



# The Whale Hunters Tools

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*From Whale Hunting: How to Land Big Sales and Transform Your Company*

# Rivers in the Ocean

Legend has it that in the year 1400 A.D., the Emperor of Mali sent two expeditions west across the ocean from Senegal to discover the lands past the horizon, to meet the peoples there, and to expand his kingdom. Their passage would be made possible because they were to follow a “river in the ocean”—a westward current through turbulent waters.

The voyagers were riding the Equatorial Current. Four such currents span the Atlantic and Pacific oceans—two north of the equator and two south. In each hemisphere, one current moves west to east and another moves east to west. Each current is faster and more directed than the ocean around it. If you want to grow your company faster than your competitors are growing, you must find these rivers in the oceans of competition.

1. Understand your ocean. What are the standard benefits that all customers expect and all competitors provide?

2. Find your river that flows with the competition. What are the two or three standard benefits or requirements at which you routinely outperform competitors?

## Rivers in the Ocean

3. Find your river that flows against the competition. What are your extraordinary differentiators? What do you do that your competitors can't do or won't do? In what ways do you exceed expectations in remarkable ways?

Notes:

## Target Filter

Category	A	C
Total Revenue	• \$500M+	• \$20-\$50M
Supplies Revenue	• \$10M+	• \$100K-\$1.0M
Services Used	• Full Office	• Paper and Supplies
Industry	• Professional Services	• Distribution
Decision-maker Source	• Client Referral	• RFQ/RFP
Number of Employees	• 100+	• 10-50
Volume of Transactions	• 50+ Shipments/Month	• 5-10 Shipments/Month
Size of Shipments	• \$1000+	• \$100-\$500
Number of Locations	• 10+	• 2-5

1. Less is More: You want a filter that screens out most of the market - leaving the best opportunities clearly identified.
2. Not Equal: Some characteristics deserve more weight than others - assign them higher value when looking at possible whales.
3. No Perfect Whale: Few whales have all “A” characteristics - look for those whales who are mostly “A” s in the most important characteristics.



## Target Filter

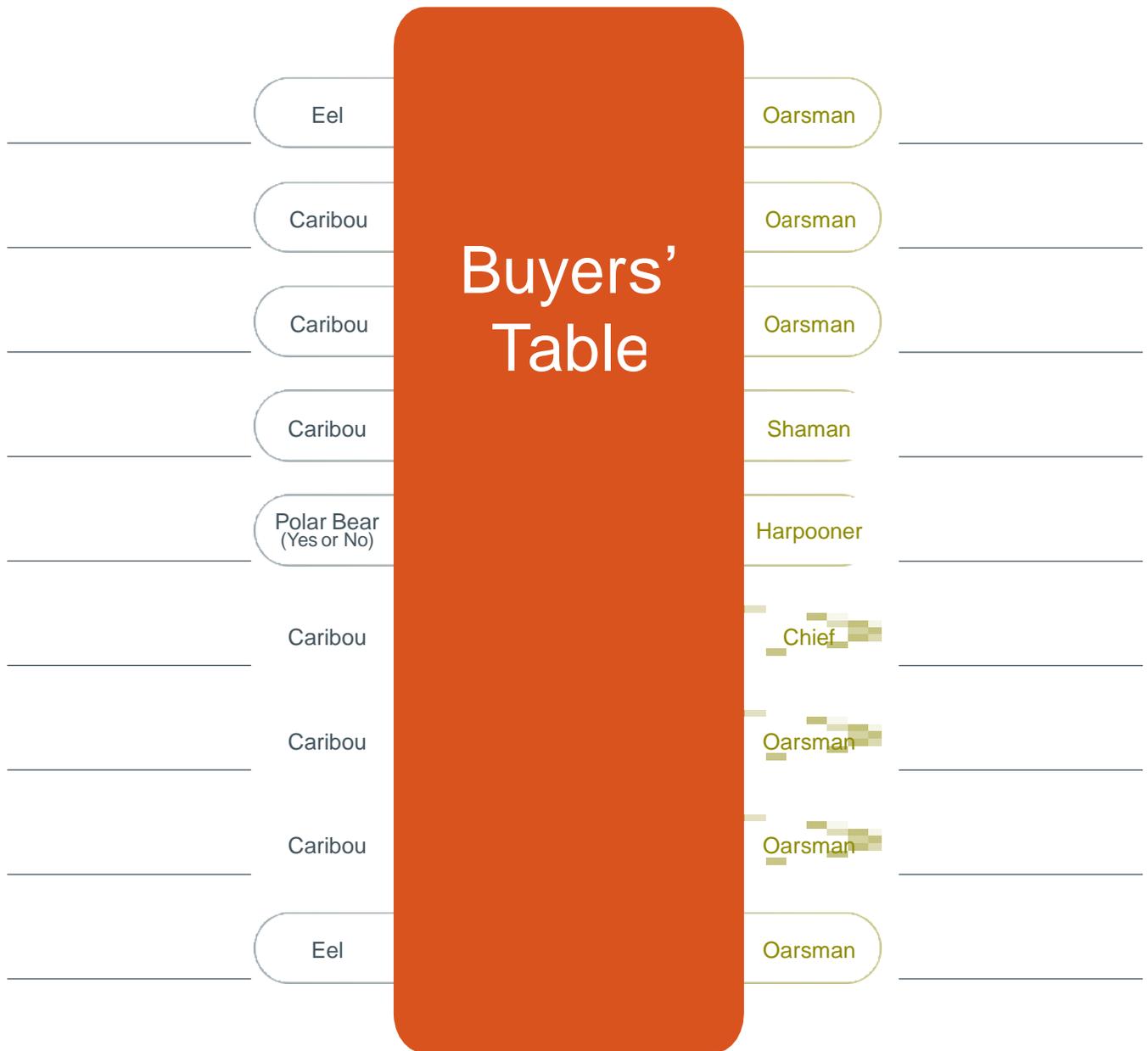
Category	A	C

### Tips:

- Complete your category list first.
- Next put metrics on your "A" criteria.
- Then put metrics on your "C" criteria.
- Finally, put metrics on your "B" criteria.



# Buyers' Table



Those at the whale company who will be affected by your company's solutions are represented by the positions at this table. These people have an enormous amount of influence on whether you get the sale.

Identify who's who, from both your company and your whale-sized prospects, so that you can bring everyone "to the table" at the right time – for the right reasons.

# Buyers' Table

## KEY:

1. Polar Bears are the target decision-makers at the whale company who can say “Yes” or “No.”
2. Caribou are members of the Buyers' Table who provide technical advice, such as representatives of Finance, IT, Legal, Marketing, etc.
3. Eels are the gatekeepers, deal spoilers, and nay-sayers at the whale company who work to prevent any sort of change.
4. The Harpooner is your salesperson who leads the hunt.
5. Oarsmen are your technical and / or operational Subject Matter Experts. They typically line up across the Buyers' Table with one or more Caribou.
6. Shaman is the sales leader in your organization.
7. Chief is the leader of your organization.

## Notes:

# Whale Fears

Whale Fears	Ways you Provoke this Whale Fear	Fear Busters	Quality of Fear Busters Tools
Change: Any variation from what they are doing now	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	
Conflict: Any disruption of relationships, be they inter- or intra-departmental, between the whale and customers, or between the whale and current suppliers	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	
Work: Any additional expenditure of effort or activity in the current workload of the people with whom you are meeting	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	
Mistakes: Shortcomings, problems, or other public signs of a bad decision	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>	

# Big Company/Small Company

## Who has the advantage?

Big Companies <i>with</i> Big Companies	Big Companies <i>with</i> Small Companies

### What to do when talking to a whale

Follow the Hippocratic oath – listen, do no harm, help. Whales need you to have and to demonstrate repeatedly your understanding of their issues and obstacles. Small companies selling to whales too often focus on the benefits of their products and solutions, rather than focusing on the issues of implementation and consensus inside of the whale. Their inaccurate belief is that the “best solution” will win the day. Your challenge is that your best solution is aimed only at solving the problem for which it was designed.

Emulate before you differentiate. Successful whale hunters focus first on demonstrating all of the ways in which their solution is like the current solution. Show how little will change for those members before showing the whale how things will be better.

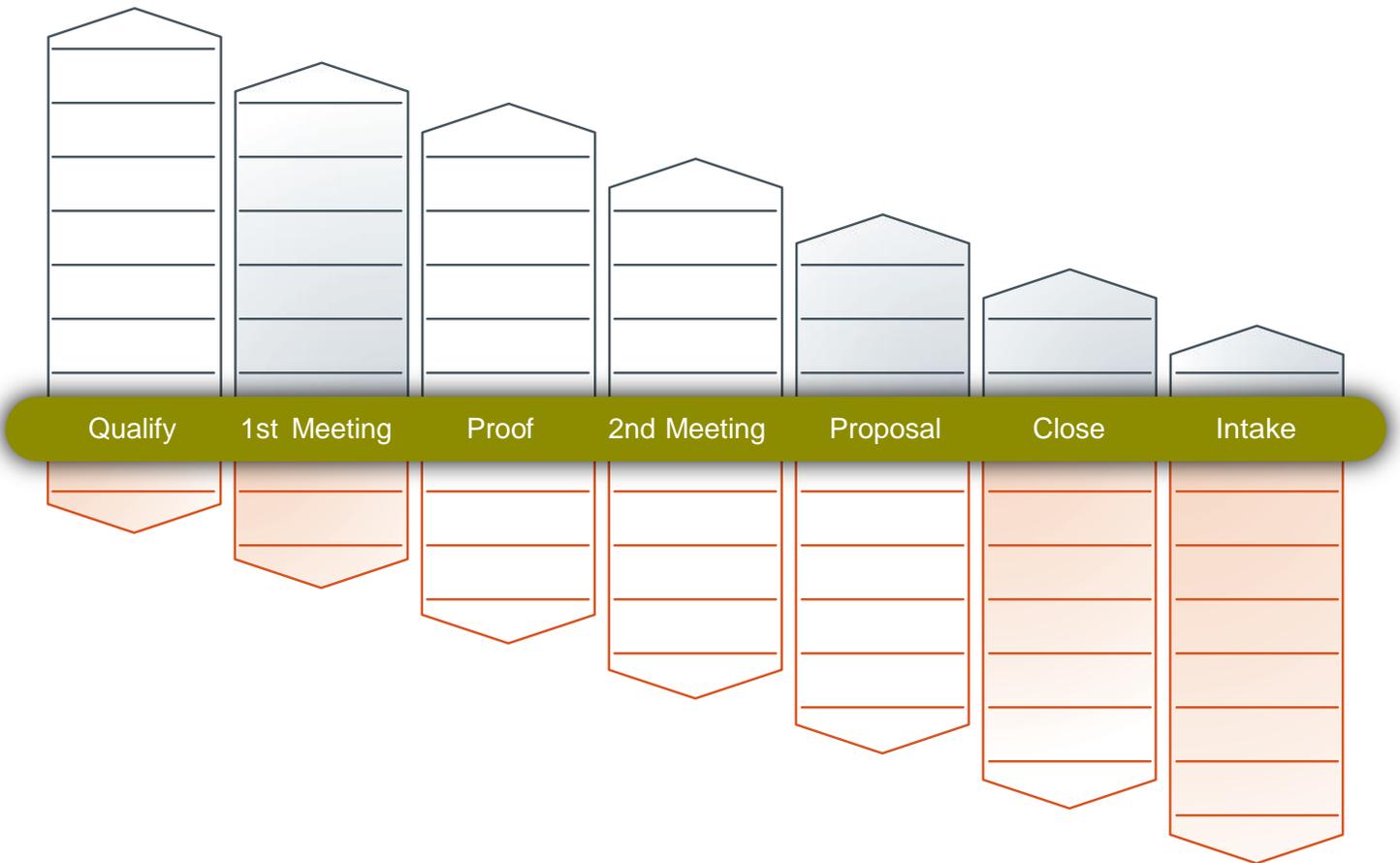
Take on more than 50% of the responsibility. Too often, small companies selling to larger companies assume that the larger company will have the resources to implement and integrate whatever they deliver. This is not the case. When you are selling to a whale, demonstrate ease of implementation and maintenance early and often. Take as much responsibility for implementation as you can.

*“Reading the Mind of a Whale,”  
Whale Hunters Wisdom: The Hunt, Volume II*

# Progressive Discovery/Disclosure

## Progressive Discovery

What do you need to learn from the whale?



## Progressive Disclosure

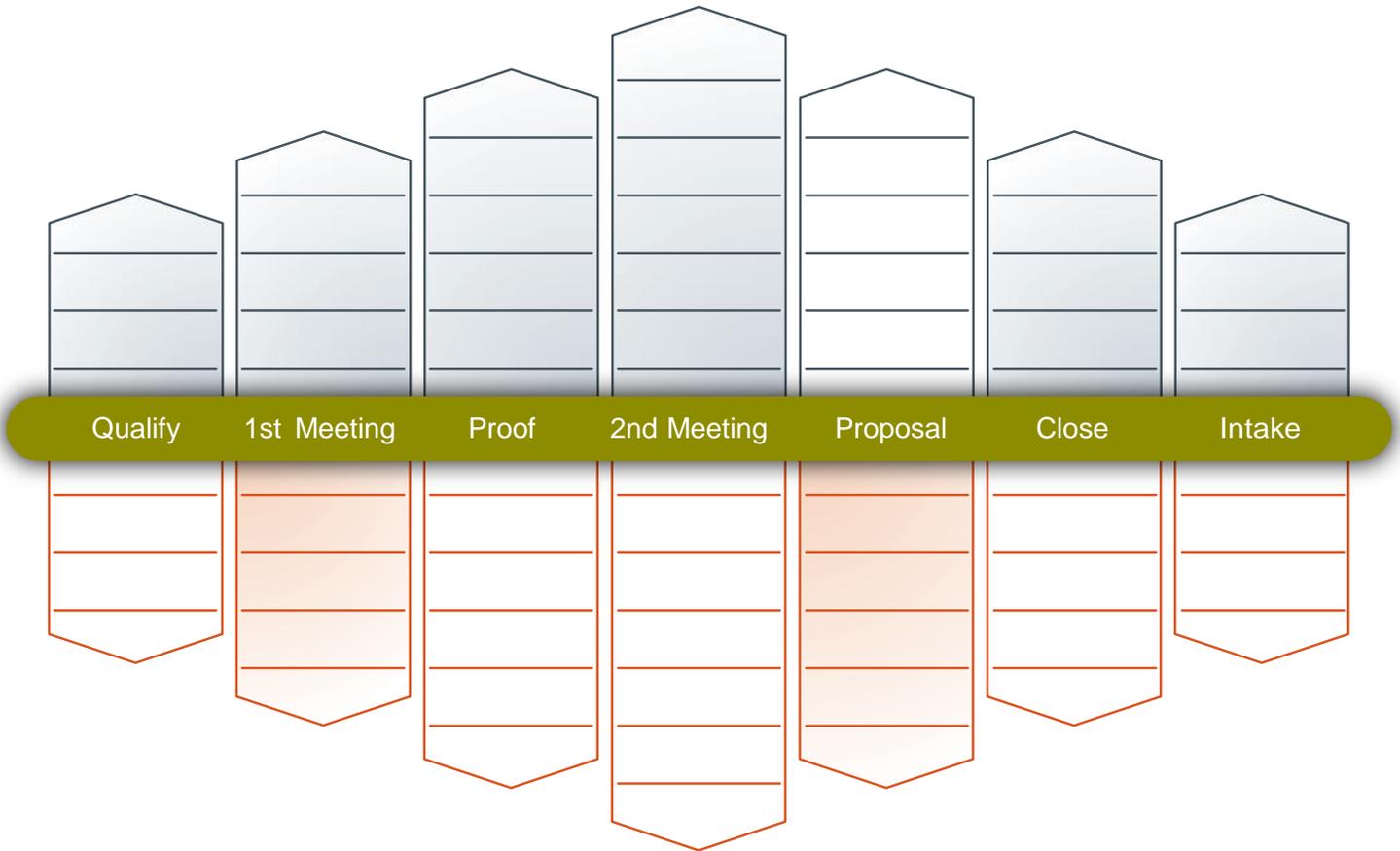
What do you need to disclose?

Keep in mind:

1. Information is the KEY
2. Not too much, not too little, just right
3. Predict, Experience, Summarize

# Progressive Discovery/Disclosure

Who is present from the whale?



Who represents your boat?

Notes:

# Good to Great Questions

## Characteristics of Great Questions

- Behavioral
- Specific
- Empirical
- Historical
- Narrative
- Vulnerable

## Shortcuts to Great Questions

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Your Question #1:

Revised Question #1:

Your Question #2:

Revised Question #2:

# Sales Process Map

Rev.06/11/10

## Example Sales Process Map

Step	Who from Your Company	Who from Their Company	Progressive Discovery	Progressive Disclosure
First qualify	VP, BD	VP, marketing/sales/vendor relations	<ul style="list-style-type: none"> <li>• Answer target filter question</li> <li>• Look for whale signs</li> <li>• Find the right whale contracts</li> </ul>	<ul style="list-style-type: none"> <li>• We know your markets</li> </ul>
Interest	VP, BD	VP, marketing/sales/vendor relations	<ul style="list-style-type: none"> <li>• What needs</li> <li>• What markets</li> <li>• Describe your past channel experiences/failures</li> </ul>	<ul style="list-style-type: none"> <li>• Web site</li> <li>• PowerPoint*</li> <li>• Case studies* (telecom &amp; donor needs)</li> </ul>
Second qualify	VP, BD 2+ Sr. mgmt.	VP, marketing/sales/vendor relations	<ul style="list-style-type: none"> <li>• 1st follow-up</li> <li>• Specific program needs &amp; requirements</li> <li>• Potential size/growth potential</li> <li>• Timing requirements/capacity</li> <li>• Budget specifics</li> </ul>	<ul style="list-style-type: none"> <li>• References</li> <li>• Capabilities*</li> </ul>
Launch the boat	Launch: yes or no? TEAM	None		<ul style="list-style-type: none"> <li>• Launch: yes or no?</li> </ul>
Visit them	COO CIO CEO VP, BD	CIO COO VP, sales/marketing Quality/reporting	<ul style="list-style-type: none"> <li>• Pre-qualify who's at the table</li> <li>• Fact-finding mission</li> <li>• Terms of engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Our SMEs (i.e., put a face to it)</li> <li>• QC and compliance - fear driven questions</li> <li>• Timing</li> <li>• Capacity</li> <li>• Ramp-up</li> </ul>
Visit us	COO/ Operations CIO CEO VP, BD Client services Quality Training Agents and supervisors Compliance HR	< < Same level individuals	<ul style="list-style-type: none"> <li>• Pre-visit meeting (internally)</li> <li>• Set agenda according to their needs</li> <li>• Who are they bringing</li> <li>• Technical requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Right people with their buyers</li> <li>• Speak to their needs</li> <li>• Tour</li> <li>• Counterparts introduced</li> <li>• Set-up meeting/checklist</li> <li>• How we manage intake</li> <li>• How to work with us</li> </ul>
Contract	CEO VP, BD	Legal Quality CIO COO \$\$	<ul style="list-style-type: none"> <li>• Requirements of program</li> <li>• Pricing</li> <li>• SLA</li> <li>• Timeline</li> <li>• Performance metrics</li> <li>• Opt-out</li> </ul>	<ul style="list-style-type: none"> <li>• Our legal requirements</li> <li>• Incentives we want</li> </ul>

# Sales Process Map

Step

# The Big Show

## Company's Coming!

For many whale hunting organizations, inviting the whale to visit their headquarters is the best method of beaching the whale. If you decide to try it, you must be in complete control of every step of the process, as this check list only begins to illustrate.

Think of planning The Big Show as a coach uses a playbook, a composer writes a score, or the planning consultant controls a wedding and reception.



Everyone in your village needs to know that a Whale is visiting and how they should prepare, implement, and follow up.

**PURPOSE:** What do you want this Whale to learn from visiting your location?

**OUTCOME:** What do you intend to accomplish from this visit?

### Preparation

- Prepare Team [roles, dress code, engagement] Prepare
- Facility [clean, neat, welcome WOW factor] Prepare Visit
- Plan [date, time, agenda, management]
- Prepare Communication Plan [your team, their team]

### Implementation

- Transportation [from landing to departure]
- Hospitality [refreshments, meeting space, courtesies]
- Script [presentation components and presenters]
- Tour Stops [what they will see, who, and in what sequence]

### Follow Up

- Thank You's [to your team and to the whale team]
- Answer Questions [questions that linger from the visit]
- Meet Commitments [deliver what you promised]
- Debrief Lessons Learned [seek feedback with and from your team]

# Thank You!

Thank you for downloading these tools from our book [\*Whale Hunting: How to Land Big Sales and Transform Your Company.\*](#)

Let us know how we can help your company implement The Whale Hunters Process™. We offer a range of options, from online courses to coaching to on-site training and consulting. We can recommend a solution for you depending on your company size and your needs.

Call us at 480-584-4012.

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