



## Agenda

This webinar will cover:

- 📊 Digital era: What does it mean for the sales community
- 📊 Competencies and behavior
- 📊 How to get started

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## What happened?

SALES

### The End of Solution Sales

by Brent Adamson, Matthew Dixon, and Nicholas Toman

FROM THE JULY-AUGUST 2010 ISSUE

Harvard  
Business  
Review

FOR EBUSINESS & CHANNEL STRATEGY PROFESSIONALS

### Death Of A (B2B) Salesman

*One Million US B2B Salespeople Will Lose Their Jobs To Self-Service eCommerce By 2020*

April 13, 2015



By Andy Hoar with  
Josh Bernoff, Carrie  
Johnson, Patti  
Freeman Evans,  
Susan Wu, Laura  
Napendek, Jacob  
Mikender, Lori Wizzo,  
Shar VanBoskirk,  
James L. McCulvey,  
Peter O'Neill

Share

SALES & MARKETING

### B2B Salespeople Can Survive If They Reimagine Their Roles

by James A. Narus

APRIL 17, 2015

Harvard  
Business  
Review

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## A new competitive age

"In the age of the customer, the only sustainable competitive advantage is knowledge of and engagement with customers."

*Forrester 2011, Josh Bernof.*

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## A customer is not an interruption of work.

He is  
the  
purpose  
of it.

He is doing  
us a favour  
by

giving us the  
opportunity  
to serve.

1941 Kenneth B. Elliot,  
Vice President Sales Studebaker

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## What has changed?

- ▀ The content of the conversation
- ▀ The format of knowledge & information sharing
- ▀ A balanced mix of human and non-human



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## What is research telling us



**5.4**

Average amount  
of people  
involved in B2B  
buying decisions



**+22%**

Increased  
length of the  
sales cycle  
since 2010

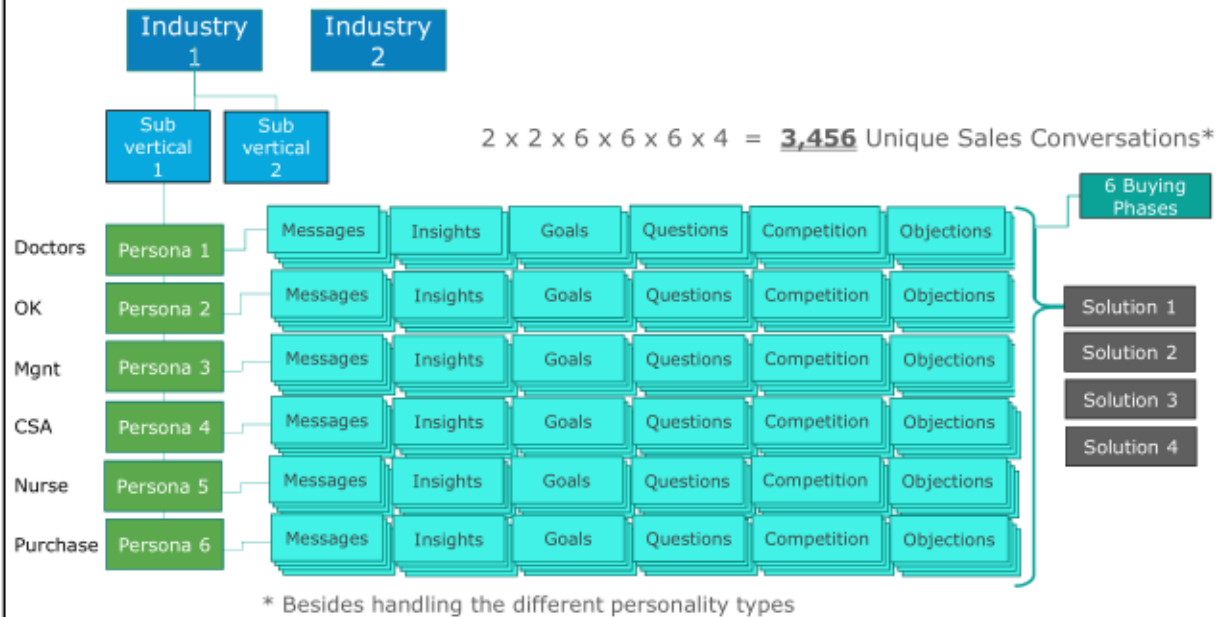


**60%**

of all opportunities  
are "closed-lost" to  
No Decision

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## Sales Conversation Complexity



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The name of the game

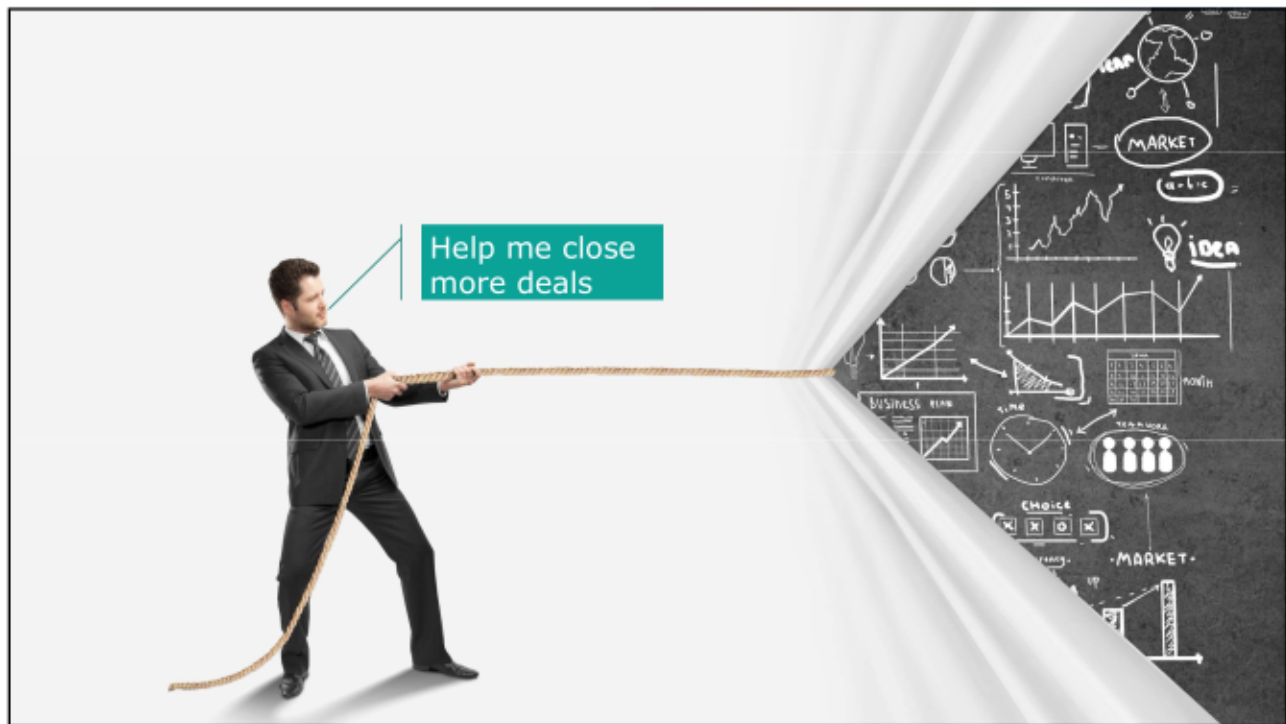
**Doing the RIGHT THING**

**at the RIGHT TIME**

**in the RIGHT FORM**

**with the RIGHT PEOPLE**

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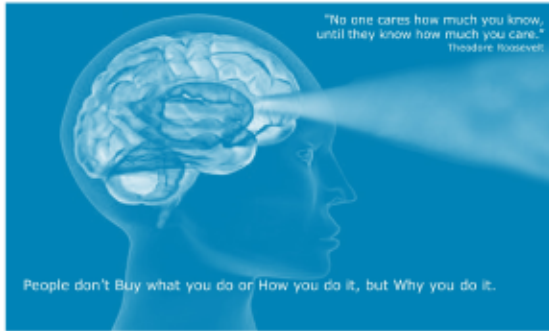
## What customers expect from your Sales reps



Customer: 'Your Sales rep ...	Impact on Sales
has to 'help me buy', not sell me his product/company	1
has to speak my language, understand my professional challenges and help to tackle them	2
has to adapt to meet my buying readiness	3
can enrich my vision	4
proves the positive impact of his solution to my environment	5
stops selling in case of no solution fit	6
is a partner and advisor	7
understands the correlation between his product and the impact, not only for me but also for my colleagues	8
can help me build an end to end value case	9
is multi media enabled	10



## Intention versus Technique



be “genuinely” interested to help

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## Foundation: A strong business relationship



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## Moving from solution centric to buyer aligned

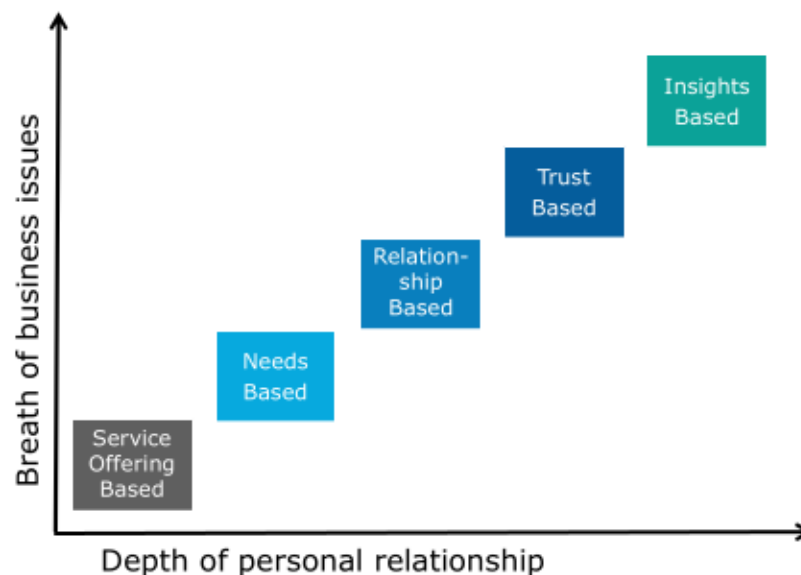
- Knowing (not asking) the customer needs
  - Having insights into customers context, challenges and aspirations
- Better communicate your understanding of the customer
  - and how you can help the customer to get there
- Quantify and visualise impact
  - Differentiate your offering by proving maximum achievable (=superior) customer impact

Inability to demonstrate value or lack of customer knowledge is greatest barrier for not achieving quota (52%)

Sirius Decisions 2014

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## Sales capability relative to bizz outcome based



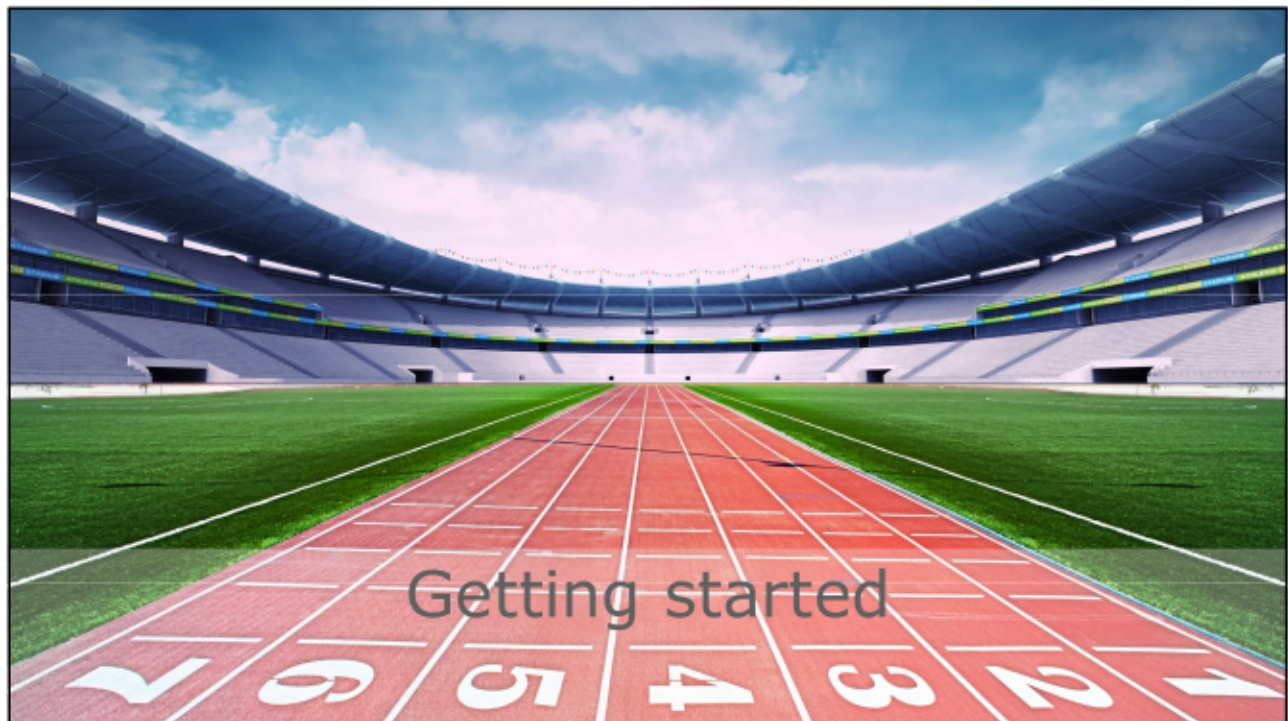
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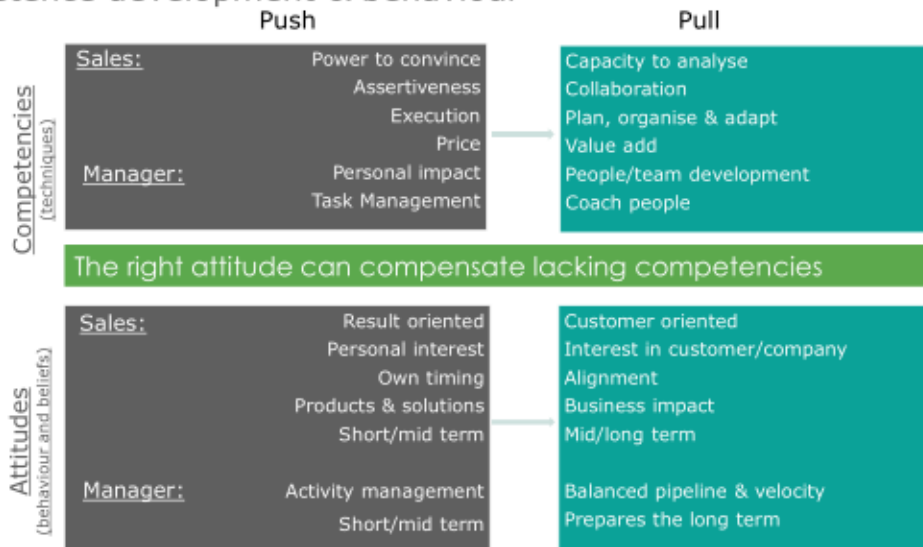
## The sales capability in relation to complexity and customer experience

Sales capability level	Vendor	Credible supplier	Consultant	Value Contributor	Trusted Advisor
Definition	Detailed knowledge of product/service offering	Understand how customers are using the offering and deliver as promised	Understand the buyers biz and how their offering will help improve	Able to help improve buyers competitiveness thru a deep understanding of the buyers industry	Understands the buyer's organization and the long-term impact on goals/objectives of the collaboration
Characteristics	Focus on: <ul style="list-style-type: none"> <li>Product function</li> <li>Features/benefits</li> </ul> Technical savvy Sells via sponsor Limited contacts	<ul style="list-style-type: none"> <li>Understands how customers use</li> <li>Deeper and more relations</li> <li>Deliver as promised</li> <li>More repeat biz</li> <li>More referrals</li> </ul>	<ul style="list-style-type: none"> <li>Knows competition</li> <li>Relationship based on biz understanding &amp; communication skills</li> <li>Diagnose &amp; prescribe</li> </ul>	<ul style="list-style-type: none"> <li>Accelerate buying process</li> <li>Influencing scope and decision</li> <li>Help build biz case</li> <li>Domain and biz acumen</li> </ul>	<ul style="list-style-type: none"> <li>Relationship entire DMU and eco-system</li> <li>Action alignment</li> <li>Willing to accept short term downside</li> <li>Early stage involvement</li> </ul>

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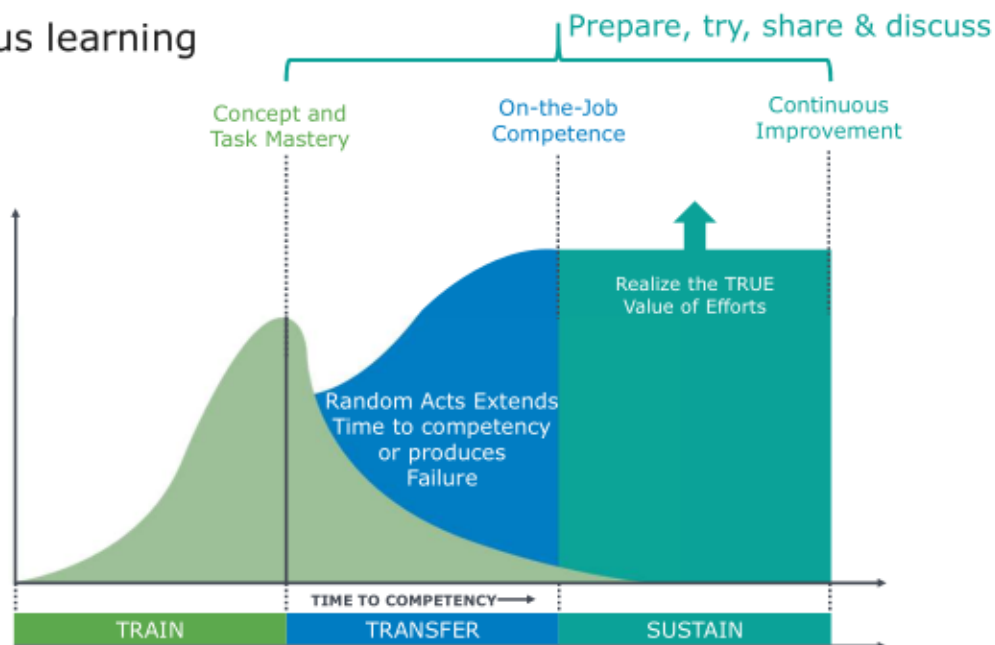


## Competence development & behaviour



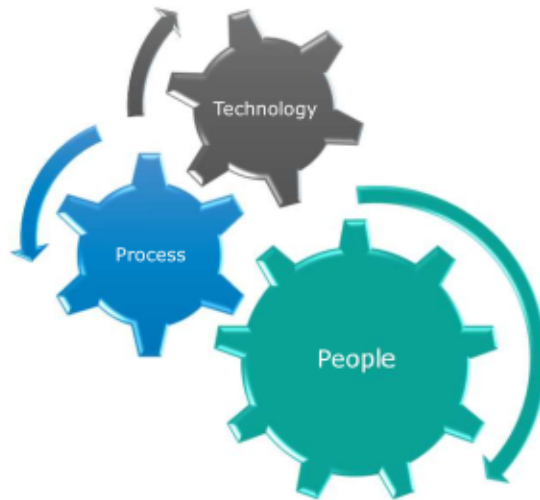
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## Continuous learning



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## Simultaneous change of habits & environment



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## The 3 pillars of « Selling in the digital era »

- Customer perception is reality
- Buyer readiness determines our activities
- Intention, authenticity and then selling skills



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