



PRESIDENT'S CLUB 2021

# Cross Sell Flight Plan

Carrie Konior, VP Sales Excellence





- ○ Collaboration & Teamwork
- ○ Cross Sell & Solve One More
- ○ Flight Plan & Resources
- ○ Take Action

# Collaboration



## POLL

In group projects, I usually:

- A. End up doing all of the work
- B. Convince others to do the work
- C. Do my part of the work
- D. I avoid group projects

- Be aware of your biases around collaboration
- Ensure you are doing everything on your behalf to focus on the client

## Collaboration



- Collaboration can be hard – it requires time and effort to build communication and trust across teams in your market.
- NOT collaborating is hard too
- In your market you have resources from other IGs, business functions, people with different skill sets, products, relationships.
- Leveraging this diversity of thought is the key to unlocking ABM's potential for exponential growth
- ABM has an abundance of talented, engaged, motivated team members – we are missing out if not leveraging their expertise.


# Flight Plan

## Who is your wingman?



### FLIGHT PLAN FOR MARKET

(market, state/region/metropolitan area)



Industry Groups/Services in Market	Who's Your Wingman? (Sales/Ops contact)
Technical Solutions - HVAC Core Services	Jim Smith - Sales / Sally Jones - Ops
Technical Solutions - Power	Betty Miller - Sales / Bob Johnson - Ops
Business & Industry - Janitorial, Engineering	Pamaj Patel - Sales / Rick Rameritz - Ops
Business & Industry - Parking	John Woo - Sales / Christine Spencer - Ops

Business Function (Legal, Marketing, Supply Chain, HR, etc.)	Ground Crew (Contacts)
Legal	Mark Thompson
FP&A	Mike Sharp
Deal Desk	Kelli Daley
Marketing	Marianne Smith

My Cross-Sell Blind Spots	Who's got my six? (Who can help you overcome the blind spot?)

Target (Client)	Service to Add	Plan and Dates
Example: XYZ Company	Example: Lighting	Example: Bob is going to bring Sally to client meeting on 2/25/21 to discuss parking safety issue and if lighting retrofit can help.

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- What Igs are in your market and what services do they provide?
- Who are the Wingmen/women/people – Sales and Ops for each?
- Don't forget about your Ground Crew support your missions – Business Functions are critical to meet our objectives
- Do you know who they are? If not, how do you find out?



We focus on Cross Selling because we KNOW that the more services we provide, the more likely we are to retain our clients business.

- "Cross Selling" is an internal term that can end up sounding like something we are doing TO our clients and prospects, when actually it is something we are doing FOR our clients and prospects.
- Clients have already chosen ABM. Everyone likes to be reminded that they made a good decision. The opportunity to cross sell is an opportunity to reinforce with the client that they made the right decision with ABM. It is our way of showing the client that we are partnering with them to help them achieve their business goals.
- For sellers, the unfortunate news is according to Gartner research, prospects largely believe that all facility services providers are the same. Same services, same processes, same pricing more or less. Our differentiator is our strength in our industry knowledge and our ability to provide more...even if prospects aren't looking for all that we offer now, we bring with us an unmatched level of understanding on how our facility services are helping others in their industry meet and exceed their business objectives.

On average, how many services does ABM provide per client?

- A. 1.1
- B. 2.0
- C. 2.3
- D. 3.1

POLL

- 1.1



# Services We Deliver



## INTEGRATED FACILITY SERVICES

- Provides one point of contact**
- Delivers consistent, reliable service
  - Reduces operational & administrative costs
  - Consolidates invoices & contracts
  - Decreases regulatory & safety risk



### ELECTRICAL & LIGHTING

- Repairs, Replacements & Upgrades
- High Efficiency Lighting Improvements
- Predictive & Preventive Maintenance
- Low- to High-Voltage Testing & Solutions
- Electrical Engineering & Commissioning



### ENERGY

- Guaranteed Energy Saving Programs
- HVAC, Central Plants, Lighting & Controls
- Solar & Other Renewable Energy Solutions
- Sustainability Solutions
- EV Charging Stations



### FACILITIES ENGINEERING

- HVAC, Mechanical & Electrical
- Plumbing, Carpentry & Locksmith
- Maintenance, Repairs & Operations
- Handyman Services



### HVAC & MECHANICAL

- Repairs, Replacements & Upgrades
- Preventive Maintenance
- Chiller Services
- Engineering & Recommissioning
- Guaranteed Energy Saving Programs



### JANITORIAL

- Green Cleaning & Recycling Services
- General Maintenance
- Carpet & Floor Care
- Clean Room & GMP Cleaning
- Staffing & Specialty Services



### LANDSCAPE & TURF

- Landscape & Grounds Maintenance
- Golf Course Maintenance & Renovations
- Athletic & Sports Field Maintenance
- Irrigation Maintenance & Management
- Exterior Pest & Fertility Management



### MISSION CRITICAL

- 24/7/365 Facility Operation
- Energy Audits & Optimization
- PM for Infrastructure Upgrades
- Staffing - Government Clearances
- Quality Assurance & Quality Control



### PARKING & TRANSPORTATION

- Shuttle & Transportation Services
- Valet Parking & Special Event Services
- On & Off-Street Parking Management
- Mobile Phone & Web-based Solutions
- Improved Parking Net Operating Income

You may have heard that research conducted last year showed the average number of services an ABM Client has is 1.1. With nine categories of service and over 35 different offerings, we have SO MUCH OPPORTUNITY to make a difference!



The vast number of services we can provide means that we must learn how to collaborate. The idea that we need to be subject matter experts to cross sell is simply not true.

According to 2019 Gartner research, those that are consistently high performers are not the subject matter experts that tell clients what they need or the people that are cranking out “thought leadership” content, but instead the most successful people are adept at Sense Making – they are able to help their clients make sense of all the information they already have.

Our clients and prospects are bombarded by messages/facts/articles/emails/social media/texts - they need help sorting through the noise to identify what can actually help them attain their goals and objectives.

As Trusted Advisors, our job is to listen, understand client's business and their challenges, pay attention, and we ADVISE. ADVISE is a proactive term. We look for ways to add value to our partnership with the client. As Trusted Advisors you don't need to be the SME on every service we provide, but you do need to know the challenges faced in your industry and how to connect to the relevant resources.

A great place to develop your ability to be a good connector is to recognize you have blind spots. We all have blanks, areas we don't know or can't see. Lt Col Waldman

spoke about the need to have a wingman to cover your “six”, to cover your blind spot.

What are your blind spots when it comes to Cross Selling? Where do you struggle when trying to expand additional contracted services into current or prospective clients?

- Are you unfamiliar with the services in your market?
- Maybe you’re not comfortable discussing additional services?
- Maybe it’s as simple as you don’t know how to find the right ABM contact?

# Flight Plan

## Who's got your six?

**FLIGHT PLAN FOR MARKET**

(market: state/region/metropolitan area)

Industry Groups/Services in Market	Who's Your Wingman? (Sales/Ops contact)
Technical Solutions - HVAC Core Services	Jim Smith - Sales / Sally Jones - Ops
Technical Solutions - Lighting	Betty Miller - Sales / Bob Johnson - Ops
Business & Industry - Janitorial/Engineering	Parag Patel - Sales / Rick Ramirez - Ops
Business & Industry - Parking	John Woo - Sales / Christine Spencer - Ops

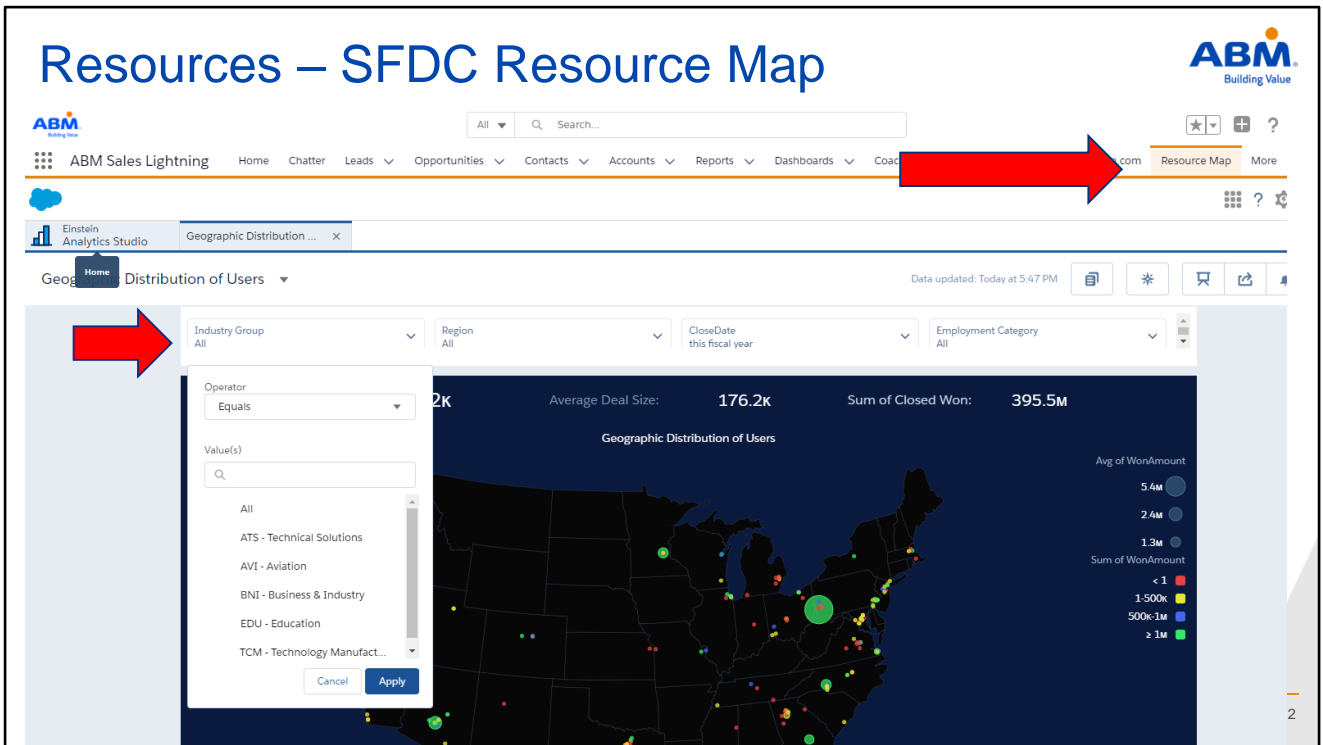
Business Function (Legal, Marketing, Supply Chain, HR, etc.)	Ground Crew (Contact)
Legal	Mark Thompson
FP&A	Mike Chang
Deal Desk	Kelli Dalry
Marketing	Marianne Smith

My Cross-Sell Blind Spots	Who's got my six? (Who can help you overcome the blind spot?)
I don't understand our HVAC offerings to have a quality conversation with my client. I'm concerned about pricing of ABM HVAC offerings vs competitors.	Jim Smith

Target (Client)	Service to Add	Plan and Dates
Example XYZ Company	Example Lighting	Example: Bob is going to bring Sally to client meeting on 2/25/21 to discuss parking safety issue and if lighting retrofit can help.



Note one or two blind spots you have around cross selling in your market and think about who might be a wingman that can help you overcome the hurdle of that blind spot. Are they SMEs from other IGS, does someone in Marketing or SFDC have the answers? Who's got your six?



ABM has lots of resources to support your Cross Selling Mission.

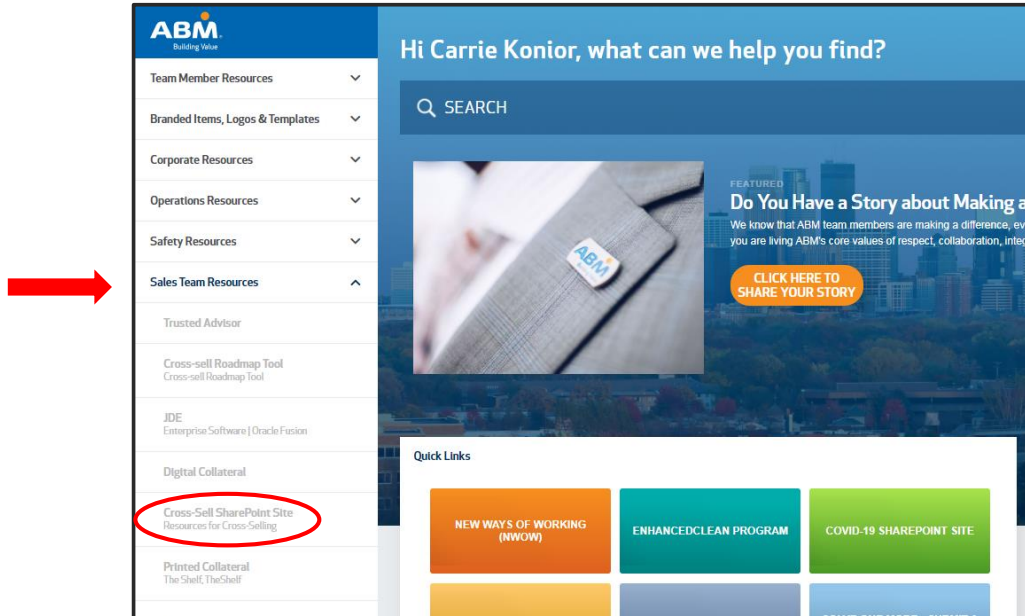
- For those of you with access to Salesforce.com, check out the Resource Map that shows the sales resources by IG in your market.
  - Click on “Resource Map” in the top menu bar
  - There are filters for Industry Group, Region, and type of sales resource like Sales Person, Sales Support, Sales Leader, etc. I have this example sorted into looking for B&I Sales Reps in the Central Region
  - By clicking into a dot you see territory coverage details

# Resources – SFDC Resource Map

Users In Territory			
#	UserAndTerrLink.Name	Role in Territory	Territory Name
1	Cathy Tomlinson	-	Georgia
2	Richard Gray	BNI Sales Representative	Florida
3	Chandra Miller	BNI Sales Representative	Cincinnati, Indianapolis and Louisville
4	Doug Krumrei	BNI Sales Representative	Cleveland and Columbus Ohio
5	Eric Owens	BNI Sales Representative	TX-Houston and Surrounding
6	Sheila Hanson	BNI Sales Representative	Minnesota
7	Daniel Meyr	BNI Sales Representative	Missouri
8	Luis Aponte Torres	BNI Sales Representative	Puerto Rico
9	Amanda Reed	BNI Sales Representative	TX-San Antonio, Corpus Christie and surrounding Counties

In this example, you can see that Richard Gray is our BNI Sales Rep in Florida, and Daniel Myer covers Missouri

# Resources – Cross Sell SharePoint Site



- We have a SharePoint site devoted to Cross Selling.
- You can find the site from our ABM Home Page under the Sales Team Resources on the left and select Cross Sell SharePoint site.

# Resources – Cross Sell SharePoint Site



ONE TEAM + ONE MISSION

## Cross Sell Events

+ Add event

FEB 10	Solve One More 2:10 Wed, Feb 10, 2:30 PM	MAR 19	Solve One More 3:19 Fri, Mar 19, 1:00 PM
APR 14	Solve One More 4:14 Wed, Apr 14, 11:00 AM	MAY 14	Solve One More 5:14 Fri, May 14, 12:30 PM

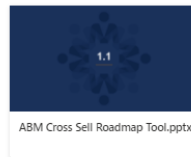
## See all Training Courses on ABMUniversity

Engineering Cross Sell	Janitorial Cross Sell
Identifying Opportunities for Additional Services	Solve One More

## Cross-Sell Roadmap

See all

+ New Upload Edit in grid view Sync All Documents



Name Modified Modified By

## Scripts and Slides for Client Meetings

See all

+ New Upload All Documents


Name	Modified	Modified By
Cross Selling Line of Business Wri...	September 12, 2019	Chloe Degen
Services We Deliver Slide.url	September 12, 2019	Chloe Degen
Steps to Additional Services.url	September 12, 2019	Chloe Degen


- Calendar of Webinars to learn more about our services
- Links to training courses on ABMU – including our newest Service Line Cross Sell Videos, Janitorial launched in January
- Scripts, Slides, Email Templates
- Cross Sell Roadmaps
  - Indicators that the client may be interested in the service
  - Questions to ask your client
  - Links to Sales Tools, Resources, Information




# Resources – Cross Sell SharePoint Site


## Janitorial SME's


 **Tony Plucci**  
SVP, Enterprise Solutions


 **Lance Graville**  
VP of Sales

 **Gordon Buntrock**  
National Director of Service Delivery


## Engineering SME's

 **Alastair Ryder**  
Director of Sales

 **Jeffrey St. George**  
Director of Sales

 **Douglas Mitchell**  
Vice President - FOM, Education


## Landscape & Turf SME's


 **Glenn Hall**  
Vp Sales

 **Timothy Moore**

 **Matthew Hill**  
Branch Manager


## Electrical Power SME's

 **Frank Ceci**  
Vice President

 **Richard Paese**  
Vice President

## HVAC & Mechanical SME


 **Robert Rosenberg**  
Area Vice President

 **Bill Narleski**  
SVP Global Accounts/Sales

## Electrical & Lighting & Mission Critical SME

 **Richard Paese**  
Vice President

## Parking SME's

 **Arnold Klauber**  
Senior Vice President

 **James K Alexander**  
Senior Vice President

## Energy SME's

 **Stan L Bochniak**  
VP of Sales

The site also has email links directly to Subject Matter Experts for our service lines

# Resources – Cross Sell SharePoint Site

## Solve One More

[See all](#)

[+ New](#) [Upload](#) [...](#)

[All Documents](#) [🕒](#)

Name	Modified	Modified By
FAQ.url	October 21, 2019	Chloe Degen
Install App Instructions.url	October 21, 2019	Chloe Degen
Solve One More Guidelines.url	October 21, 2019	Chloe Degen

## Cross Sell Spotlight



Cross-Sell Spotlight: Resources



Cross-Sell Spotlight on Indeed



Salvation Army Solve One more

Ready to submit a lead to the Solve One More program?

[Solve One More](#)

## Solve One More Process

TALK WITH  
CLIENTS



SUBMIT LEAD



CONTRACT  
SIGNED



GET PAID!

- Inform clients of additional services available in your market
- Identify potential facility problems or concerns
- "I noticed that..."

- **ABM.com/SellABM** or **855.SolveABM**
- Lead is qualified by Inside Sales and assigned to Sales
- Collaborate with Sales

- Sales follows up
- Receive update emails as deal progresses
- Client signs agreement for additional service

- Employee that provided the lead gets \$\$\$
- 1% of first year's contracted value, maximum \$5,000

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Solve One More is an incentive program which rewards employees who have a conversation with a client about a cross sell service that ultimately results in additional business with ABM.

- The definition of Cross Sell Service – is an additional contracted service to a current client either in the same or different Industry Group.
- For example: Adding Engineering to a Janitorial Client, or adding Lighting to a Parking Client.
- In addition, sales representatives are eligible for incentives if they provide a qualified lead for a prospective client that results in contracted business with a different Industry Group.
- For example: a sales rep uncovers their HVAC prospect is also interested in speaking to ABM about janitorial services.

### STEPS OF THE PROCESS

STEP 1: Employee identifies potential service(s) ABM can provide and **talks with client** to determine their interest

STEP 2: Employee enters the opportunity at [abm.com/sellabm](http://abm.com/sellabm), or calls 1-855-SolveABM. Inside Sales qualifies opportunity, marks it eligible for incentive payment, and assigns it to the appropriate salesperson **ONLY INSIDE SALES CAN QUALIFY AN OPPORTUNITY AS ELIGIBLE FOR SOLVE ONE MORE** incentive payment.

STEP 3: Sales follows up and client signs agreement to have ABM provide additional service

STEP 4: Employee that provided the Opportunity receives \$\$\$ 1% of first year's contracted value, maximum of \$5,000

## POLL

Did you submit a Solve One More lead last year?

- A. Yes
- B. No
- C. I don't know

Last year 295 Solve One More leads were submitted leading to almost \$10M in new sales. This was just a small portion of the total Cross Sell bookings of \$189 M.

# Examples of Success

## Madison County Schools

### Increasing Operating Cash Flow & Healthier Learning Environments

- Positive cash flow for the next 2 years
- Today's critical services rolled into the Bundled Energy Program
- ENHANCED Facility**  
New indoor air quality assets
- ENHANCED Clean**  
Disinfection services for one year
- Disinfection equipment and hand-sanitizing resources
- New ventilation units for shared spaces and replacements for aging assets
- HVAC and controls maintenance for 2 years
- New and upgraded building controls
- Construction for key athletic facility projects

#### Our turnkey facility solutions

- Create general fund relief
- Finance critical service needs including disinfection with EnhancedClean™
- Upgrade ventilation outcomes through EnhancedFacility™

Madison County Schools  
**\$9.9M**  
in facility enhancements



We are gaining momentum in our ability to Cross Sell, here are just a sample of some of our best success stories.

LONZA – is a pharmaceutical manufacturer, and as such, is part of the Technology & Manufacturing Industry Group...but when Lonza was in need of an Integrated Facilities Solution Alastair Ryder of the B&I National Account Team took the lead. A cross functional group across both B&I, T&M, and Corporate Business Function was formed to break down the effort into service workstreams and their associated subject matter experts. Operations colleagues from T&M in the Northeast, Glen Hall leading landscaping, pricing resource from B&I, and corporate procurement among others all pulled together to make this deal happen. And this month, further collaboration has lead to introducing Bundled Energy Solutions to the client with a very promising future for additional services.

MADISON COUNTY SCHOOLS is another example of where ABM was able to craft a better solution for the client through collaboration. The client was is need of financial stability and cash flow to meet the needs of distance learning and provide disinfection services. By bundling services we created a robust solution with better results for the client. None of it would have been possible if the sales team didn't engage with their wingmen. It's more than just adding multiple services, it's collaborating to craft a solution that is greater than the sum of their parts, in this case the client was able to enroll in critical disinfection programs EnhancedClean and EnhancedFacility without

diverting money meant for student support.

## Next Steps



- Identify and meet with wingmen
- Set your targets (5 clients)
- File your flight plan
- TAKE ACTION



Our call to action is to engage the team members in your market to come together as One Team.

What services do we offer in this market?

How do they benefit clients?

How can I recognize the need for these services?

How do I bring in the right people to discuss?

How have other markets or teams been successful, what can we learn from them?

How can you creatively and safely connect to build trust amongst your team?

If you're in Sales or Operations: How can I leverage the knowledge and expertise of my other business function partners to bring value to the task in front of me?

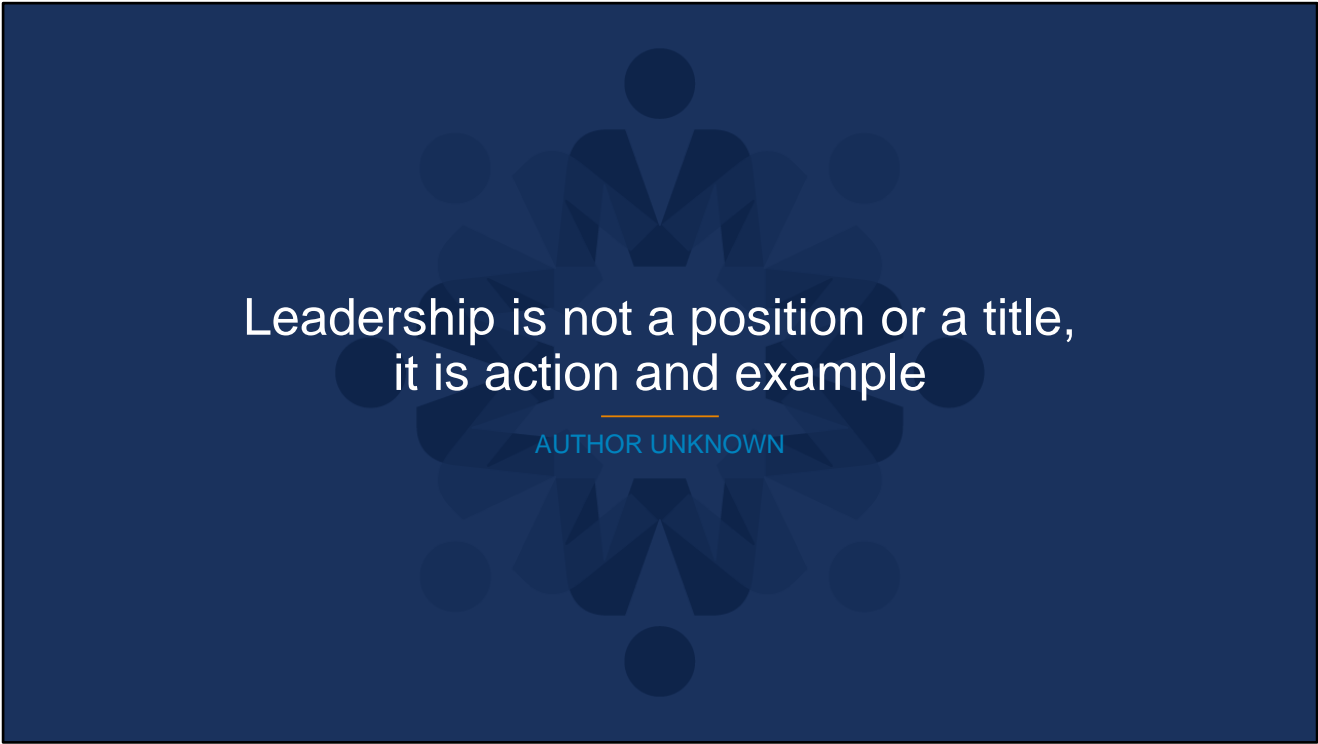
Can my Marketing business partner help me share useful information with my client?

Can my Legal business partner help negotiations run more smoothly?

Can my HR business partner help me plan labor more effectively?

As a Team: Identify 5 clients and/or prospects in your market that would benefit from an additional service. Create and execute a plan to introduce the additional service(s). Submit your flight plan to [carrie.konior@abm.com](mailto:carrie.konior@abm.com)





Leadership is not a position or a title,  
it is action and example

AUTHOR UNKNOWN

Don't wait for someone else in your market to take the initiative to develop your cross sell flight plan...as Waldo says: Lead with Courage and Push it Up!



## Thank You

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