

## CASE STUDY

### BUSINESS CHALLENGE

Make the switch from quantity-based sales to a value-based selling operation that closes bigger deals; train and orient sales force for complex negotiations.

### SOLUTION

Customized K&R negotiation training curricula that prepared the sales force for the complex, high-value sales that the company's new goals would require.

### BENEFITS & RESULTS

- Threefold increase in average deal size and upsell of services to existing accounts
- Easier closes from value-based negotiation
- Better preparedness and negotiation skills in sales force



Nerac, Inc. | <http://www.nerac.com>

#### **Research and Advisory Firm Uses Negotiation Training to Leverage Bigger Deals with Existing Accounts**

Nerac, based in Tolland, CT, is a research and advisory firm for companies that are developing innovative products and technologies. Their objective is to help clients protect and leverage patent assets, identify market opportunities, bring products to market and plot a path for growth.

For strategic reasons, Nerac decided to shift their model from a high-volume customer base to a value-based model that would hinge on increasing opportunities and deal size with key accounts. Nerac's sales leadership felt that the nature of the complex, high-level deals they would need to plot their future course fell outside the expertise of traditional sales force. The need to retool the way the sales force positioned the company and articulated value was critical. This was made more complex by the fact that while new personnel were joining the sales force, the existing sales resources were focused on client opportunities that were already in process.

## K&R Expertise in Complex Negotiation Lit the Way

“We decided to enlist K&R because we could immediately see that they had the expertise in high level sales,” said Kevin Blackwell, senior vice president of sales and marketing. “We encountered some skepticism among our sales force when they thought they were being enlisted for yet another sales training course, but they quickly saw that K&R had the real-world mastery of complex negotiation methods that would help us achieve the shifts in thinking to attain the new performance target we had set for the company.”

The K&R team drew on its background of high-value sales, complex negotiation, account planning and strategy to present a customized negotiation curriculum that helped shift sales force habits to align with the new strategy. Negotiation was inherent to the daily fabric of Nerac and its customers, so the K&R work focused on that.

*“It was no longer a “debate” with our clients, and it meant that we could start selling more services. **Deal size has tripled** as we apply our skills and focus on the accounts that will help the company grow faster.”*

Kevin Blackwell, Sr. Vice President of Sales  
and Marketing

## A Successful Organizational Shift

“Our work with K&R yielded immediate impact,” adds Blackwell. “I saw improvement in how we demonstrated value at the table so that our clients understood it. It was no longer a “debate” with our clients, and it meant that we could start selling more services. **Deal size has tripled** as we apply our skills and focus on the accounts that will help the company grow faster.”

Since working with K&R, improved preparedness among members of Nerac’s sales team has also yielded the gains that were the goal of the company’s strategic shift.

Working in-depth to prepare six months before a contract renewal date, a Nerac representative was able to discover previously unexplored potential for increased penetration of the account. By the time the negotiation came around, Nerac was able to close on expanded services for greater margin, as the sales rep was better prepared and trained to articulate the value. This account became the largest in the company.

Nerac's work with K&R yielded the high-value closes that helped it execute on its strategic shift from a volume seller to a value seller.

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## About K&R

K&R Negotiation Associates, LLC, is a consulting firm specializing in structuring and negotiating business transactions around the world. Our consulting, negotiating, and training firm is comprised of professional negotiators, sales executives, and business lawyers. Our professionals have an average of 20 plus years of professional negotiation experience. Applying our methodology changes your negotiation behaviors and improves your negotiating success.

K&R provides your team with skills they can immediately apply to build positive and profitable long term relationships with their clients. K&R's clients include Fortune 200 companies such as IBM, EMC and Xerox, as well as smaller companies such as Bristol Technology, Priceline, SEI and others.