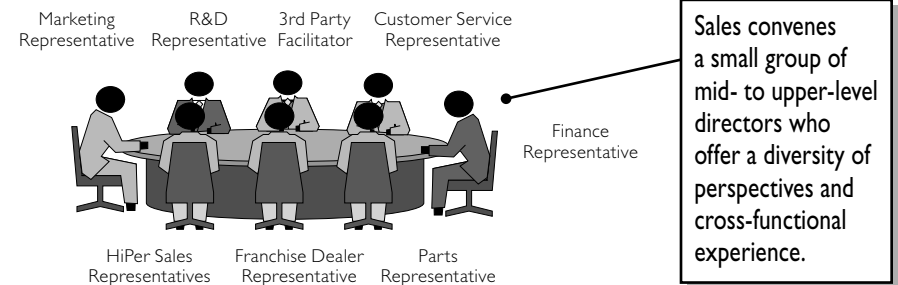


## Traditional Message Development Process

Illustrative



## Volvo Message Development Workshop



### CAN'T WIN ON PRICE

“No matter what we went in with—needs, questions, product features—it always came back to price.”

Executive Director  
Sales and Commercial  
Development  
Volvo Trucks North America



**Challenge #1:**  
Tendency to focus on product attributes and known customer needs



**Challenge #2:**  
Translating a list of company strengths into a field-ready message

Source: Corporate Visions Inc., Power Positioning® workshop; Volvo Trucks North America; Sales Executive Council research.

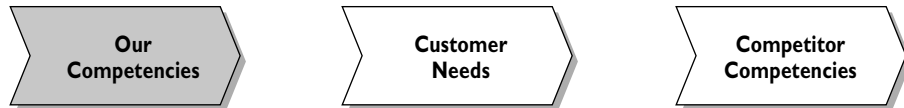
# BREAK DOWN TO BUILD UP

**Sequence expands brainstorming to include all valuable areas...**

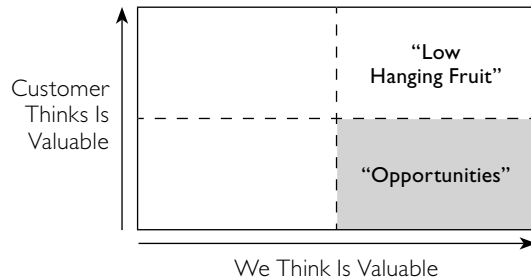
Stumbling Block #1

*Brainstorming Fixation on Known Customer Needs*

**Solution**  
Sequence Exploration of Internal Competencies Before Analysis of Needs



Order customer pain analysis after exploration of internal capabilities to avoid matching competencies with known needs and instead locate customer value in that which we do best.



Facilitation Technique

**“You-Phrasing:”** Instead of starting with “we do this...,” participants should start with “you will get this or do this...” to reframe differentiators in terms of what they mean to customers.

**...while reframing techniques ensure discussion does not go off track**

Stumbling Block #2

*Getting Stuck on Differentiator Red Herrings*

**Solution**  
Use Facilitation Techniques to Reframe Participant Contributions

Common Differentiator Red Herrings



**“Navel Gazing”:** Proximity bias leads to undistinguished value proposition.



**“In the Weeds”:** Product feature focus leads to easily replicable differentiators.



**“New Is Better”:** Tendency toward strategy overhaul dismisses the company legacy.

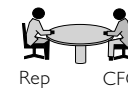


**“Pie in the Sky”:** High-level differentiators prove too-vague or generic.

Reframe Techniques



**“Laddering”:** Asking “why is that?” about participants’ comments uncovers underlying insight or root assumption.



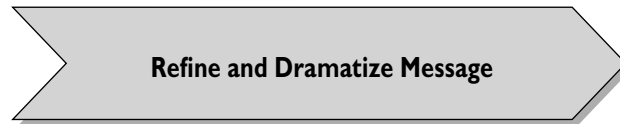
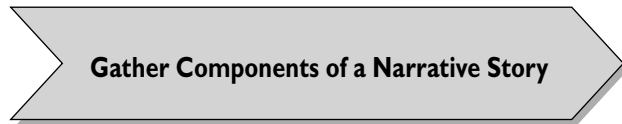
**“Strategic Role-Play”:** Role playing sales to different C-level executives helps build out the full range of the product’s value.



**“Learn from your Mistakes”:** Recalling company responses to past mistakes reveals legacy values that could lead differentiators.

# FOUND IN TRANSLATION

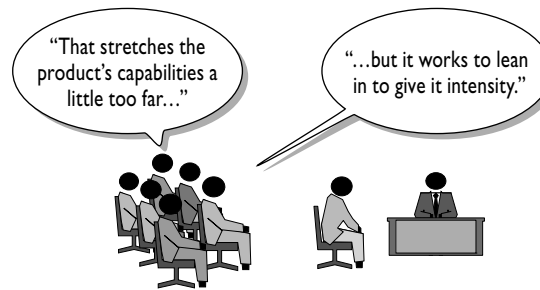
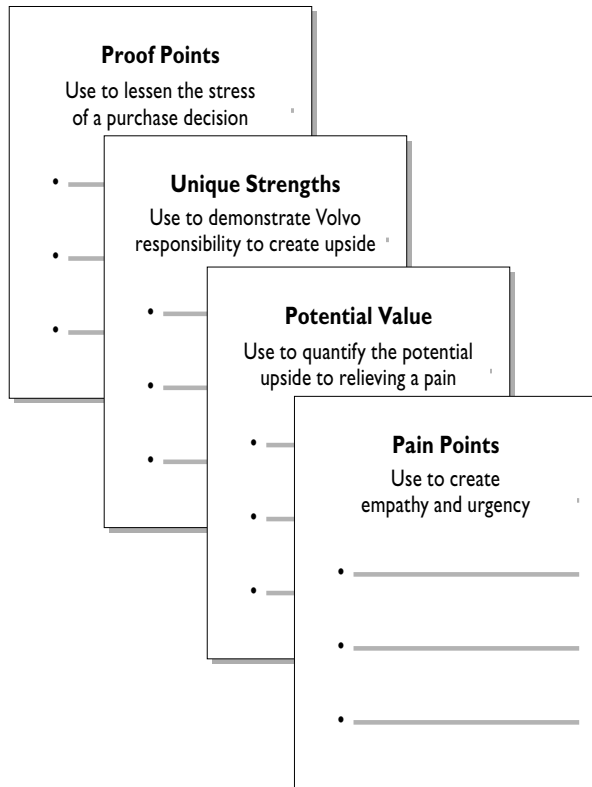
Workshop Participants Test and Refine Messages for Use in the Sales Interaction



Story Objects

Workshop Role-Play Activity

Rep Resources



**Message Testing Criteria**

- Customer Focus—are we the star or the customer?
- Veracity—can we back it up?
- Resonance—are we connecting personally?
- Logic—are we losing them?
- Tone—does it feel condescending?
- Body Language—what are you sub-consciously signaling?

**Resource #1: StoryMaster®**

**Pillar 1: First Choice of Professional Drivers**  
"I need to attract and retain quality drivers."  
"I am concerned with the stress and fatigue of my drivers."  
"I want the public and my customers to have a good image of my company."

Differentiator	Validation	Customer Value
<b>Reduced Vibration and Less Noise</b>	<ul style="list-style-type: none"> <li>• Frame-mounted hood</li> <li>• Welded (as opposed to riveted) cab</li> <li>• Well-insulated floor covering</li> <li>• Doors have separate inner and outer seals</li> </ul>	More comfortable and alert drivers are safer and more satisfied, increasing productivity and reducing operating costs.
<b>Comfortable Driver Environment</b>	<ul style="list-style-type: none"> <li>• Premium swivel seats</li> <li>• Folding work station</li> <li>• Massage seat option for the lumbar support</li> </ul>	Your drivers will have a more comfortable driving and work environment and will be less fatigued, producing a better quality of life and a quicker response time.
<b>Better Driver Visibility</b>	<ul style="list-style-type: none"> <li>• 2.912-square inch one-piece windshield</li> <li>• Slanted side windows</li> <li>• Six strategically placed deflector nozzles</li> <li>• Headlamps project up to 20% past standard</li> </ul>	With a better unobstructed view of the road, drivers will be less likely to have an accident. Your profits will experience improved uptime and lower operating costs.

StoryMaster® contains all the content reps need to craft custom sales messages as well as handle objections.

**Resource #2: Videos of Star Reps**

Videos of star reps delivering different messages helps reps consider body language, tone, and rapport for their own meetings.

Source: Corporate Visions Inc., Power Messaging® workshop; Volvo Trucks North America; Sales Executive Council research.

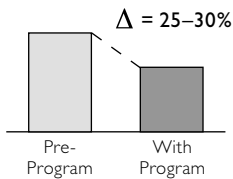
# TANGIBLE VALUE

## New Messaging Enables Reps to Move Conversations Away From Price and Capture New Opportunities

### Top Benefits Noted by Reps

#### #1: Shortened Sales Cycle Time

Individual Rep Cycle Time

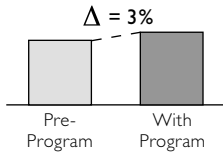


“I use the workbook and it has helped me get more clarity in the negotiation, and move to close faster.”

Sales Rep  
Volvo Trucks North America

#### #2: Increased Price Premiums

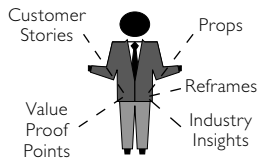
Individual Rep Price Premium Per Truck



By pulling value forward in the sales process, reps are able to close deals at higher prices.

#### #3: Improved Rep Confidence

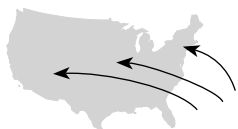
Tools in Reps' Pockets



“The more I do this, the better I get, the more I understand and stay open to learn.”

Sales Rep  
Volvo Trucks North America

#### #4: Expanded Market Penetration



“Power Messaging helped me win a \$2 million deal with a company that wouldn't even do business with us before.”

Sales Rep  
Volvo Trucks North America

### Benefits Beyond Volvo's Sales Organization

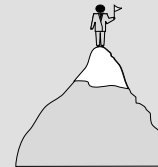
#### Opportunity for Organizational Alignment Around a United Message



“Marketing has taken our new messaging program and run with it—now all our collateral supports our teaching.”

Sales Development Director  
Volvo Trucks North America

#### Strategy to Overcome Industry Crisis



“Our industry is in the perfect storm right now—the rising price of diesel fuel, labor issues, soft freight, the housing crisis—you name it. The new messaging approach is helping Volvo not only weather the storm, but come through it on top.”

Executive Director  
Sales and Commercial  
Development  
Volvo Trucks North America