

SANDLER<sup>SM</sup>



**ROHDE & SCHWARZ**

**Solution Selling**

**Follow Up Session  
Feb 13, 2026**

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- Not fully understanding capabilities
- Focused on the box
- Missing value with customer
- Stuck and not listening effectively
- Not understanding buying process
- Lack of understanding of key decision makers
- OCD
- Customer deconstructs our proposal
- Understanding change in requirements
- Putting R&S in our place (compartmentalizing)
- Scope creep and defining requirements
- Commoditizing caused by customer
- Lack of ability to understand and adapt to the future
- Not defining risk early and poor job selling internally
- Local team doesn't want to give up control
- System level selling process
- Applying solutions to undefined problems
- Customer org change (OCD)

## Introductions: Why do Systems Deals Stall, Fall Out, or Go Unrecognized?



# Selling Atmosphere

- **Highly technical solutions (test & measurement, secure communications, broadcast, aerospace/defense, cyber security)**
- **Long, complex buying cycles**
- **Highly regulated industries**
- **Sophisticated technical and procurement stakeholders**



# System Level Pain Mapping

## Step 1: Define the System Context (not the product)

- What *mission* is this system supporting?
- What happens if the system underperforms, integrates late, or fails in real conditions?
- Who gets blamed when that happens?

This immediately separates systems thinkers from product pitchers.

## Step 2: Identify Non-Technical Pain Categories

1. Operational Risk
  - Delays, downtime, mission readiness gaps
2. Integration Risk
  - Multi-vendor complexity, interoperability failures
3. Program Risk
  - Schedule slips, cost overruns, failed milestones
4. Reputational / Career Risk
  - PM credibility, executive scrutiny, audit exposure
5. Future Risk
  - Scalability, evolving threats, obsolescence

No features allowed yet.

## Step 3: Build 3rd-Party Stories at the System Level

Instead of feature stories, use outcome-based stories.

Template:

“We worked with a program similar to yours where the system technically met spec—but once deployed, integration issues caused \_\_\_\_\_. The real issue wasn’t the hardware, it was \_\_\_\_\_.”

### Key rule:

- The problem is never “they lacked X feature”
- The problem is what happened because of it

# System Level Pain Mapping

## Step 4: Test for Pain (not prove it)

- “How similar is that to what you’re dealing with today?”
- “Where does that show up for you?”
- “What happens internally if that risk materializes?”
- “Who feels it first—operations or leadership?”

If the buyer doesn’t react  
→ no pain yet.

## Step 5: Connect Capabilities (not features)

Once pain is acknowledged:

- Tie capabilities to risk reduction
- Position the system as an insurance policy, not a product

“The reason that didn’t happen here was less about the technology and more about how the system was designed to \_\_\_\_.”

“In systems selling, pain doesn’t live in features—it lives in failure, exposure, and consequences.



# Understanding Conviction

Conviction is a firmly held belief in the value of your product or service **and** your ability to provide solutions to your buyer's needs.

1. Builds trust with clients
2. Enhances communication effectiveness
3. Drives persistence in the face of rejection
4. Fuels passion that motivates both the seller and the buyer



# Where AI Fits in the Sales Process

## Before the Meeting (Preparation & Insight)

**Goal:** Show up sharper than competitors

### High-impact AI uses

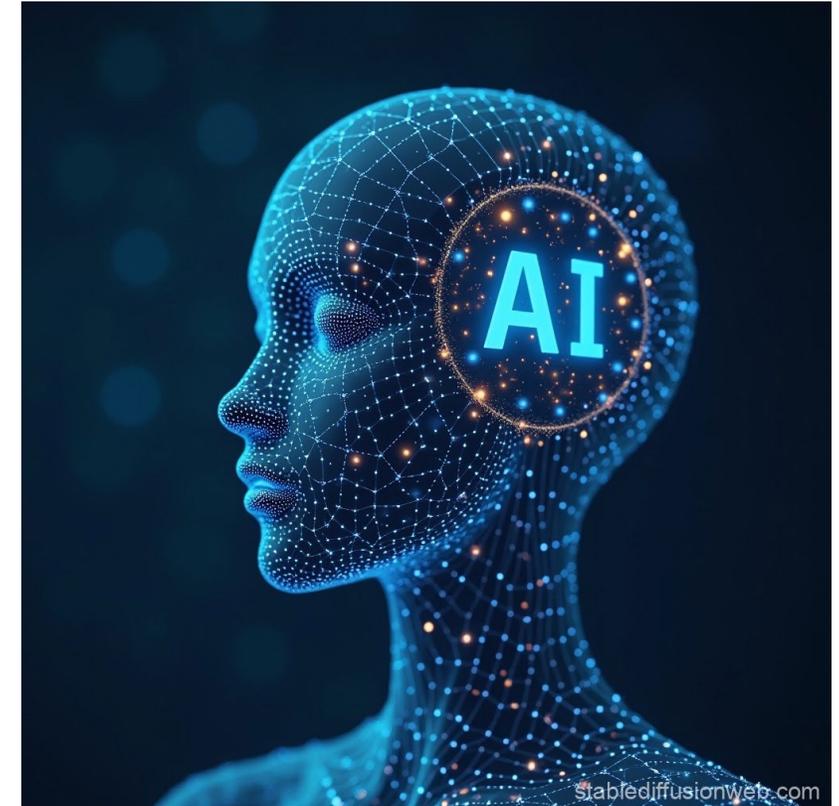
- Account & industry research
- Persona pain hypotheses
- Meeting planning & agenda creation
- Competitive landscape framing

### Example Prompt

“I’m selling a complex electronic warfare system into a government defense organization. My buyer is a Program Manager. List likely KPIs, pressures, risks, and questions they care about.”

### Why this matters at R&S

- Buyers expect credibility immediately
- AI helps reps sound like SMEs faster



# Where AI Fits in the Sales Process

## During the Sales Cycle (Discovery & Messaging)

**Goal:** Ask better questions, tell better stories

### High-impact AI uses

- Discovery question generation by persona
- Story structure (Before → Pain → Solution → After)
- Objection rehearsal
- Reframing from “product” to “system outcome”

### Example Prompt

“Create 8 pain-based discovery questions for a Defense Program Manager evaluating EW systems. Focus on integration risk, lifecycle cost, compliance, and mission readiness.”



# Where AI Fits in the Sales Process

## After the Call (Follow-Up & Momentum)

**Goal:** Move deals forward cleanly

### High-impact AI uses

- Call recap structuring (without sensitive info)
- Follow-up emails tied to buyer pain
- Internal opportunity strategy planning
- Mutual action plans

### Example Prompt

“Draft a professional follow-up email that confirms priorities, risks discussed, and next steps—without referencing sensitive details.”



## Use AI for Research & Account Mapping in Seconds

LinkedIn is great... And using AI can make it greater!

### AI can instantly:

- Identify the likely buying committee
- Summarize responsibilities of roles like Media Engineering Lead or Archive Specialist
- Suggest multi-threading pathways when the main contact goes silent

### Example prompt:

***Using all of the available information that you can find, build a Rohde & Schwarz specific buying committee for \_\_\_\_\_ department and include: decision makers, influencers, their KPIs, and how Rohde & Schwarz would align with each.***

**Prompt 2:** Can you provide names for the above positions?

# Where AI Fits in the Sales Process

## AI for Account & Persona Intelligence

### Take one real target account

Ask AI:

- What pressures are likely?
- What could go wrong for this buyer?
- What does success look like?

AI gives **hypotheses**, not truth.

Your job is to **validate in discovery**.

## AI for Storytelling

### Prompt

“Create a safe, non-classified sales story for an EW system using: Before → Pain → Solution → After. Keep it high-level and outcome-focused.”

### Teaching Point

- AI helps with **structure**
- Humans add **credibility and nuance**
- Never insert classified details

## AI for Objection Practice

### Prompt

“Role-play as a skeptical Defense procurement leader. Push back on cost, integration risk, and vendor differentiation.”

### Why this matters

- Low-risk practice
- Builds confidence
- Improves messaging discipline

What's the best way to ensure that you have an opportunity to present your proposed solution LIVE vs. sending it to them, and waiting...?



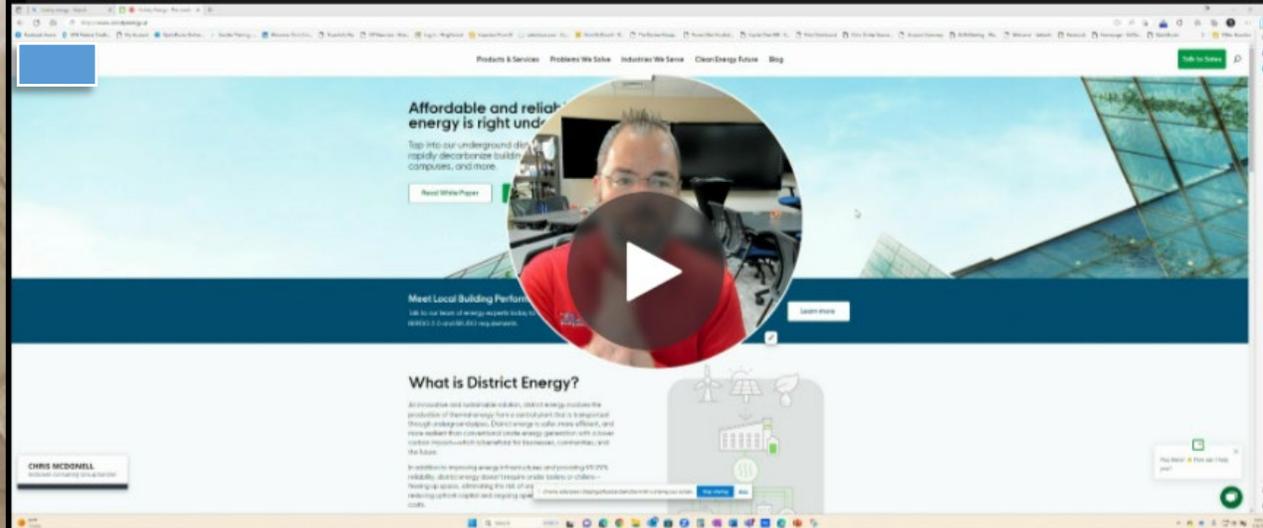
It all comes down to how you handle the first discovery meeting...



# Missing Persons Video

How often does someone miss a meeting?

**Tip:** Do a video summarizing the notes of the meeting and send to the "Missing Persons." Copy the others.



## Get A Decision Email Template

Joe Prospect,

I was looking through my notes from the past several weeks and saw your name. It came to me that we had a bit of a loose end. I remembered you saying that you were evaluating \_\_\_\_\_. I have not heard back from you after leaving a few messages, so I am imaging that either:

- 1) You have decided not to \_\_\_\_\_ and continuing on the same path with \_\_\_\_\_.
- 2) You are still evaluating what direction to take; however, the solution does not involve Rohde & Schwarz. I am fine with that by the way – as long as you are getting what you need.
- 3) Or, like many, you have been involved in a lot of other ‘things’ that have taken precedence; and have not had time to focus on \_\_\_\_\_ – and the reward or consequence associated.

There are probably a few things that we can do:

- A) Either the first or second situation above exists – and I should clear this out of my ‘to do’ list. I am totally comfortable with this, and if there is anything else that I can do to help you in your efforts, please let me know.
- B) We set up a meeting or call to discuss in more detail what you are hoping to accomplish, and determine if we are a resource to help you get there... It’s possible that Rohde & Schwarz is not the best answer. If that is the case, I will probably be the first to notice it, and I will share that with you – if you are alright with me being so candid.

Please let me know what we should do... and BTW I am fine with #1 or #2 above.

Regards,



# The Sandler Success Triangle



*Debate Time!*

*“Does A drive B or,  
Does B drive A?”*



# A Perfect (and Deadly) Pairing

**BUYER**



Express interest



Act motivated



Obtain information



Avoid commitment



Disappear



Conduct needs analysis



Present or propose



Attempt to close



Handle objections



Follow up

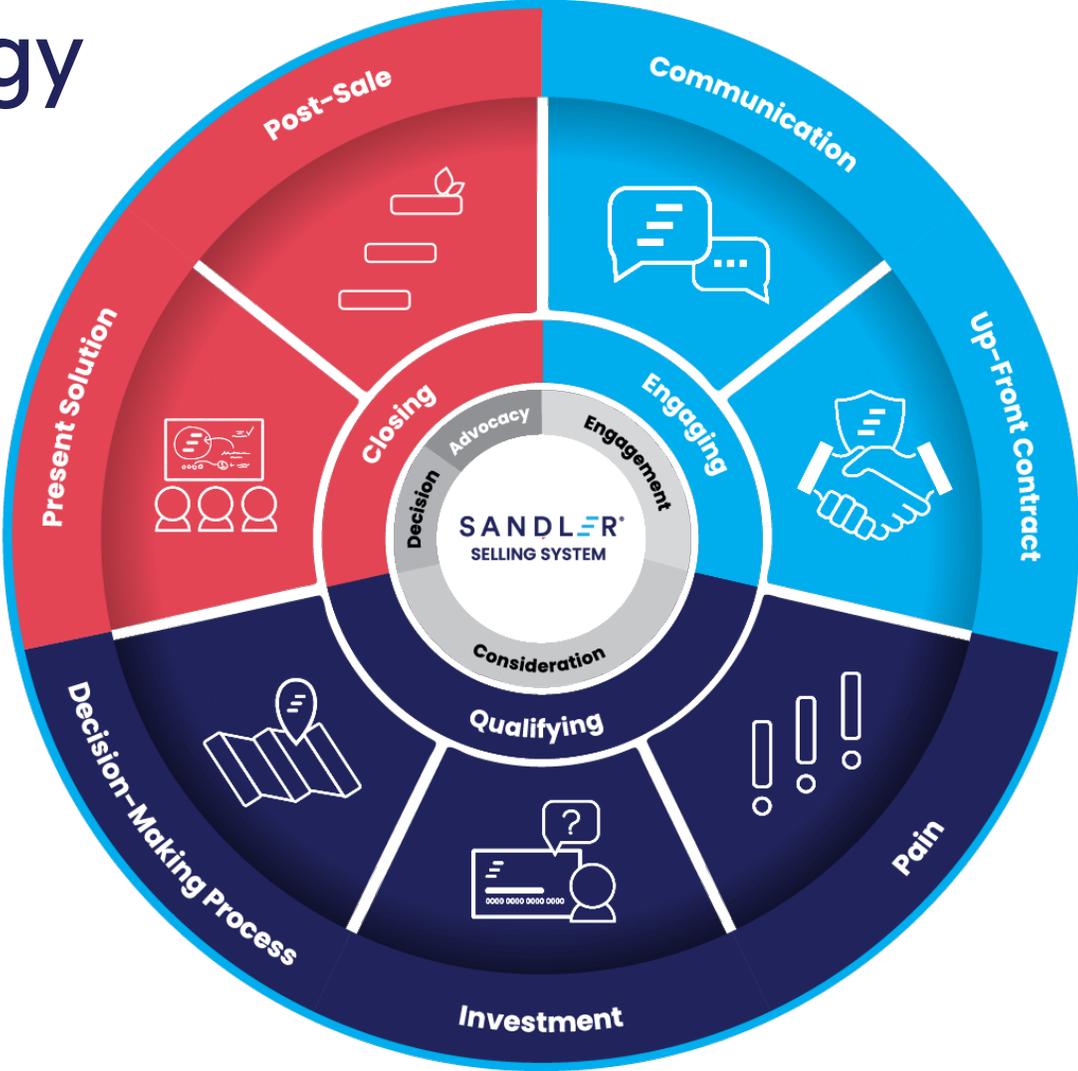
**SELLER**



**Who is leading the  
buyer/seller dance?**

1. Mislead
2. Gather information
3. Commit to Nothing
4. Hide

# Sandler Methodology



# Elevating and Differentiating Yourself

To create chemistry with buyers, we need to consider how people form opinions and connect with each other.

- Verbal and non-verbal communication
- Pattern Interrupt
- Connect Questions
- Communication Styles

# Elements of Communication



# Listening is HARD!

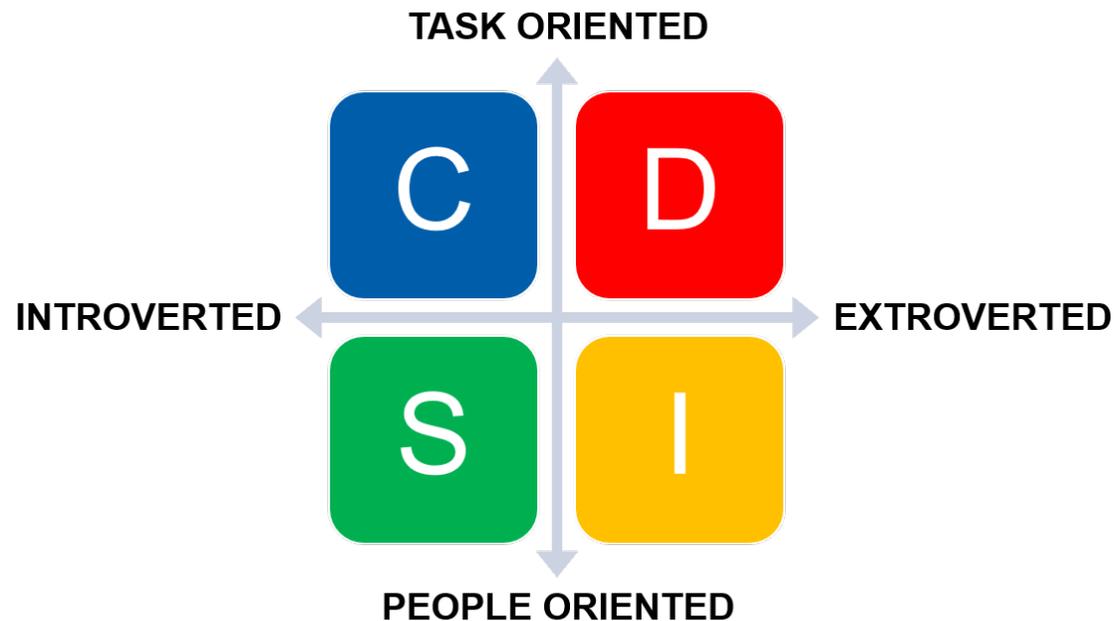
- Combative or Competitive – Listening to fight back or prove you wrong.
- Passive – Listening but not responding, either physically or emotionally.
- **Active** – Listening with attention, ask defining questions, and confirm the message.



## Listening Activity

# DISC Behavioral Styles

- DISC is a preference-based profile and does not predict or indicate ability.
- **NOTE:** No one style is better than any other.
- DISC styles are not good or bad, they just are.
- It is our job to be a professional communicator first, and comfortable second.



# Components of an **Up-Front Contract**



## Appreciation/ Purpose

Thanks for setting up the time to meet to discuss... Our goal is to determine if we are the right fit for \_\_\_\_.



## Confirm Time

Does the 60 minutes we had planned still work for you?



## Agendas: Yours & Buyers

My goal is to learn about your current needs, and I'll be asking a lot of questions, for example..... Does that make sense? Are you OK with that?

If we were to build an agenda for this meeting, and it were to turn out to be an ideal discussion, what would you want to make sure we cover? (Play back) Got it. What else?



## Expected Outcome

Typically, I find that we can decide together if there's a possible fit or not. If not, no problem. You'll let me know if you feel that way? On the other hand, if it looks like there might be a potential fit, we'll take the last few minutes to set up our next conversation. Fair?

