



Porter Consulting

White Papers that Help You Win Deals



Hi, I'm Al Morgan. I look after a wide range of IT technology marketing projects for Porter, such as sales tools, whitepapers, and channel programs. I've been in the business since the early 1980's, surviving Unix, client-server, the Internet, mobility, the cloud and now the Internet of Things.

The one thing that hasn't really changed is how larger projects get sold. They take people, information, and trust. Whitepapers can help.

This webinar is for outbound marketing and demand generation professionals that want to improve their solution content to improve sales.

Porter Consulting – About Us

Marketing and Analyst Services

Porter Consulting is a leader in **helping technology companies grow revenue and market share.**

Our seasoned team of professionals accomplish this by **applying simple yet effective marketing and sales methodologies** to achieve our customers' objectives.

For over 20 years, that in-depth experience in technology and solution selling has allowed us to create and deliver a **full range of specialized sales, marketing, channel and analyst** services to drive our clients' businesses and deliver measurable results.



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- Helping technology companies to grow revenue & market share
- Using latest marketing and sales methodologies
- Over 20 years of deep industry experience
- Full range of services
 - Social media and demand generation
 - Marketing and Branding
 - Channel and Sales Assistance
 - Analyst Services

Script from AI's narration:

Porter Consulting has been helping technology vendors and distributors, primarily in the IT infrastructure business, to deliver marketing tools and programs that help them sell complex solutions to commercial and enterprise customers through their direct sales force, channels, and system integrators.

One of the key tools is the white paper and we want to spend a bit of time today helping you to understand how to get the most out of that particular investment.

Whitepapers and Deals – Today's Agenda

- The what
- The why
- The how



Whitepapers are often misunderstood. With all the focus on clicks and ever-smaller content chunks, some might say the whitepaper no longer adds value. In fact, whitepapers can be a linchpin asset for comprehensive web and direct marketing programs.

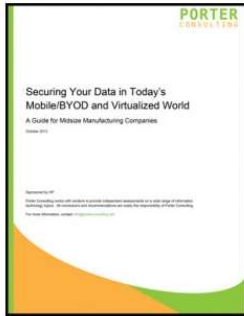
First we're going to look at what a white paper is.

Then we're going to look at why you might want to use it and what it's good for

And then we're going to look at how to put one together and leverage your effort across the buyers journey.

What is a white paper?

Size

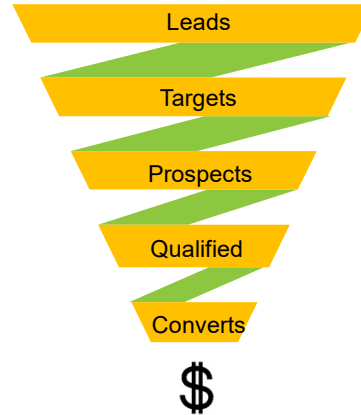


4-10+ pages

Topic



Sales Purpose



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- A factual, yet easy-to-read, point of view document, typically 4-10+ pages, including graphics that provides a
- Detailed, in-depth discussion on a single, specific topic, i.e.
 - Market or technology
 - Product or solution
 - Methodology or technique
- Valuable asset that helps move leads along the buyer's journey

Script from AI's Narration:

White paper is a pretty generic term, but from our point-of-view it's going to be 4-10+ pages long

- Any shorter than that, then it's really a brochure
- Any longer than that, it's a technical bulletin or reference architecture

You want to keep it something that is long enough to demonstrate you have something concrete to say, but not so long that it puts people to sleep.

The white paper model is good for many things; really drilling into your solution, trends in the market that you think are important to your customers, methodologies that showcase your strengths, techniques that that save customers time and money.

Regardless of topic, it should be framed as answering a specific customer need, and be most useful to a specific customer persona in the sales process.

Lastly, what's the sales purpose? Again, you have lots of marketing programs, you have lots of things competing for your marketing budget, why would you spend a fair amount of money on a white paper when you might be able to do something else with the money? So we're going to walk through how you can use a white paper at various points as deals move through the sales funnel.

What types of white papers are there?



Industry / market survey



Advice



Competitive comparison



Best practice



Forward-looking

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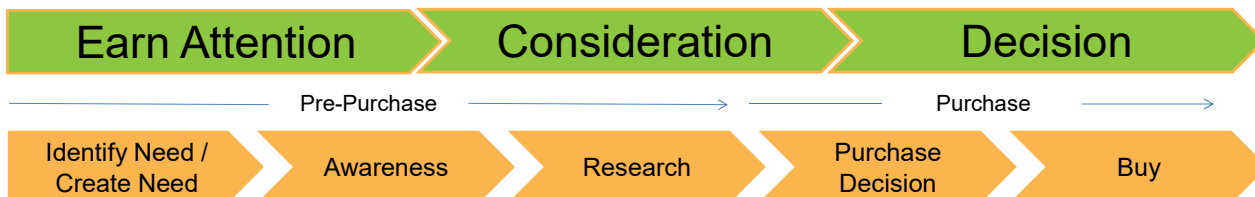
- Industry / market survey
- Best practice
- Competitive comparison
- Forward-looking
- Advice / Things to avoid / tips

Script from AI's Narration:

If you've been in the business for any length of time, you're probably on multiple content targeting services and you've seen all these kinds of white papers.

- The industry market survey – great for looking at a market, not particularly good at helping customers to make any decisions, other than creating a shortlist
- Competitive positioning – setting out criteria for comparing products or vendors
- Advice – helping you to prepare for the future, always a good thing
- Forward-looking – helping your customers understand where you see the future and where your technologies might be going
- Best-practices – are always a good idea because they let customers know that you've had some experience and you can reduce risk for them.

Where does it fit in the buyer's journey?



White papers can:

Help buyers recognize issues

Educational content, i.e. Analyst reports, market research studies

Help buyers identify solutions

Content that provides approach or solution information, i.e. expert guides, best practices

Prove best value

Content detailing solution specifics, i.e. use cases, reference architectures

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- Establishes credibility in the market
- Buttresses a position
 - Either market or technical (pictures)
 - Or describes a best practice
- Demonstrates commitment
 - To a market, topic, approach, etc (pictures)
- Provides substantiation for decision makers
 - (supports a customer's decision point)

Script from AI's Narration:

I really like the whole idea of the buyer's journey as a way to plan content investments. It really helps you think about who's going to use each piece and what they're going to use it for.

And again, as I said, the white paper can fit in three or four places – we will go into that in a little more detail – but really, we start in the early stages, establishing credibility, in the Consideration phase you really need to put your best foot forward, figuring out where you fit in the context of what the customer is trying to do, and then some concrete things at the end that do a lot to reduce risk – provide deep detail on ROI and help people make a decision.

There are purposes for the white paper in all three major phases of the buyer's journey. One paper won't cover everything, so think thru your priorities. Talk to your sales teams – more about that later on.

Whitepapers and Deals

- The what
- The why
- The how



Script from AI's Narration:

In the Why section, we're going to take a deeper look at the sales motion and where the white paper can fit in to help you be more effective there. I think it's an interesting area; there's a lot of complexity there

And we'll share some of the models that we've used,

So let's get going.

Why would you write one?



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Script from AI's Narration:

A lot of times we have people come to us and talk about wanting a paper just to provide substantiation on a particular technical topic or an ROI justification.

But we like to look at it, again, from the customer's point-of-view, what is it you can use the paper for in a particular point in the sales cycle – whether it's building trust, like "Gee, that vendor has something useful to say"

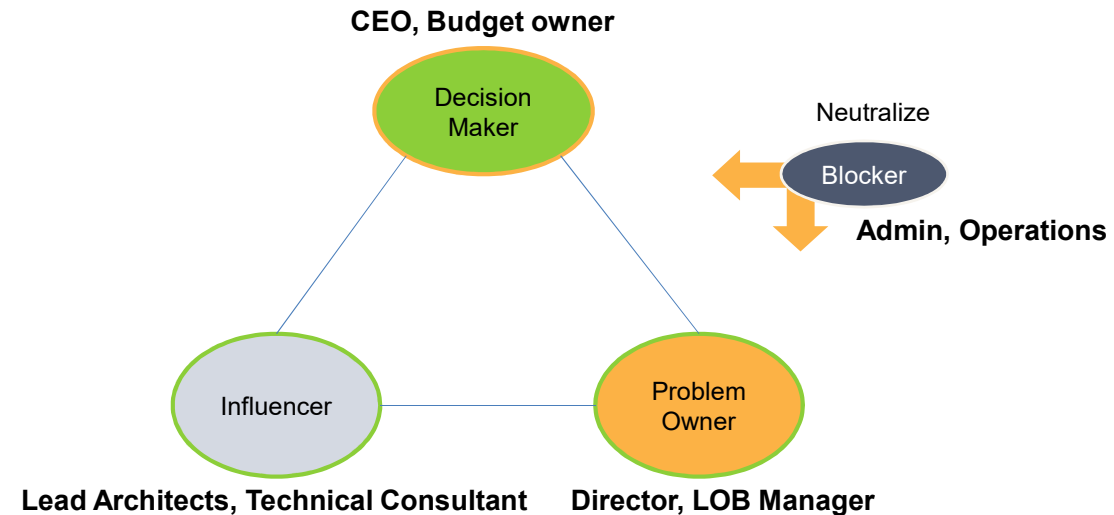
- Establishing reputation – "Boy, that was interesting, I hadn't thought about that before"
- Credibility – something that could be forwarded on across an organization to prove that prove thought leadership
- Commitment to a marketplace – this is always really important, it shows that you've got skin in the game, that you're willing to backup your ideas, and point out that your technology is really good for specific things
- Creating a perceived authority – again, if you can put a paper together that is useful enough that people can pass it around, then you've already established a leg up against your competition
- In many cases, as you get late in the sales cycle, you're going to want to deliver Substantiation – that tends to be more in the ROI point-of-view, best practice point-of-view

And lastly, as you get those papers out there, either dropped off by your sales reps or as part of an awareness or demand gen campaign, you're going to be seen as somebody who's got something to say and you're going to rise in the estimation of the prospects that you'd like to influence

Consider whitepapers as a core tool to accelerate the sales process. Your presales and exec teams are expensive, especially when they travel. If the whitepaper can save them time, by answering basic positioning and value questions, that is a tremendous ROI. Not to mention channel partners – use the paper to take the load off your channel support and presales teams.

We'll talk about reuse of core content later on.

Influence the decision Use your whitepaper to buttress sales conversations



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- Line of business manager or technical consultant
- Either a decision maker or influencer

Script from AI's Narration:

This is a typical persona diagram that we use to put together marketing programs or conduct interviews with client sales teams. We use it to capture who within a sales motion are the key people in opening the door to the sales team, having a frank conversation with people that own the problem, and finally, marshalling our argument so that we're the best solution for the decision-maker. Along the way you have to recognize that there's a blocker in almost every sales situation that involves multiple stakeholders, 10s to 100s of thousands of dollars – there's vested interests and alternatives – and you have to be developing content to engage and convert them.

Look at where a white paper would help you the most in moving a sale forward. Concentrate on buyer decisions because there's lots of discussions, but at some point someone or a group of people have to make a decision and you either pass that gate or you don't.

I encourage you to spend a lot of time with your folks in the field understanding how they sell, who they sell to, and where they get stuck. Because it's where they get stuck that you want to focus the efforts of your paper.

Provide a consistent anchor for your pitch

For your prospects

Describes a best practice, market, or technique

Provides substantiation for decision makers

Establishes credibility in the marketplace

For your team

Buttresses a position

Defines common talking points

Feeds multiple marketing motions



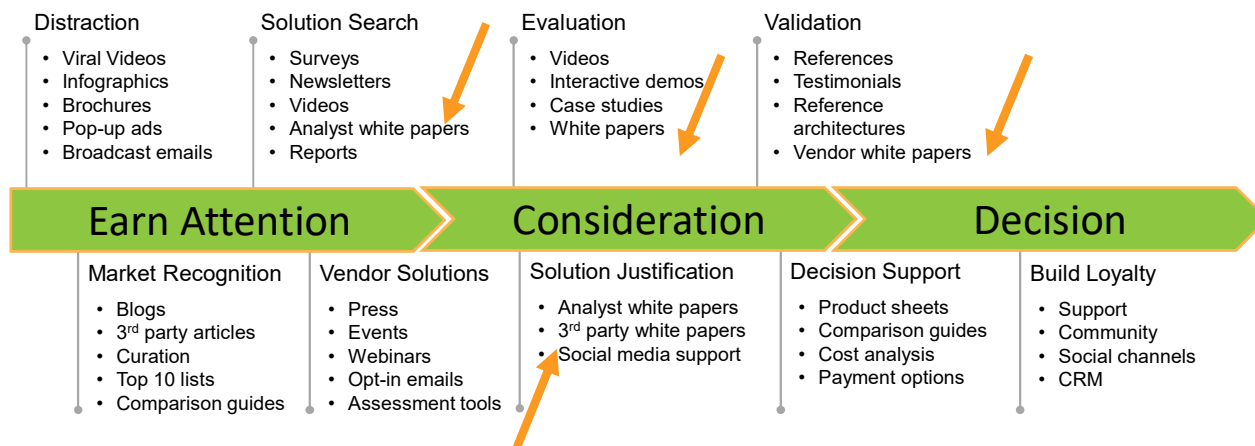
Script from AI's Narration:

We talked about these ideas a little bit earlier in the presentation, but I want to go back to it and reinforce for you the fact that the white paper is an **excellent anchor point** – it brings people together across your team AND out to channels and your customers.

Doing so gives you consistency. It gives you a solid place to start from. It captures your value proposition. It keeps people from getting off-message. And it's something that speaks to your long-term value in the marketplace.

So, as you consider the white paper and what to put into it, look at what it's going to do for your team as well as what it's going to do for your prospects. And that way you will get consistency of message between your field and customer.

Where can it work for you?



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- White papers are one of many different content investments
- At the same time, pieces of them can be used in other material, making the most of your investment

Script from AI's Narration:

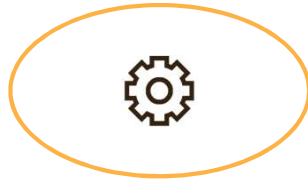
Going back to the buyer's journey, you've probably seen slides like this that show all the various pieces of content, campaign elements that go into a large-scale campaign in the technology industry, or anywhere else. Anywhere that you have multiple people in charge of a purchase decision, that is \$10K and up.

They are complicated and take some time. You need all the pieces together to shepherd folks along, arm your sales teams with exactly the right pieces, get your marketing people involved, make sure that your direct-marketing engines are full of the right content and can support people as they move through the process.

So, I just wanted to point out here that – looking at the types of white papers we mentioned earlier – they do fit, as I said, early in the sales cycle as well as later on in the sales cycle – but they are different papers and they serve different needs. You may decide that you want to support each phase.

Whitepapers and Deals

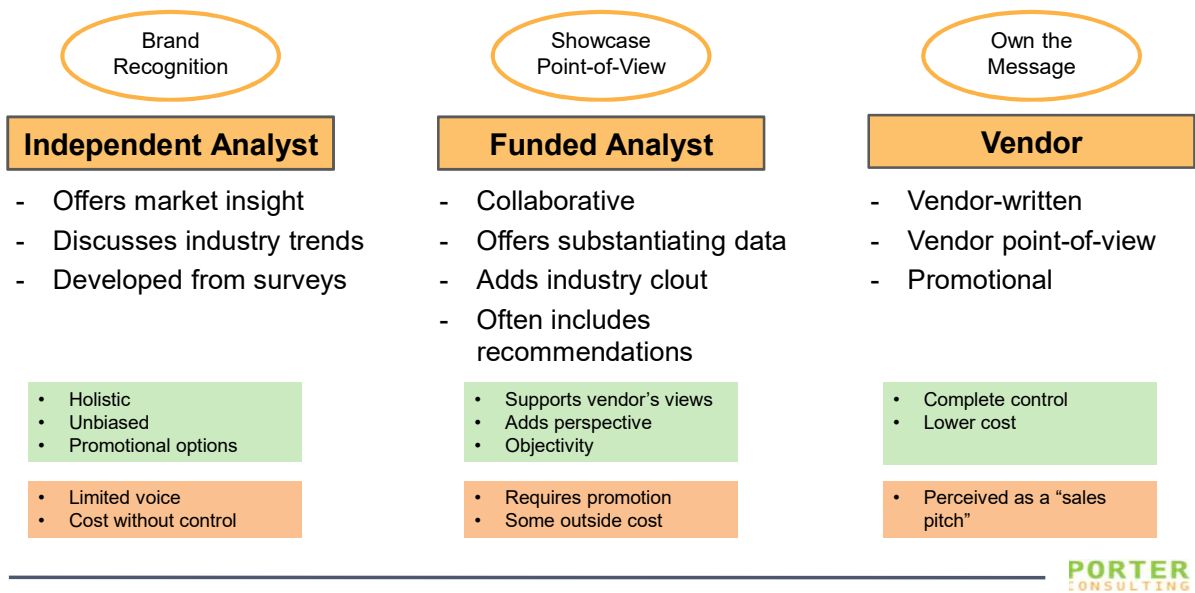
- The what
- The why
- The how



Script from AI's Narration:

So now we're going to get you to the decision process that you're going to have to make as you decide "Should I do a white paper?" and then "What kind of white paper?" and "What do I want to put into it?"

You have three investment options



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ANALYST Analyst provides insight into the market on products and trends based on research, often including results from surveys of multiple vendors.

ANALYST / VENDOR Analyst helps amplify the vendor's message with substantiating data and industry clout. May include recommendations for improvement or comments on vendor's approach.

VENDOR Vendor-written paper discussing a topic from the vendor's point-of-view.

Script from AI's Narration:

In an earlier slide we looked at all the various kinds of papers that are out there – surveys, ROI analyses, things of that nature. There's really three approaches. The independent analyst approach. The funded analyst, and vendor branded.

The independent analyst market survey is perhaps the most expensive way to go in terms of getting recognition for your point-of-view. You're going to be in there with a bunch of other vendors. You may get a page or two. And it may or may not be exactly what you're looking for.

The funded-analyst, is much more collaborative. Your analyst, for instance us, work with you to understand your point-of-view. There is where you can get substantiation, not giving you a straight-A grade on everything that you do, but very much promoting your point-of-view and leadership in the context of what the industry is doing, what other customers are doing, issues that they've seen. A funded analyst type of paper showcases your point-of-view but is not so one-sided that people say "Well, this is just the analyst as mouthpiece for the vendor."

So then we get to the vendor-branded ones, and here, I would say be careful with vendor-branded papers, and really focus on things that you know very, very well. Porter does a lot of these, but we recommend to stay away from competitive comparisons. Readers like to poke holes and make fun. Make sure that topics are

well grounded, focused on what you do very well. Stay away from in-house competitive positioning papers.

Porter Consulting's unique "Crunch Time" model



- Developed through years of market experience
- Starts from a goal and audience perspective
- Anticipates sales team barriers
- Centers on resolving the customer's problem
- Helps you influence decisions
- Includes comparisons and best practices
- Easy to read and navigate

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Script from AI's Narration:

As I mentioned earlier, we've been doing marketing tools and programs for 20+ years and we've written a lot of white papers. And over the years we've come up with a few new ideas to make whitepapers more valuable. We've melded them into our "Crunch Time model". Again, it's really about the customer first. We believe they help our clients think less about what's their product and why is it great and more about "what's the problem that the customer is trying to solve" where they're seeking out a solution. You have to accept that whatever you are selling is just a means to an end for your customer.

So what we want to do with the paper is always take the customer's problem point-of-view rather than a vendor's technology point-of-view. And then, along the way, we want to do what we can to bring your best foot forward in terms of comparisons and best practices.

Again, we want to help you in figuring out what's the customer problem you're best at solving at? And use that as the basis for the paper. Then we can put your best foot forward. Along the way of, of course, we want to make it easy to read and navigate. Sometimes an interactive PDF is a great way to go, or more standard paper-style front to back. Lots of options there. You're going to get the most use out of a paper that's focused on helping your customer get something done- not so much on your product as the centerpiece.

Some recent examples



**Business
Need**

- **Best practices**
 - Challenges > principles and recommendations
- **Market Comparison**
 - Criteria > vendor comparison > ranking
- **ROI Analysis**
 - Cost factors > detailed analysis

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Script from AI's Narration:

So let's look at some recent examples.

We did a market comparison a few years back for a company in the networking space. We did NOT focus on the products and the speeds and feeds. We started from the customer business need, which was to upgrade the campus network. And to take account mobility, media, security, things like that. Then we buildt criteria based on what the prospect was trying to accomplish. That became the hinge-point for the vendor comparison. And we used that to drive the ranking. Again, in that case, a lot of close work with the vendor to determine what was their best opportunity in the market and structuring it around that opportunity. You don't have to hit the whole market. You have to say that you do one certain thing very well and those happy customers will make you grow.

The ROI analysis is always an interesting one, especially late in the sales cycle. Again, focus on the business need, focus on all the cost factors relative to that, and use a detailed analysis that enables you to show where you have advantages. Make sure to explain the model concretely. Otherwise it is just armwaving.

Many times those are in operational efficiency, rather than power and cooling or something like that. You may want to focus in on the people cost, if you can, because that's always a huge factor. Put that ROI analysis in terms of a business problem and a cost/analysis model that the customer is likely to have. Because if you analyze something that doesn't matter to them – point in case, power and cooling for a commercial account that doesn't have any way of costing out their datacenter power and cooling separately – you've wasted your time.

When you get down to best practices – again this is really critical, especially for services organizations – you want to help people really see that you've been there, stood in their shoes before, understand what's required, document the challenges... Again, in a white paper, as in a presentation, you want to have that lightbulb moment where the customer realizes that you've seen things the way that they're going to spark to see them. Then they'll be able to follow through with your principles and recommendations. This is a great

opportunity for a vendor paper, as well.

Consider what you're trying to accomplish and whether it's best suited by a vendor-branded paper or an analyst paper.

Leverage your investment



Gated asset



Blog topic



Repurposed

Earn Attention

Consideration

Decision



Sales decks



Social topic



Leave behind

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Script from AI's Narration:

Here's where I think it gets really interesting from a marketing investment point of view. Again, we're getting back to the Buyer's journey and moving through that. You have a lot, as we showed in an earlier slide, of things you're trying to do. Use the information that you've gathered in the development of the white paper as many places as possible. As I mentioned earlier, that's going to help you with consistency of the message. But it's also going to build a self-reinforcing environment where people use your materials – they get used to what you're saying and you become more well-known and more credible out there.

So, you've got the gated asset for demand-generation purposes. By that, I mean the reader has to leave their email to download the paper. No reason you can't have blogs to promote that as well. No reason you can't push out the key messages and findings as slides and put them in sales decks. Tweet about it. Post on Youtube. Use these as places to form up community discussions. Repurpose into brochures, look at multiple ways to get the message out there. And of course the classic leave behind from the sales meeting.

A friend of mine does website performance analysis. At the end of the day, useful content drives traffic. Get it right and they will come. Take the content that you've created and use it in 5 or 10 or 15 different ways so that you get the most out of the paper. And not just the number of downloads that you get, but how you can use the findings from the paper to reinforce your message in a lot of different ways. And get it out to your partners.

Putting it together



1. Get your sales team involved!
2. Identify where more in-depth information can help close deals
3. Define how your unique perspective and value can engage customers
4. Decide who may be a blocker and address them
5. Center your argument on supporting the deal
- 6. Make the most of your investment!**

Script from AI's Narration:

So a quick recap. First, talk to your sales teams, understand the sales process, understand the stakeholders, figure out where more in-depth information can help you close deals, open doors, address objections, and put your best foot forward.

Look at what you have in your kit bag. Talk to the smart people in your organization. Figure out what they know that their customers are trying to figure out, what are the hidden nuggets that you want to get out? What are the key strengths you have? What are the market opportunities that you're best at? That's what you really want to focus on for a white paper topic.

Next, you're going to have to look at who, at the customer, you're going to need to convince. Look at those stakeholders. Make sure that, whatever you write, addresses their needs.

Really focus on decisions. Data gathering is great, but what does the customer make the decision based on? Make sure that you have some information that's going to go directly to the criteria that they use to make decisions. Otherwise, you're wasting time.

And then, reuse what you have, so that it becomes part of your messaging and your messaging reflects the white paper and you have a consistent, external view that puts your customers first and reinforces the strengths that you have in the marketplace.

Porter Consulting Your Solution Marketing Partner



CONTACT US

sales@porterconsulting.net

- Social Media support
- Sales tools and content
- Whitepapers
- Webinars
- Channel training
- Demand generation
- On-demand professional resources

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Script from AI's Narration:

Of course, Porter Consulting is here to help. We've been doing solution marketing for a long time. We have some excellent relationships in the field, channels, and distribution. We understand enterprise customers. We understand the enterprise decision process. We can help you with white papers, webinars, channel training, demand generation, demand generation program management, and, of course, on-demand professional resources to fit in and be part of your team.

Look to us to be helpful in any way we can and we'd love to discuss what your needs are and see if some of our skills can be brought to bear to help you win more deals.

Thank You

For more information

info@porterconsulting.net

<https://www.youtube.com/watch?v=5AuMJ0TAXt0>

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Thank you very much for attending and we're going to open it up to questions now. If you have anything you'd like to follow-up with later, please just drop us an email at info at porterconsulting dot net