



Pitching for New Budget

A guide for securing internal wellbeing investment in today's cost-cutting environment.

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Welcome + Intro

Gina Allchorn Bio:

I am a passionate advocate for wellbeing believing everyone can find something that makes them feel good. I also love the art and science of new business and sales - there is always something to learn! I have been at Gympass/Wellhub for nearly 7 years seeing us transition from a little known corporate wellness company to one with 10K clients and 2+ million subscribers!



Agenda

1. Why are we all here?
2. Identifying a *problem* that *needs* solving now
3. Finding the solution that best solves that pain
4. Identifying and influencing your key stakeholders
5. Understanding the decision process & approval
6. Other tip for success - group ideas!

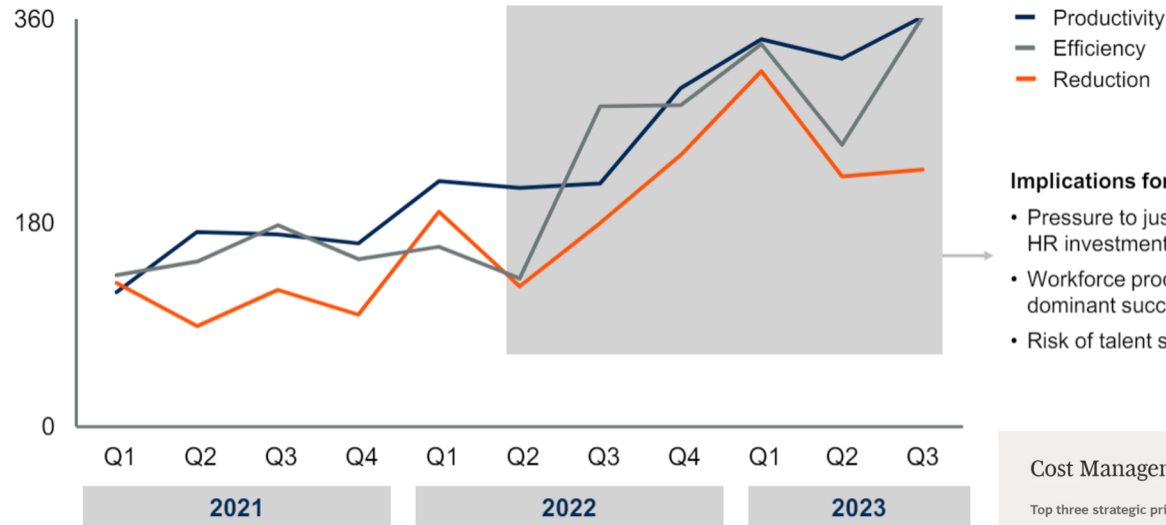
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Let's start
with a bit of
movement!



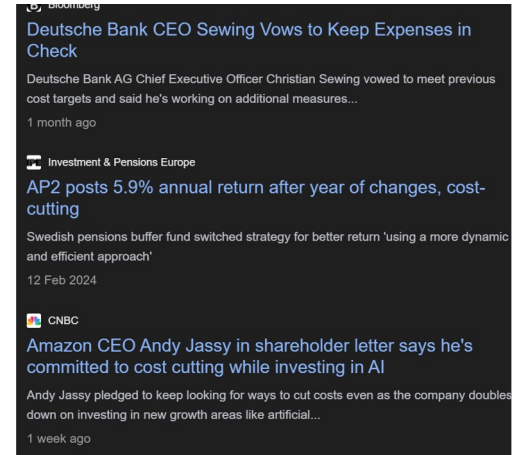
Why are we all here?

Prevalence of Efficiency-Related Keywords in S&P 100 Earnings Calls



Implications for HR Leaders

- Pressure to justify the value of HR investments
- Workforce productivity, the dominant success measure
- Risk of talent supply disruptions



RETAIL

Companies — profitable or not — make 2024 the year of cost cuts

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Cost Management Is a Top Priority for Improving Performance in 2024

Top three strategic priorities



1. Cost

The focus on reducing cost crosses regions and industries



2. Growth

Companies in the US and Asia are growing by expanding product lines while companies in Europe are growing by managing prices to counter inflation



3. Expansion

Geographic expansion is spurred by opportunities in Southeast Asia but tempered by ongoing geopolitical tensions elsewhere

Source: BCG Global Catalyst survey on strategic priorities, n=600.

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Show of hands:

Who here has successfully pitched for incremental spend in the last year?

How were you successful?

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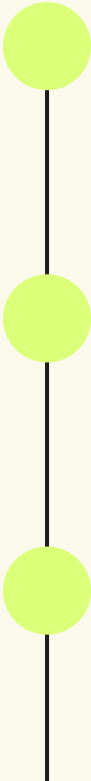


And, who hasn't? Why was that?

Ideas include capacity, timing, budgets are already set, prioritisation, restructures, company doesn't invest, lack of personal influence....anything else?

LOSS AVERSION.

People will work **twice** as hard to **avoid loss** than they will to **gain benefits**.

- 
1. Risk Aversion
 - a. People prefer low uncertainty over high uncertainty. See the “potential pain of a loss” as a barrier to “making a rational investment.”
 1. Endowment effect
 - a. People often demand much more to give up an object than they would be willing to pay to acquire it
 1. Status quo
 - a. Resistance to change. Keeping things the way they are. Doing nothing. A preference to the current state. Inertia.

Loss Aversion

What does this mean for our job in getting agreement for a new partner + budget?



You need to convince your internal buying group that the status quo is no longer an option.



The gains a change would make need to be double what stasis would be.



More senior people or those with high wealth are much less affected by loss aversion! Likely due to their ability to recoup losses more easily.

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Action 1

Find and socialise a problem that needs to be solved now

Find the Problem

This is a problem that needs to be solved now. If it isn't solved then the losses will be much larger than the investment needed to solve that problem



Problem needs to be costly - why change?

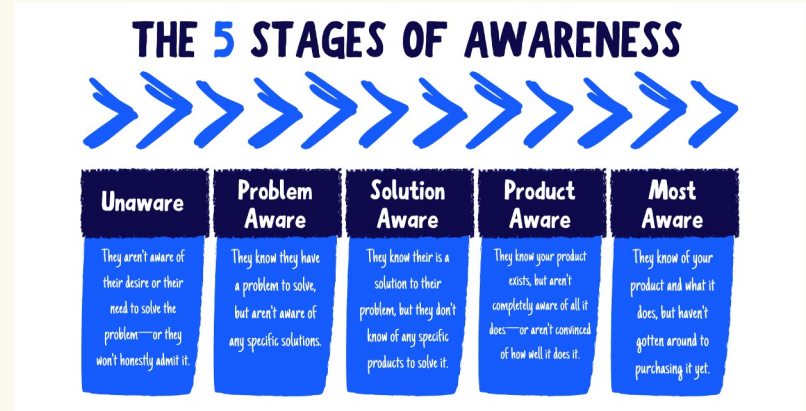
- Is it costing the company money?
- Is there large potential revenue gain?
- Does it impact team efficiencies or increase risk?

The problem needs to drive urgency - why now?

- What will the immediate impact be if the pain isn't addressed now?
- Who is impacted most by this pain and would benefit the most from the change?
- Leverage the trigger events as a way to drive urgency.

Socialise the Problem

Now you have the problem, you need to socialise the problem and bring as well as discuss potential solutions



- Show other influencers the size of the problem and why it needs to be solved now.
- The problem might vary by people - tailor accordingly.
- This problem needs to be articulated effectively with senior management too.

Good client example

2,000 person Fintech company based in UK, Ireland and Germany



Why change:

1. **Above benchmark employee turnover** in UK, IE and DE. Contact centre turnover even higher at 26%. **Costing the organisation +£9M/year.**
1. Europe showing **lowest regional engagement** scores, with wellbeing specifically called out in employee survey results. Tied to 4-1 office working policy change.
1. **Inflating Private Medical Premiums** at c.30% costing an **additional £600K/year** and set to rise YOY.

Good client example

2,000 person Fintech company based in UK, Ireland and Germany



Why now:

1. Employee turnover rates increasing YOY and if not reduced now, will cost the company **an additional £1.5M YOY.**
1. Decreasing YOY employee engagement scores **strongly correlated to negative business outcomes.** Company has 10% revenue growth goals in 2024.
1. **MSK and Mental Health primary claim reasons** on PMI and have been on upward trajectory over the last 3 years.

Good client example

2,000 person Fintech company based in UK, Ireland and Germany



1. Socialised with Head of Customer Service & the biggest driver of the turnover issue. **The one who feels the pain the most and has the most to lose by not solving.**
1. Europe **Finance Director** engaged to prepare a more robust business case with the **required Business Decision Criteria for a successful solution in their eyes.**
1. **HR Leadership** agreed that something needed to be done and facilitators.

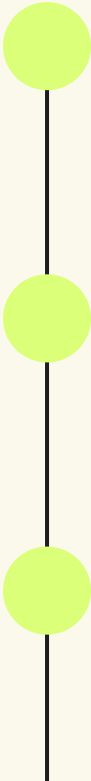
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Action 2

**Identify stakeholders and your
plan to influence them**

Find your Champion

This could be you or someone else! An internal advocate within your organisation who energetically supports and enables your solution.



Champions often possess specific traits that make them successful in advocating for your solution with Economic Buyer:

1. **Influence**
2. **Enthusiasm**
3. **Persistence**
4. **Networking**

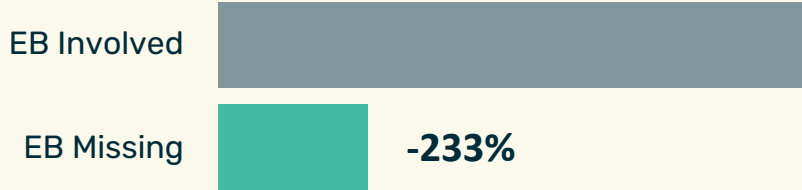
Enable your Champion

This could be you or someone else! Empower them with the tools and information they need to successfully advocate for your proposal.



1. **Train** your Champion on the problem, its impact as well as the preferred solution, their features and benefits.
2. Collaborate on a **tailored implementation plan** alongside the Supplier.
3. Give your Champion **access to subject matter experts** to the company you would like to buy from and answer Qs.
4. **Celebrate successes** and **plan** for any hiccups or potential **objections**.

SUCCESS RATES



Find Your Economic Buyer

This is the person who has the ability to say no when everyone says yes and says yes when everyone says no. They have *discretionary use of the funds and can reallocate budget.*

Economic Buyer engagement is critical in this economic environment and requires a meeting to review:

1. Your Company's "as is" state and negative consequences.
2. The proposed future state and associated benefits. *Speak in their language - cost savings, revenue gain, payback period, total cost of ownership etc.*
3. Required capabilities to achieve that future state and suggested solutions.
4. Agreement that the problem needs to be solved with a level of urgency.

Good client example

2,000 person Fintech company based in UK, Ireland and Germany



1. **Champion:** Our stakeholder had Influence and Authority. He was the European Benefits Director, had bought services before and was well respected in the organisation having worked there for 17 years.
1. **Economic Buyer:** Finance Director was made problem aware giving the green light for solution review. They gave their guidance on what good looked like! This was critical and meant future specific solution sharing would be better received.
1. Support from **HR Leadership** as well as **informal Influencers** (the Head of Cx) meant that consensus on the problem was reached. Minimise roadblocks down the road.

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Action 3

Identify the solutions that will solve that problem

Clarity on your Decision Criteria

The required capabilities that must be in the solution to solve the problem and get your company to the desired future state.

There may be Technical and Business Decision Criteria.



1. Understand what **Decision Criteria** would be used **as part of the Decision Process**. Try and rig those in favour of the most aligned solution.



1. Focus on **business outcomes** as your first and most important Decision Criteria. This will reduce investment levels being the main decision factor and speaks in the language of your EB.



1. Understand the **Technical criteria** and how that connects to the business outcomes.

EXAMPLE

	Criteria	Option 1 - Gympass
Business Decision Criteria	<ul style="list-style-type: none">-Net Positive ROI with specific focus on turnover in contact centres. Need to reverse recent increases within 1 year-Supporting implementation of 4:1 updated working policy-Improve Engagement scores related to wellbeing by 10%-Derisk increasing PMI claims	<ul style="list-style-type: none">-Estimated ROI of £180K. Subscribers of Gympass have 43% lower turnover than non-users.-Commutes, inflexible gym contracts and less time for wellbeing one of key reasons RTO so hard.-Client references with positive engagement score results after implementing Gympass.-35% lower healthcare costs for active subscribers of Gympass.
Technical Decision Criteria	<ul style="list-style-type: none">-High employee engagement of +30% - previous solutions with investment were disappointing achieving 2 or 3%-Covering all European markets with something for every employee-Holistic wellbeing solution going beyond gyms-Affordability for employees inc. something for free-Locations near the offices in UKI & DE-Ease of implementation and ease of use by employees	<ul style="list-style-type: none">-Predicted enrolment of 38% in year 1 - client references available.-Full solution for 11 markets globally inc. required European markets.-Network of 50K in person gyms, 30+ wellness apps (Calm, Headspace, Strava, MyFitnessPal) & 121 Personal Training.-92% coverage for home postcodes and office locations.-Plug & Play solution with no integrations required.
Cultural/Legal Decision Criteria	<ul style="list-style-type: none">-Acceptance of their security requirements & completion of 700 question infosec questionnaire	<ul style="list-style-type: none">-Yes & already partner with a no. of regulated clients.

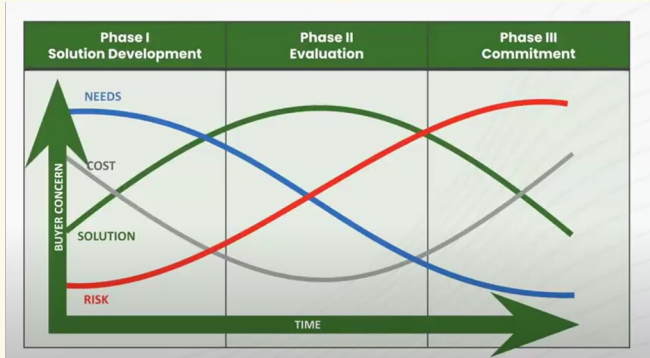
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Action 4

**Aligning your plan for approval to
the Decision Process**

The Decision Process

The process, milestones, personnel and timelines involved in evaluating solutions to address the Problem.



1. Use your Champion to understand the formal and informal decision processes.
1. Leverage your suppliers to prepare the appropriate content needed for each different stage.
1. Risk tolerance massively drops as you get closer to a commitment. Mitigate this risk with references & clear implementation plans.
1. Continue to remind the buying group on the why change, why X supplier and why now.

The Decision Process

Build a Go-Live plan with your Champion and desired supplier.

EXAMPLE

	Action (*Denotes Important Steps)	Owner	Due Date	Status
1	Discovery discussions: align on goals and priorities			Complete
1.1	Business value and use-case discovery			Complete
1.2	High-level overview demo			Complete
1.3	Buying steps and stakeholders			Complete
1.4	Sign MNDAs			Complete
2	Solution deepdive: demonstrations and workshop			Complete
2.1	Customer demo for extended team			Ongoing
2.2	Technical workshop and signoff			Ongoing
2.3	-Internal Invite CSM to Mutual Success Plan to confirm any details			Ongoing
3	Executive Signoff			Ongoing
4	IT, Procurement and Paper Process			Incomplete
4.1	Infosec signoff			Incomplete
4.2	Commercial negotiation			Incomplete
4.3	Sign paperwork			Incomplete
5	-Internal Handoff to post-sales team			Incomplete
6	Kickoff, account setup and implementation			Incomplete
6.1	-Internal Internal process to setup customer instance			Incomplete
6.2	Kickoff call			Incomplete
6.3	Account setup, customization and go-live plan			Incomplete
7	Integration and technical setup			Incomplete
7.1	Integration task(s) for each integration			Incomplete
7.2	test, confirm and go-live with integration			Incomplete
8	Go-live and launch readiness			Incomplete
8.1	Deployment scoping			Incomplete
8.2	Deployment tasks			Incomplete
8.3	Pilot rollout and feedback			Incomplete

Prepare for Objections

Alongside death & taxes, are objections and change aversion.



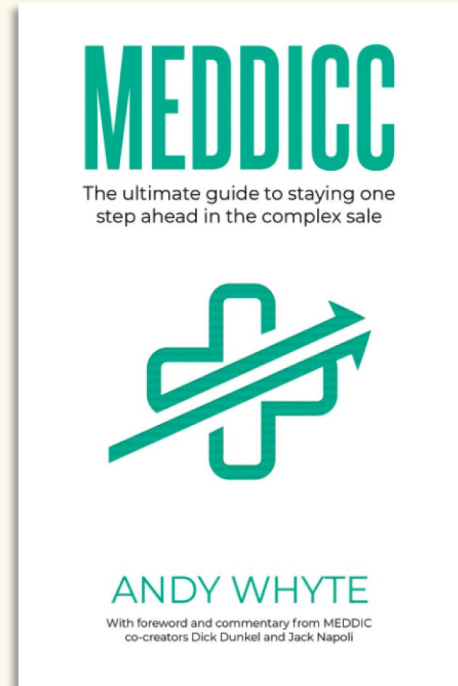
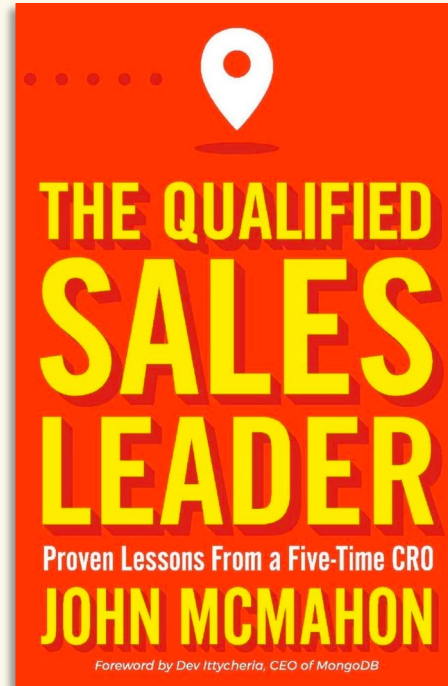
There are always reasons to say no and there are always solutions.

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Other tips for success from
people in the room?

Suggested reading

Every person in every job, is required to sell, in some way. Learn from the professionals when it involves money!



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Thank you!



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