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Selling the Whole Company

Effective Date:
January 1, 2008

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May 7, 2020

Applies To:
Corporate Division
Environmental Division
Laboratory Operations Division
Life Sciences Division

Improvements to the Current Procedure (All Divisions):

1. Make it easier for sales to identify cross-selling opportunities.
2. Make it easier for sales to connect to the right sales resources in other Divisions for referrals.
3. Make this content available online for quick, on-the-road access.
4. Establish some benchmarks – how will we measure improvements to this best practice?

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Selling the Pace Brand

The purpose of this Best Practice is twofold:

1. To expand the value Pace can provide to an account by identifying cross-division opportunities and (land and expand our presence within an account);
2. Make it easy for you to network and/or provide referrals to your counterparts in other Divisions.

Since our brand positioning and messaging communicates the breadth (locations) and depth (capabilities) of our offerings, it only makes sense that we should be thinking more holistically from a sales perspective, too. Consider the brand message:

Working Together to Protect our Environment and Improve our Health

Selling the Pace brand across an account means selling the integrity and accessibility of the data we provide, the quality of our processes and technologies, the reliability of our people, location coverage, and more. Customers working with Pace across their organization, can simplify:

- Procurement approvals (master service agreement; cost benefits)
- Geographically diverse/decentralized sampling/testing requirements (e.g. national coverage)
 - – and uniformity of such
 - Ability to access data from multiple locations
- Responses to regulatory and/or compliance requirements

Benefits of Selling the Whole Company:

1. Builds Pace brand equity
2. Differentiates Pace from local and other national labs
3. Differentiates Pace from single location, discount competitors
4. Increase “sticky-ness” existing accounts (embed Pace into an account such that it would be hard to remove us)
5. Expand business with regional/national clients who have coverage issues
6. Direct ship work to non-local Pace lab pays 2% commission (Environmental)
7. Skills development and advancement opportunities

Tools for Selling the Whole Company:

1. AEs / SMs / RSMs in different divisions who represent the same territory as you
 - a. Connect and know the players in your market.
 - b. A current list of AEs / SMs / RSMs can be found in the Sales Directory on Salesforce
2. Pace-marketing.com/sales
 - a. Overview and marketing materials
 - b. Division videos: Scientific Professional Services, Environmental, Life Sciences
 - i. What we do/sell?
 - ii. How do you know if there is a viable opportunity?

- c. Division contacts
 - i. Current representative for the division to assist in opportunities or connect you with the right contact.
- 3. Key questions to consider (see below)

When is the right time?

When is the right time to offer all Pace capabilities?

1. Procurement meetings (any level, especially high-level meetings)
2. Industry networking events, conferences / tradeshow
3. Close of deal (as appropriate)
4. Corporate and key account meetings
5. Multi-site company meetings

Always ask for referrals and contacts within their organization when possible. If you question whether there is an opportunity for cross selling, work with SM/RSM and divisional contacts for support.

Key Questions to Consider

For identifying opportunities, consider asking these questions to customers (or answering them yourself):

Life Sciences:

1. Are the products you make considered a drug product (small molecule, biologic, gene therapy)?
2. Does your company need support services for the development, commercialization and/or manufacture of drug products?

Scientific Professional Services:

1. Are you a chemical manufacturer? (Regulatory)
2. Do the products your company manufactures require hazard communication? (Regulatory)
3. Does your company have on-site laboratories? (Necessary for Instrument Services and Scientific Staffing)
4. Does your company have cleanrooms on-site? (Necessary for Cleanroom Validations)

Environmental:

1. Does your company need analytical testing for the following programs: SDWA, RCRA, CWA, CAA, NPDES, MCEs?
2. Do you have projects that require any non-routine testing or have unique analytical requirements?
3. Do you ever need testing support for any remedial investigations?
4. Who is in charge of environmental compliance or remediation in your organization?

Action Plan: Opportunity Identified

1. When an opportunity is identified outside of the AE's division, the AE will involve division representatives for support or opportunity hand-off. Updated division contacts can be found at Pace-marketing.com/sales.
2. Provide updates and outcomes of the opportunity to whomever the lead came from.
3. When entering an opportunity in Salesforce, utilize the "lead source" field to identify the opportunity as a referral. (Track who was involved, what happened, and the results.)