HOW TO GET BUY-IN TO CHANGE

PRACTICE OBJECTIVE

This practice is based on the traditional five-step marketing process. That process is modified for the professional sale (i.e., acceptance of a change) and presented as a process built using the PDCA concept. (NOTE: The appendix to this practice will help you assess your need to improve the marketing of your buy-in practice.)

PRACTICE TUTORIAL

Marketing and selling are similar concepts but differ in implementation. Marketing refers more to the offering of a product or collecting together the individuals who are offering products for sale and individuals desiring to buy products. Selling is more focused on the act of persuading someone that he or she should acquire the product being offered for sale. QAI believes that in a professional environment marketing is the more appropriate concept because the process is one of integrating solutions into an engineering environment, as opposed to selling a specific recommendation/product without carefully addressing the long-term needs of the organization.

The professional marketing process is normally described as a five-step process (see Figure 1), as follows:

- Step 1 - Identify an end user need
- Step 2 - Provide a solution/product to satisfy that need
- Step 3 - Listen to the end user's objection as to why the proposed solution/ product will not meet the need
- Step 4 - Overcome the objections
- Step 5 - Close the sale

In general merchandising, this five-step process may occur in a matter of moments, a few hours, or a few days. In a professional sale, it is not uncommon for the equivalent cycle to take three months or three years. The professional sale must be performed in a similar manner, but must take into account the impact the sale has on the professional environment, in addition to satisfying a specific need.

The characteristics that make a professional sale different from a retail sale include:

- The individual who is making the proposal is normally the individual who will have to make the proposal work in the professional environment.
- Approval of the recommendation normally involves a large group of individuals as opposed to a single buyer.
- The value/benefit received from a professional sale may be more difficult to develop, and gain acceptance for, than would be required in a retail sale.
- It is normally more important to develop a trust relationship between the parties involved in a professional sale than in a retail sale.

The following strategies are important in building an effective marketing process for professional selling:

- *Incorporate the PDCA cycle in the marketing process*

The marketing process is similar to any other process, in that it needs to be well defined, followed, and improved. In executing the marketing process, the plan-do-check-act components of the PDCA cycle need to be present and executed.

- *Train the information services (I/S) professional staff in marketing/selling approaches*

Using a marketing process requires the user of the process to have a general understanding of selling and behavior change. The marketeer must know the principles and practices of marketing. These concepts are incorporated in general marketing/selling courses, as well as courses that deal with self-effectiveness and effective communications. If resources are not available to send the professional staff to these courses, a library of good books on selling and effective communication should be available for the use of the professional staff.

- *Marketing effort must be adapted to the need to market*

Information services includes a large spectrum of proposals and recommendations. Marketing is not a one-size-fits-all concept. Small proposals may only require minimal marketing efforts; while proposals that significantly change the way an organization does work may require extensive marketing efforts regardless of the cost of the effort.

- *The need to perform marketing must be recognized as an important component of an information professional's worklife*

The professional staff needs to understand its job responsibilities. If one of those responsibilities is marketing, it must be recognized—the staff must be trained in how to do it and given a process for doing it. Their results must be evaluated to determine the effectiveness in performing marketing, and improvements made where appropriate. Without this approach, too many resources may be expended on marketing, with ineffective results.

- *Approval should not be requested until the marketing effort substantiates approval will be given*

Prior to asking for approval, the individual/ group doing the marketing effort should determine that approval will occur. It is a major error in judgment to request approval in a situation in which approval may be denied. If the individual/group doing the marketing is uncertain as to whether or not approval will be given, it is generally advisable to continue the marketing effort until there is a high degree of certainty that approval will be given.

PRACTICE WORKBENCH

Marketing is an important component of the approval and the deployment processes. Marketing tactics begin prior to the preparation of a formal proposal and continue through acceptance. It is also a major part of the deployment tactic Step 2 (i.e., acceptance).

A five-step process describing the marketing tactics is illustrated in Figure 1 on the next page. Figure 2 shows the relationship between the PDCA cycle and QAI's five-step marketing process. These steps are briefly described below.

- Step 1: Identify end user needs - The true needs of the end user must be known.

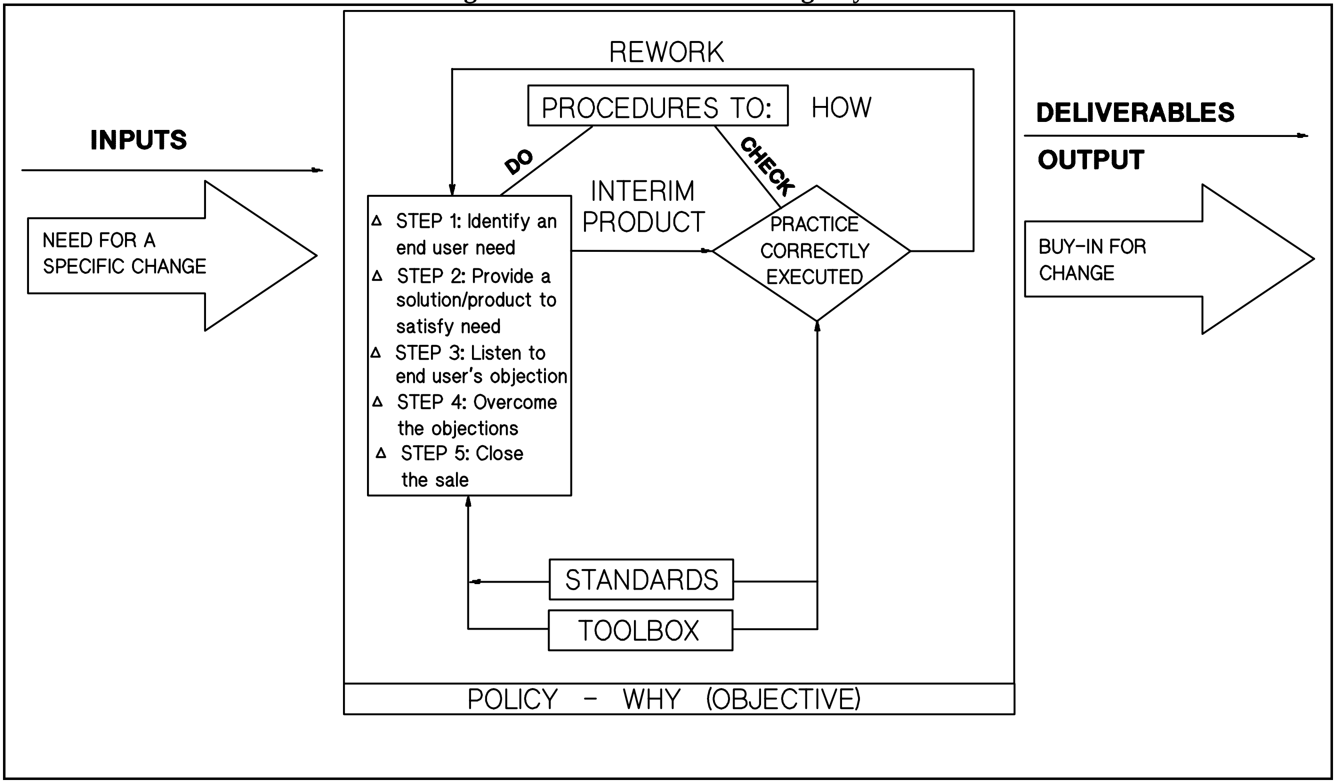
- Step 2: Present solution in terms of end user and organization needs - The solution must be expressed in a manner readily understandable by the end user, and needs to show demonstrated alignment to organizational goals.

- Step 3: Identify barriers/obstacles - The organizational and people barriers and obstacles must be identified. As with needs, these barriers/obstacles may not be effectively or completely communicated by the end user when describing the requirements. Thus, investigation may be needed to uncover the obstacles.

- Step 4: Address barriers/obstacles - Strategies and plans must be developed and executed to overcome the identified barriers and obstacles.

- Step 5: Obtain approval - At whatever point management is ready to grant approval, the request for that approval should be made and marketing stopped at that point.

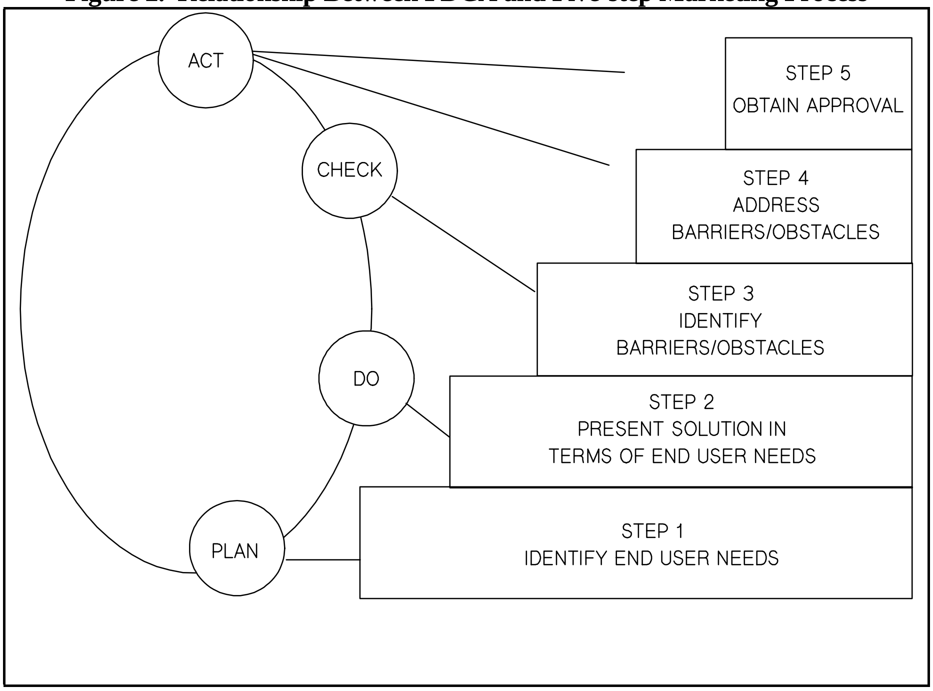
Figure 1. Workbench for Getting Buy-in



INPUT PRODUCTS

The input to this practice is the need for a specific change. This can be any type of change desired in an I/S activity, such as implementing a new work practice, accepting a new policy, the introduction of a new tool, or a change in organizational direction.

Figure 2. Relationship Between PDCA and Five-step Marketing Process



IMPLEMENTATION PROCEDURES

The five steps for this practice will be individually discussed in the following subsections.

Step 1: Identify End User Needs

This step must differentiate needs from wants. Ideally, they will be the same. Needs are what is required by the end user to do his/her job effectively. Wants are the requirements defined by the end user. This step involves determining the needs from wants and validating with the end user that the needs defined by this step are, in fact, the true needs.

The major mistake made by information professionals in this step is to assume that what the end user says he/she wants is what is really wanted. It is equally erroneous to assume the information professional knows what the end user wants, regardless of what the end user says. This step is one of information gathering, and interaction.

The end user information needs can be determined by using a combination of these tasks:

- End user survey - Written survey that assists the end user in expressing his/her desires and concerns.

- User-developed statement of requirements - The end user's definition of needs.

- End user process decomposition (current and/or new) - A formal approach which defines the end user's work processes, decomposes those work processes, and then compares those deliverables and tasks to what the end user specified as needs.

- Data flow diagrams - A formal method of identifying deliverables showing the relationship of those deliverables to each other and the functional areas in which they are developed and/or used.

- Joint application development sessions (JAD) - A method in which the parties having a vested interest in the project meet to define and agree on the needs of the project.

- Prototyping - Demonstrating how the project deliverables will perform.

The second part of this step is confirming needs with the end user. However, this generally is not done in a formal manner but, rather, in a manner that is frequently referred to as "preselling." Preselling is an informal interaction with the end user which creates a dialog or discussion of the problems/needs statement. For example, most I/S end users would not specify a new technology like client/server technology, but the capabilities provided by that new technology could be discussed as a preselling activity.

During the preselling step, effort is undertaken to win as many supporters as possible, so that at the point in time that the formal proposal is made the proposal has already been approved, and the formal part is a ceremony rather than a selling event.

Some preselling approaches are presented on Worksheet #1. During this step you need to select those preselling approaches that you believe are appropriate for the proposal. Preselling is very informal, usually a one-on-one approach to gathering support for the proposal. It is the preselling that assists in moving the people among the stakeholder positions defined in Worksheet #6.

NOTE: THIS STEP ASSUMES THE INFORMATION PROFESSIONAL'S RESPONSIBILITY IS TO UNCOVER THE TRUE NEEDS AND NOT ACT AS AN "ORDER TAKER."

Step 2: Present Solution in Terms of End User and Organization Needs

People buy benefits—they don't buy products (i.e., deliverables). Thus, marketing sells the benefits, not the product. For example, end users do not need client/server technology; they need the capabilities provided by client/server technology.

This step must define the deliverables/solution in terms that show benefit to the end user. If Step 1 is done properly, satisfying the needs is in fact the benefit. Once this has been done, it must be demonstrated how these benefits are aligned with organizational goals, then packaged and marketed to the end user. How to perform each of those three tasks is described below.

<u>Task 1 - Determine Alignment to Organizational Goals</u>

The objective of this task is twofold: first, to determine the degree of alignment of the need with organizational goals; and second, to determine if that is acceptable, and if not, what action needs to be taken to obtain more alignment.

The subtasks that need to be performed to do this task follow:

Subtask 1
Select the alignment criterion that you feel is appropriate for aligning information services projects to organizational goals. A suggested list follows:

a) Economic impact
b) Supports strategic business direction
c) Competitive advantage
d) Enhance capabilities
e) Application specific
f) Support for new technologies, services, and products

This list of alignment criteria can be used as is, modified and/or supplemented, or a new list of alignment criteria can be developed. The suggested criteria are described below:

a) Economic impact
The alignment of the economic impact depends on the completion of your organization's traditional cost/benefit analysis (CBA) and the calculation of

the net present value (NPV).

The project sponsor identifies and totals all the costs for each alternative and then has a study run to identify the net present value (NPV) and break-even point for each alternative.

b) Supports strategic business direction
The strategic business alignment depends on the degree to which the proposed project corresponds to the established organizational objectives. These strategic objectives are the combination of the mission statement, business plan, and the current business objectives.

c) Competitive advantage
Competitive advantage alignment depends on the degree to which the proposed project directly or indirectly provides increased ability to compete for market share in an existing market or for an existing product. For example, projects that provide information that increases the sales staff's ability to measurably increase sales would be assigned a high competitive advantage alignment. Also, projects that measurably reduce the cost of sales in markets where price is an important factor would also be aligned high.

d) Enhance capabilities
The alignment in this category depends on:

- The degree to which the project provides new, additional or quicker system capabilities that will allow system users to improve their operations and make their function more effective in such a way that it materially benefits the company.

- The extent to which this enhanced capability supports key capabilities, such as (note that these examples need to be customized for each organization):
  - Providing quality service to end users
  - End user contact support
  - Productivity improvement
  - New or embedded equipment servicing
  - Human resource management
  - Personnel scheduling
  - Improved information to management

e) Application specific
The application-specific alignment depends on the specific end user benefits associated with undertaking the project.

The application-specific benefits are ones which, while benefiting the corporation, pro-vide very specific benefits which are unique to a specific application. These benefits would include such things as:

- Complying to regulations and regulatory agencies

- Improving the work flow and work efficiency of a specific area

- Changing the methods of work for the convenience of those involved in the work

(Specific end user goals and objectives can be identified for the project.)

f) Support for new technologies, services, and products
The alignment for new technologies, services, and products depends on the degree to which the proposed project is compatible with new technologies.

Subtask 2
Allocate up to 100 points among the alignment criteria.

Subtask 3
Assess the degree of alignment in one of the four categories for the defined criteria. See Table 1.

Table 1.

DEGREE OF ALIGNMENT	% OF ALLOCATED POINTS
None: no alignment at all.	0
Low: quality initiative provides some support to organizational goals.	33
Medium: there is reasonably good support for the organizational goals from this quality initiative.	67
High: there is almost complete alignment between this quality initiative and the organizational goal identified.	100

Subtask 4
Calculate actual alignment points. Multiply the allocated alignment points by the degree of alignment percentage to produce actual points for each criterion.

Subtask 5
Determine whether the actual points which represent the degree of alignment are acceptable.

Subtask 6
Determine what action needs to be taken. The action can be to modify the quality initiative to get more alignment, or perhaps eliminate this quality initiative and select another.

EXAMPLE: Project: Initiate JAD session. Worksheet #2 would contain this data:

Item #: 1
Alignment criteria: Competitive Advantage
Alignment points: 20
Degree of alignment: Average—67%
Actual points: 13
Acceptable: Yes

Task 2 - Package the Proposal

This task assumes that the proposal has to be approved. The proposal presented for approval must match both the organization's style and the style of the decision-maker. For example, if the organization's style is to have proposals formally typed and presented, then the proposal should be in that format. If the organization permits variability in proposal style, then the presenters must select the option most appropriate for the proposal. In addition, some decision-makers are auditory and others are visual. Auditory decision-makers like oral presentations, while visual decision-makers prefer them in writing.

A book on writing quality assurance reports is available from QAI. The thesis of this book is:

- Reports must have a logical flow
- Conclusions and recommendations must be supported by fact
- The report should be free from errors (i.e., grammatical and spelling)
- The report must be visually attractive

This task requires you to match the proposal preparation options with both the objective the proposal is trying to accomplish, and the culture of the organization and decision-maker. In selecting among the alternatives on Worksheet #3, you must consider:

- Time available for preparation
- Matching the magnitude of the proposal with the effort to prepare the proposal
- Personal skills and support available

Task 3: Market the Proposal

This task involves both gaining approval from the decision-maker, and gaining acceptance from the stakeholders for the proposal. Preselling is informal marketing; this task is the formal marketing effort. During preselling, there should be flexibility to enable the marketers to adjust the proposal to overcome serious objections. During the marketing task, the emphasis is more on convincing decision-makers and stakeholders of the value of the proposal and the importance of it to them.

Worksheet #4 suggests a variety of marketing techniques to assist in marketing the proposal. In selecting specific techniques, you need to take into account:

- The magnitude of the proposal
- The expected resistance to the proposal (NOTE: For minor resistance there need not be a significant marketing effort.)
- The skill and capability of the individuals involved in doing the marketing
- The length of time that marketing efforts would be required

You should select one or more approaches from Worksheet #4, and use those approaches to formally market the proposal.

Step 3: Identify Barriers/Obstacles

The marketing professional recognizes that end user objections are a normal part of the marketing process. Thus, when the end user states objections such as:

- There are no resources for this project.
- The time schedule is too long.
- The project doesn't meet the management approval criteria.
- The project is too difficult to build.

These types of objections are to be expected. In fact, from a marketing perspective they are the key to gaining approval/making the sale. Until the end user objects, the marketing person may not know the key to making the sale. Once the objection occurs, then the key to the sale is overcoming the objection. For example, if your management says they cannot buy tool X because there is no money available, then finding a way to transfer money from an end user budget to the information budget is all that is needed to gain approval to acquire the tool.

There are three general categories of objections to the professional sale, as follows:

- Objections voiced by the end user - These are the formal objections and statements made by the end user or potential end user about the solution to a need.
- Organizational barriers and obstacles - The procedures in place in the organization that inhibit change.
- People barriers and obstacles - The known or unknown objections of people to change.

Three tasks are recommended to address these three categories of objections.

<u>Task 1 - Address Formal Spoken Objections</u>

The end user is obviously the best source of objections. The question in the professional sale is whether or not the end user will object, or whether the objections are the correct objections. For example, a decision-maker might not want empowerment or other quality management (QM) practices implemented. However, since empowerment may be a popular issue, or the organization has undertaken a QM program, those personal objections may not be voiced. Substitute objections may be made, such as lack of resources, time, or priorities.

This task has two activities, which are:

1) Validate that the objection stated is a real objection - There is no easy way to do this. Probing one-on-one with the end user is normally the best way. This can be done by asking a variety of questions which tend to support or negate the objection. For example, if the decision-maker is objecting to integrating inspections into the software development process because of schedule constraints, the probing might center around the interpersonal relationships regarding inspections to determine if that is a more significant concern than the schedule concern.

2) Address the objection - This can be done through compromise or alternative strategies. Compromise can be the way that it is installed, the people involved, the length of time, and so forth. Alternate strategies look for other ways of accomplishing the same task. For example, if software inspections appears to have a serious obstacle preventing its acceptance, then perhaps self-assessment through extensive checklists may be an interim solution that would add improvement to demonstrate the value of checking.

<u>Task 2 - Address Organizational Obstacles/Barriers</u>

Often plans are prepared without identifying and analyzing the organizational barriers and obstacles that can contribute to failure. Completing Worksheet #5 ensures that appropriate attention is given to addressing and overcoming organizational obstacles and barriers. This worksheet will direct you toward understanding why the barriers/obstacles exist. Once this is understood, you can identify the most effective way of addressing them and incorporate it into the tactical plan tasks.

To complete Worksheet #5, list all the organizational barriers and obstacles to getting the project approved. For each barrier or obstacle identify what you believe is the root cause of the problem. Then develop and document a plan to address the root cause. Execute that plan and, if unsuccessful, develop and execute another plan until you solve the problem.

EXAMPLE (for JAD sessions)

BARRIER/OBSTACLE:	No money for JAD training
ROOT CAUSE:	No additional monies in the I/S budget for training courses
HOW TO ADDRESS:	Transfer funds from other budgeted items to JAD training sessions

Task 3 - Overcoming People Barriers/Obstacles (Stakeholder Analysis)

Identifying the stakeholders, their stake in success or failure, and the reasons that support this stake will allow you to focus your selling efforts appropriately. (Stakeholders are individuals who have a vested interest in the success or failure of the quality initiative.) To complete Worksheet #6, complete these six subtasks:

Subtask 1
Identify stakeholders (by individual or function). Identify all who have a stake.

Subtask 2
Describe the stakeholder's current level of support or resistance:

- Make it happen
- Help it happen
- Let it happen
- Stop it from happening

Subtask 3
Identify the reasons (root causes) for their current stake.

Subtask 4
Identify where they need to be to contribute to your success; for example, moving a stakeholder to:

- Make it happen (from help it happen)
- Help it happen (from let it happen)
- Let it happen (from stop it from happening)

Subtask 5
Develop a plan to move the stakeholders from their current stake to desired stake.

Subtask 6
Execute the plan to move the stakeholder's position from the current stake to the desired stake.

EXAMPLE (for JAD sessions)

STAKEHOLDER:	Project leader
CURRENT STAKE:	Stop it from happening
REASONS:	Add extra time to project
DESIRED STAKE:	Help it happen
HOW TO ADDRESS:	Ask the project leader to use JAD as a prototype if management will add extra time and resources to the project to conduct the JAD sessions for this prototype as an example of using JAD.

Step 4: Address/Overcome Obstacles

It is generally poor business practice to request approval for a project to which objections have been raised and not addressed. If this happens, the objections normally occur again during the approval process, and if not then, during implementation of the project. Thus, objections have to be addressed. If they are addressed prior to implementation, the total effort is normally significantly less, and the probability of the project being successful is significantly higher.

Objections to proposals occur consistently. They can occur before the proposal is presented, during the presentation, or any time after the proposal is accepted and becomes implemented. People disliking the proposal may give lukewarm support to the proposal during the early stages, but if they detect a weakness, will make their objections known. Objections can be expressed formally, or can occur through intentionally performing the new activities ineffectively.

In addressing objections, the following subtasks are involved:

Subtask 1
Recognize there is an objection. This can be difficult if the objection is expressed informally.

Subtask 2
Assess the magnitude of the objection. Is it from a single individual or is it widespread?

Subtask 3
Assess the root cause of the objection. Is it because the new activity/process is ineffective; is it due to lack of training; is it a personal preference; or is it a power play on the part of the individual objecting?

Subtask 4
Address the objection quickly and forcibly. The objector needs to be confronted as soon as possible, and as factually as possible. If there are many objections, your proposal is probably not aligned with your end user/organization.

Worksheet #7 provides a list of common objections to proposals. The objective of this step is to overcome those objections.

Guidelines for dealing with objections are:

- Recognize the objection
- Discuss the objection with the objector
- Find the root cause of the objection (i.e., the real objection)
- Address the objection prior to continuing with the proposal

Some guidelines in addressing the objections are:

- Get management approval to reduce organization barriers
- Move people from detractors to bystanders (i.e., let it happen)
- Modify the implementation plan to address the objection
- Focus on the root cause of the objection
- Identify assumptions held by the objector and discuss the validity of those assumptions. Many objections are caused by invalid assumptions held by the objector. If you identify their assumptions you can normally address the objection.

Step 5: Obtain Approval

In marketing, this is called "closing the sale." The general guidelines for closing the sale or gaining approval is to do it as early in the marketing process as possible. For example, if in defining the need you can gain approval for the project, do not continue with the remaining steps.

When management is ready to give approval, some professional staff members may not want approval at that point. Their rationale is that they have prepared a detailed proposal and marketing strategy, and want to present that material. What may happen is that while approval could be obtained in Step 1, by the time you have proceeded through Step 4 management may change their mind as they begin to understand some of the barriers and obstacles.

Gaining approval does not mean that you would not go through the remaining marketing steps in order to identify and address the barriers and obstacles. It just means that the decision-maker is excluded from the remainder of the marketing process.

If Steps 1 through 4 have been adequately performed, approval should be an automatic process. If approval is not obtained, then you should carefully review how you executed Steps 1 through 4 in order to determine the root cause of disapproval. While you may not be able to reverse the decision, you should be able to improve the marketing process to ensure approval on the next proposal.

CHECK PROCEDURES

In determining that this practice was correctly executed, the following statements should be answered positively:

1) Has a specific need for a change been identified?
2) If so, has that need for change been related to accomplishing the organization's mission/objectives?
3) Has the "owner of that need" been identified?
4) Have the parties whose cooperation/effort will be needed to make the change been identified?
5) Has a solution been identified to satisfy that need?
6) Has that solution been presented to the involved parties?
7) Have the involved parties' objections to that solution been solicited?
8) Have the objections of the involved parties been addressed?
9) Have mutually satisfactory resolutions been

made to those objections?

10) Have the involved parties accepted the change?

DELIVERABLES

The primary deliverable from this practice is the willingness of the parties whose cooperation/effort needed to make a change have been obtained.

USAGE TIPS

For major new or changed processes, the marketing process should be used to gain approval for implementing the change. For minor changes or processes, the marketing process can be integrated into the deployment process. Some key concepts about marketing are:

- ° The objective of professional marketing is to obtain buy-in for acceptance and/or use of a new or changed process.
- ° Marketing is a skill that can be taught if based on a well-defined process.
- ° The professional sale tends to be a significantly longer marketing cycle than the sales cycle of merchandise (the professional sale may take up to a year to complete).
- ° Use of a formal marketing process greatly increases the probability of acceptance and/or use of a new or changed process.
- ° Implementation of a process generally should not occur prior to the conclusion of a successful marketing effort.

Two key indicators can be used to measure the effectiveness of execution of the market process, as follows:

1) Percent of recommendations accepted equals

$$\frac{\text{Recommendations accepted}}{\text{Total recommendations}}$$

2) Percent of individuals supporting the change equals

$$\frac{\text{Number of individuals supporting the change}}{\text{Total individuals impacted by the change}}$$

WORKSHEET #1
SELECTING PRESELLING STRATEGIES WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ________________________________

APPROACH NUMBER	PRESELLING APPROACH	APPROACH SELECTED		HOW APPROACH WILL BE USED
		YES	NO	
1.	Identify and gain a champion for the proposal.			
2.	Identify a respected colleague of the decision-maker and convince that colleague the proposal is worthwhile. (Then have the colleague sell the decision-maker.)			
3.	Visit proposal stakeholders one by one and discuss the proposal with them.			
4.	Float "trial balloons" in informal discussions to understand current attitudes about the proposal. (Trial balloons discuss the possibility of all or parts of the proposal being implemented.)			
5.	Bring in a consultant/trainer to present the tutorial on the subject matter related to the proposal.			
6.	Present a video tape/distribute magazine articles/ books on the subject of the proposal.			

WORKSHEET #2
ALIGNMENT WORKSHEET

PROJECT ____

ITEM #	ALIGNMENT CRITERIA	ALIGN-MENT POINTS	DEGREE OF ALIGNMENT				ACTUAL POINTS	ACCEPTABLE		ACTION IF NOT ACCEPTABLE
			NONE 0	LOW 33%	AVG. 67%	HIGH 100%		YES	NO	
1.	Economic impact									
2.	Supports strategic business direction									
3.	Competitive advantage									
4.	Enhance capabilities									
5.	Application specific									
6.	Support for new technologies, services, and products									
TOTALS		100								

WORKSHEET #2
ALIGNMENT WORKSHEET
EXAMPLE

PROJECT Initiate JAD Session

ITEM #	ALIGNMENT CRITERIA	ALIGN-MENT POINTS	DEGREE OF ALIGNMENT				ACTUAL POINTS	ACCEPTABLE		ACTION IF NOT ACCEPTABLE
			NONE 0	LOW 33%	AVG. 67%	HIGH 100%		YES	NO	
1.	Competitive Advantage	20			x		13	x		
TOTALS		100								

WORKSHEET #3
SELECTING PROPOSAL PACKAGING APPROACHES WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ______________________________

APPROACH NUMBER	PACKAGING APPROACH	APPROACH SELECTED		HOW APPROACH WILL BE USED
		YES	NO	
1.	Formally typed			
2.	Prepared on a word processor			
3.	Include graphics to illustrate factual data			
4.	Use varied colors in the report presentation			
5.	Prepare overheads/35 mm slides for an oral presentation			
6.	Include industry material in the report (e.g., appendix showing industry facts or standards)			
7.	Use nonstandard paper (e.g., 8 1/2 by 15)			
8.	Use nonstandard color for paper (e.g., blue)			
9.	Prepare scripts for oral presentation			
10.	Package the proposal in a binder, notebook, GBC-bound or equivalent			
11.	Prepare cover letter for proposal			
12.	Schedule meeting for proposal presentation			

WORKSHEET #4
PROFESSIONAL MARKETING TECHNIQUES WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ________________________________

TECHNIQUE NUMBER	MARKETING TECHNIQUE	TECHNIQUE SELECTED		HOW TECHNIQUE WILL BE USED
		YES	NO	
1.	Prepare information packets for involved parties on the benefits of the proposal.			
2.	Plan a formal announcement for the proposal, to which stakeholders would be invited			
3.	Develop a logo, theme, or gimmick associated with the proposal (e.g., give away coffee cups, etc.).			
4.	Invite a respected person to kick off the formal presentation (e.g., an officer of the corporation).			
5.	Initiate a help desk/hot line for support for people using the proposal.			
6.	Plan regular visits to the stakeholders to discuss with them any problems or concerns they are having with implementing the proposal.			
7.	Prepare quick reference cards/synopses of the activities that need to be performed to make the proposal work to assist those involved in implementing the proposal.			

WORKSHEET #4
PROFESSIONAL MARKETING TECHNIQUE WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ______________________

TECHNIQUE NUMBER	MARKETING TECHNIQUE	TECHNIQUE SELECTED		HOW TECHNIQUE WILL BE USED
		YES	NO	
8.	Invite a consultant/respected individual to speak at the kickoff presentation to build support for the proposal.			
9.	Give out awards/rewards for those who are the first to perform the new activities correctly.			
10.	Have management formally recognize and thank the first individuals to get involved in performing the new activities.			
11.	Initiate a process to regularly accumulate and present the savings/benefits associated with the new proposal and prominently display those numbers.			
12.	Formally gather, pack up, and destroy the old process/activities (so that stakeholders know that the old process is gone).			

WORKSHEET #4
PROFESSIONAL MARKETING TECHNIQUES WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ____________________

TECHNIQUE NUMBER	MARKETING TECHNIQUE	TECHNIQUE SELECTED		HOW TECHNIQUE WILL BE USED
		YES	NO	
13.	Obtain and disseminate/present testimonials from people using the new process who have benefitted from it.			
14.	Bring in people from other companies to present testimonials about the benefit of the new process.			
15.	Print articles/post information on the organization's bulletin boards about the new activity/benefits from the new activity.			
16.	Explain to stakeholders: ° Why you developed the proposal ° From whom you got information ° How you convinced/sold others on the proposal			

WORKSHEET #5
BARRIERS/OBSTACLES WORKSHEET

BARRIER/OBSTACLE	ROOT CAUSE	HOW TO ADDRESS

WORKSHEET #6
STAKEHOLDER ANALYSIS WORKSHEET

STAKEHOLDER (Name or Function)	CURRENT STAKE	REASON(S)	DESIRED STAKE	HOW TO ADDRESS

WORKSHEET #7
ADDRESSING OBJECTIONS WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ______________________________

OBJECTION NUMBER	COMMON OBJECTIONS	APPLICABLE		STRATEGIES TO ADDRESS OBJECTION	STRATEGY SELECTED	
		YES	NO		YES	NO
1.	The proposal is good, but there are no funds/resources available to implement the proposal.					
2.	The proposal is good, but it is not consistent with the current business/technical strategy.					
3.	The project is good, but the people resources are not currently available to implement the proposal.					
4.	The proposal appears good, but it is a departure from what we are currently doing and may not be consistent with industry practice. The project needs to be delayed until we know the direction that other equivalent companies are going.					

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ADDRESSING OBJECTIONS WORKSHEET

DECISION-MAKER ☐ Visual ☐ Auditory NAME: ____________________

OBJECTION NUMBER	COMMON OBJECTIONS	APPLICABLE		STRATEGIES TO ADDRESS OBJECTION	STRATEGY SELECTED	
		YES	NO		YES	NO
5.	The proposal is good, but there does not appear to be enough evidence to substantiate the action being taken. The proposal needs to be delayed until more evidence is available. (NOTE: Assume that you have gathered all of the easily gatherable evidence in the organization.)					
6.	The proposal is good but we have already made so many changes this year that implementing this proposal may be overkill. Let's delay it for a while.					

APPENDIX 1: ASSESSING THE NEED TO MARKET

The desirability of satisfying specific needs may be predetermined by management. The selection, installation, and use becomes a matter of planning and negotiation. That which is picked will be installed and used. For example, if each information professional is supplied with a workstation, then adding five more professionals necessitates the acquisition of five more workstations, acquisition will occur, but the necessity for a marketing effort is unnecessary.

To be effective, marketing requires a process for marketing. The following self-assessment is provided to determine the necessity of installing a marketing process. Obviously, all information services groups do marketing in order to gain approval for recommendations and new products. However, these are frequently haphazard, with varying degrees of success. Using the marketing process outlined in "How to Get Buy-in to Change" (ACT. 5.2) of these materials increases the probability of marketing being successful.

The questions in the Assessment of Your Marketing Process checklist on the next page should be responded to in a yes or no manner. In instances where it is neither all yes nor all no, the question should be answered in a manner that states it is more yes than no, or more no than yes. Answer the questions prior to reading the assessment below.

The assessment as to whether or not a formal marketing effort is needed is based on the number of no responses. They can be interpreted as shown below.

# OF NO RESPONSEs	ASSESSMENT
0-2	An effective marketing effort already exists. No change is warranted.
3-5	Some formal marketing effort exists, but improvement is warranted. The materials in the preceding practice should be reviewed, and adopted as appropriate.
6-8	Some minimal marketing efforts exist, but they are probably not effective. Consider replacing the existing effort with the materials in this manual.
9-10	No formal marketing effort exists. You should install the marketing process outlined in this manual.

ASSESSMENT OF YOUR MARKETING PROCESS

#	QUESTION	RESPONSE		COMMENTS
		YES	NO	
1.	Does management approve at least two-thirds of all recommendations/proposals made to management?			
2.	Has a professional staff been trained in behavior change methods?			
3.	Are there formalized methods for developing and presenting recommendations/proposals?			
4.	If so, do the formal methods vary based upon the significance of the proposals/ recommendations?			
5.	Are professional staff members trained in how to develop and present proposals?			
6.	Are professional staff members critiqued on their effectiveness in making recommendations and proposals?			
7.	Does management define the contents of formal recommendations and proposals?			
8.	If recommendations and proposals are rejected by management, is management very specific in the reasons for rejection?			
9.	Does the professional staff have a process to determine when a marketing effort is required, and when it is not required?			
10.	Is there a process in place to improve the marketing process?			