

ESTABLISHING A VALUE-CENTRIC CULTURE IN YOUR B2B SALES ORGANIZATION

Bob Apollo,
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AUDIO AND QUESTIONS

Use the audio panel to choose your preferred method of hearing the presentation

A screenshot of the "Audio" panel from a webinar interface. It contains two radio buttons: "Telephone" (selected) and "Mic & Speakers". Below these are three input fields: "Dial:" (with a dark blue box), "Access Code:" (with a dark blue box), and "Audio PIN:" (with a dark blue box).


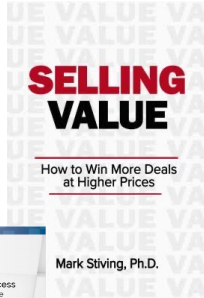
Use the questions panel to ask questions during the webinar – we will address all questions at the end

A screenshot of the "Questions" panel from a webinar interface. It features a large text area for entering a question, a placeholder text "[Enter a question for staff]", and a "Send" button at the bottom right.

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EXIT SURVEY GIVEAWAY

By completing a 4-question survey at the conclusion of today's webinar you will receive our *Keys to a Sustainable Value Selling Initiative* white paper and be entered to win a copy of *Selling Value*.



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MEET OUR PRESENTER



BOB APOLLO

Founder & Chief Outcomes Officer
Inflexion-Point

Bob Apollo is a Fellow of the Institute of Sales Professionals, a founding contributor to the International Journal of Sales Transformation, and the driving force behind Inflexion-Point Strategy Partners, the leading B2B outcome-centric selling® experts.

Following a varied and successful career spanning start-ups, scale-ups and corporates Bob now works with the CEOs and Sales Leaders of B2B-focused tech-based businesses, equipping and enabling their sales organizations to accelerate revenue growth and transform sales effectiveness by embracing outcome-centric selling.

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What do we mean by “value”?

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Value

The importance or worth of something for an individual, stakeholder group or organization

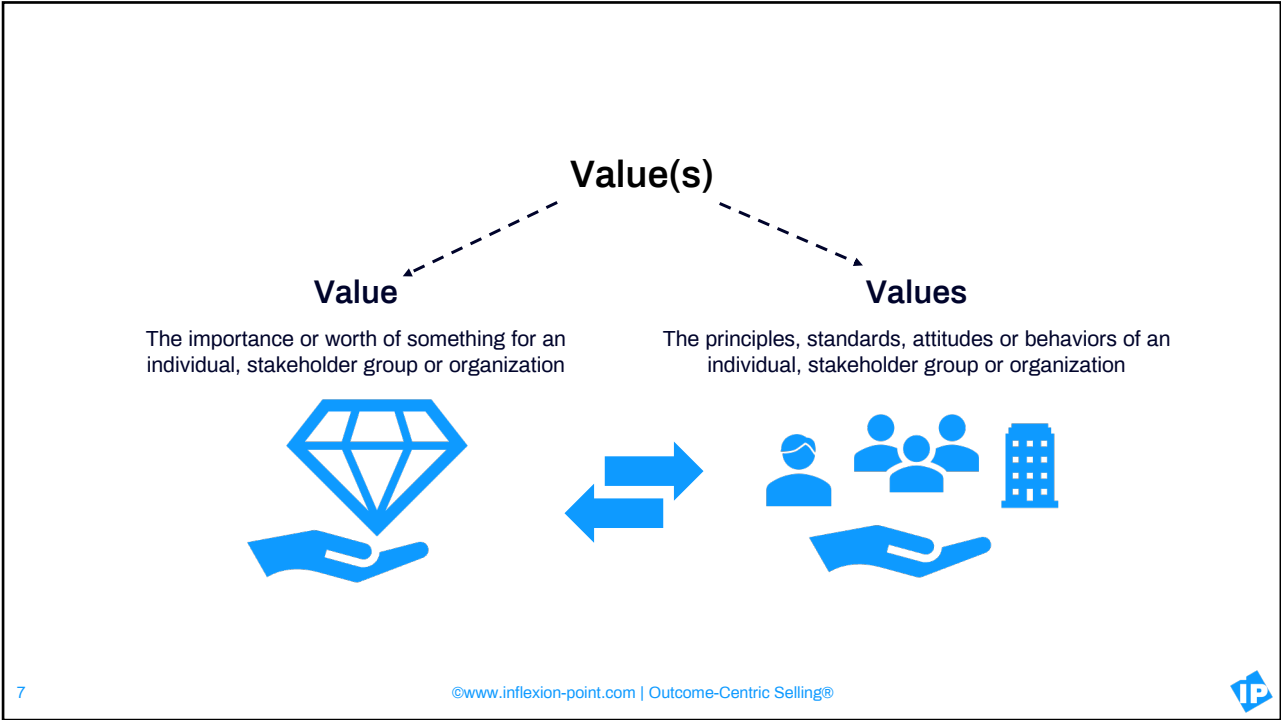
The value does not lie in the activity,
but in the **outcome...**

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You can't sell value effectively without values

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Values come from the top

You can't expect individual employees to demonstrate positive values if they get conflicting signals from above...



- **Organizational values:** the principles, standards, attitudes and behaviors of the company as a whole
- **Stakeholder group values:** the principles, standards, attitudes and behaviors of the sales organization
- **Individual values:** the principles, standards, attitudes and behaviors of each individual salesperson



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Universally valuable values

Some of the values that need to be present at every level of any organisation...

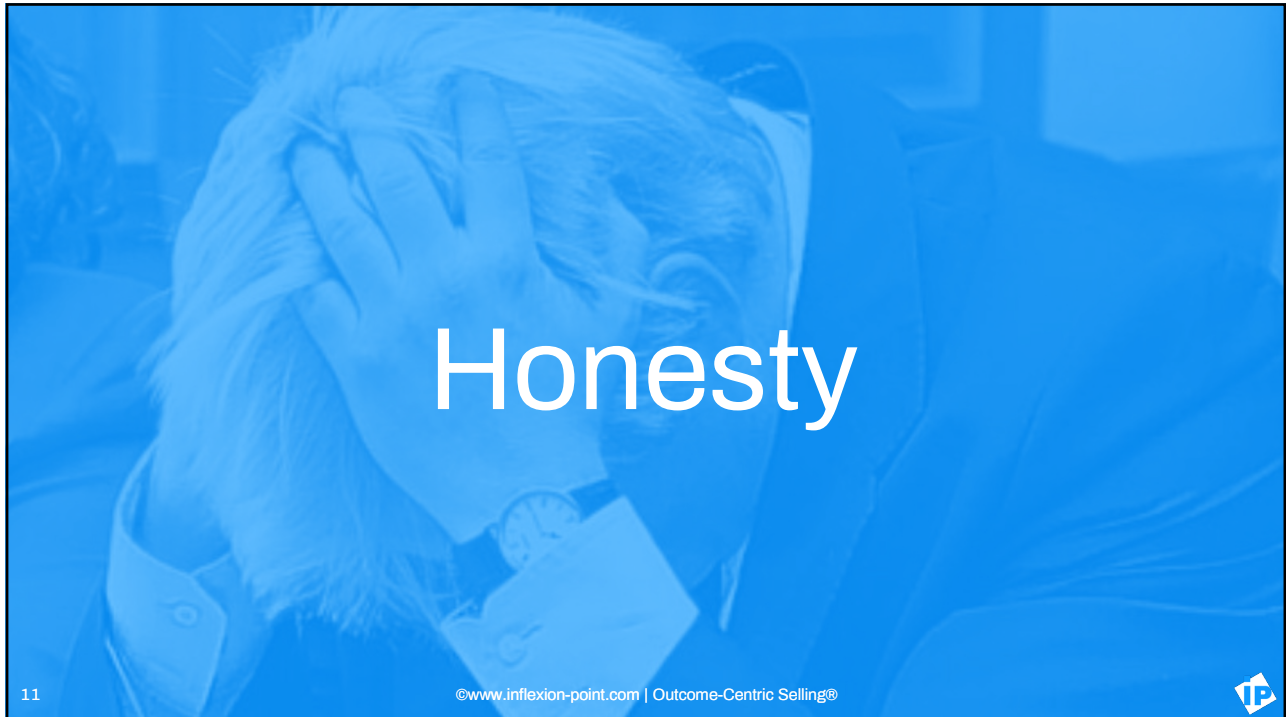


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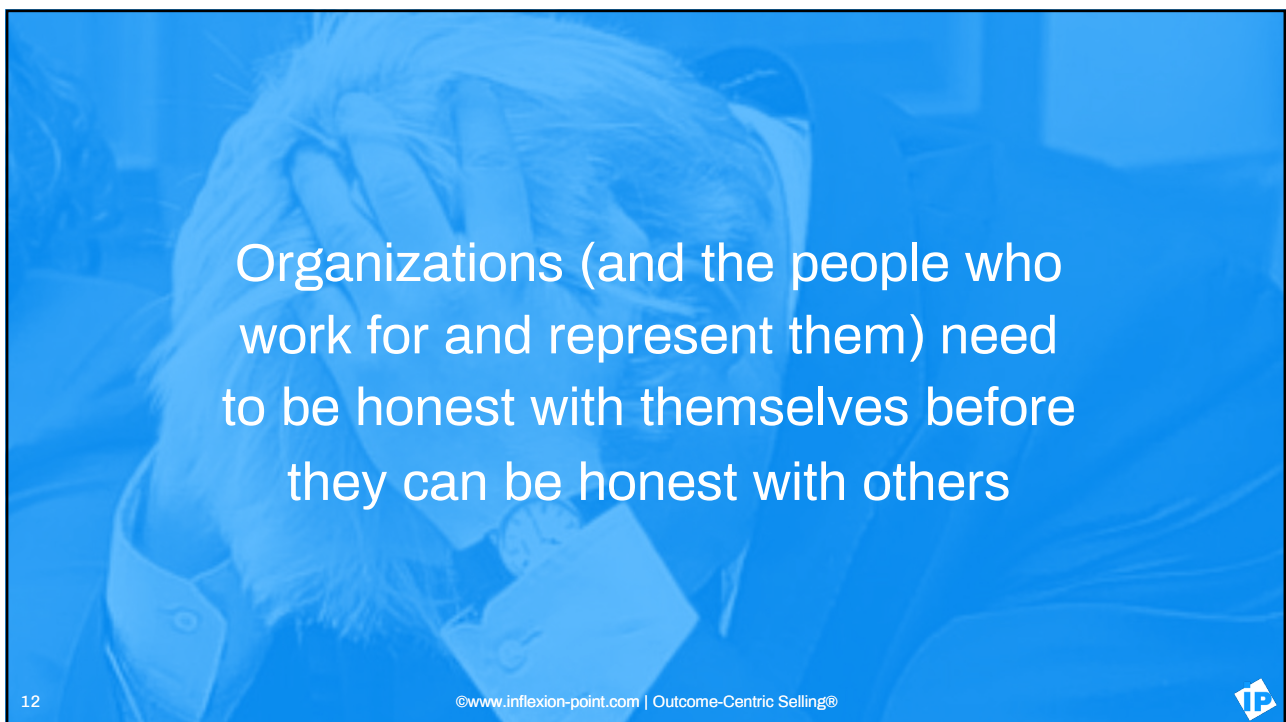
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Creating a culture of internal honesty

How you choose to treat and communicate with people internally defines how they will treat people externally

- Insisting on honest communication - both upwards and downwards
- Saying what people need to hear - not what they want to hear
- Demonstrating an absolute focus on ethics and integrity
- Respecting both your customers and your competitors
- Always seeking to under-promise and over-deliver
- Avoiding unjustified bluster and boosterism
- Never trying to close the unclosable
- Refusing to pursue bad business...



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How honesty breaks down

Easy to destroy - hard to restore...

- Encouraging people to say what managers want to hear - rather than what they need to hear
- Tolerating out-and-out lying - or more commonly being "economical with the truth"
- Encouraging anyone to bend the rules for any reason to get a result
- Declaring "rules" that you don't expect to be followed
- Establishing expectations that are unrealistic
- Hiding behind semantics...



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Examples of internal dishonesty

Behaviours that destroy trust

- Pressurizing salespeople to forecast opportunities they know they cannot win in the projected timeframe (or at the predicted value)
- Encouraging (or failing to discourage) salespeople to avoid sharing negative information with a prospective customer
- Setting unrealistic or unreasonable customer expectations
- Tolerating/failing to confront other forms of dishonest, unethical or undesirable behavior...



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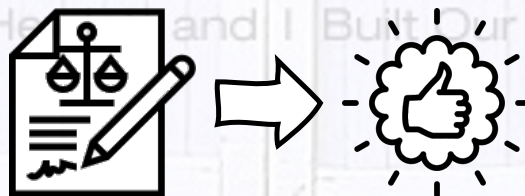


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Far Actions are more important than words

It's not what you've written down, it's what actually happens in practice...

Codes of conduct can be useful guides - but what really matters is how they are implemented...



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Recruiting people with the right values...

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Skillset + Mindset

The focus of traditional training and development

Skillset (Sales Competencies)

- Hunting
- Reaching Decision Makers
- Relationship Building
- Consultative Selling
- Selling Value
- Qualifying
- Presenting
- Closing
- Sales Process
- Sales Technology

[Source: Objective Management Group]

Skills + Experience

- Trainable skills
- Supported by experience
- Sometimes (not always) transferable from one job to another

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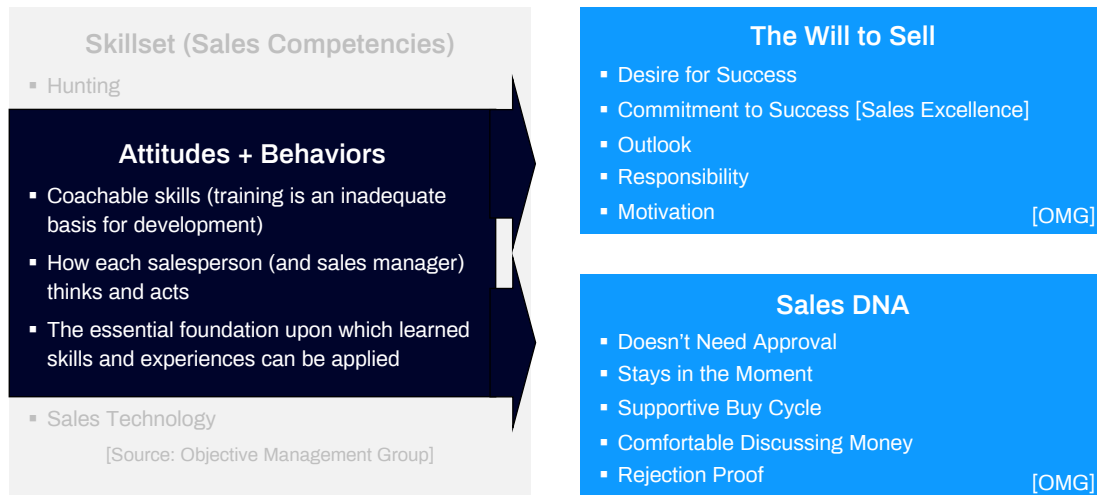
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Skillset + Mindset

The foundations upon which learned skills can be applied



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Hiring people with the right values

Get this wrong, and the effects will be long-lasting...

- Prioritize attitude and behavior (mindset) over experience (inferred skillset)
 - It is far easier to develop the relevant skillset in someone with a positive mindset than turn a negative mindset into a positive one
- Take multiple perspectives
 - CV (but always probe for true nature of claimed achievements)
 - Interviews
 - Role plays
 - References
 - Competency evaluations...



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Evaluating Core Competencies

Their relative importance varies with the situation...

Skillset (Sales Competencies)

- Hunting
- Reaching Decision Makers
- Relationship Building
- Consultative Selling
- Selling Value
- Qualifying
- Presenting
- Closing
- Sales Process
- Sales Technology

[Source: Objective Management Group]

The Will to Sell

- Desire for Success
- Commitment to Success [Sales Excellence]
- Outlook

[OMG]

DNA

- Stays in the Moment
- Supportive Buy Cycle
- Comfortable Discussing Money
- Rejection Proof

[OMG]

Not just “can they sell”, but **will they sell**
in a way that reflects your values, in
your typical customer situations,
benchmarked against their peer group

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The value of evaluating

The difference between success and failure is stark (and costly)...

92%

...of candidates who were hired after being recommended by OMG's assessment tool rose to the top half of their new sales force within 12 months

75%

...of candidates who were hired despite **not being recommended** by OMG's evaluation tool failed in their new role within 6 months



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Converting potential into performance

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Converting individual potential into performance

Hiring the right people is just the start...

- Hire people with clear potential and train them on your offerings
- Induct them into your **values** - establish expectations through your own behavior
- Enable them to identify and target the most valuable opportunities: **key issues**, **ideal customers**, **key roles** and **trigger events**
- Share the best practices of your current top performers
- Help them develop their confidence through role plays
- Intensive, frequent coaching and feedback
- Focus on **outcomes** and not just activities
- Capture and recycle what they are learning...



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Collective learning

Encouraging your salespeople to learn from each other...

- Create an environment where salespeople can share their learning with each other, such as:
 - Role plays in a safe environment
 - Creating a pool of value-related stories and anecdotes
 - Dealing with frequently-asked, tough-to-answer customer questions
 - Common obstacles and how to navigate around them
 - Things they look back on and wished they had done
 - Anything they have learned that they wish someone else had prepared them for...



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A few words about outcomes...

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Different understandings of “value”

It's the customer's definition of value that matters...

What the average salesperson or sales organization typically thinks:



- The **projected** value of the vendor's so-called “solution”
- Based on **predicted** ROI, payback period, and so on
- Largely forgotten, abandoned or ignored once the sale has been closed

What the typical customer actually thinks and believes:



- The **actual** value the customer derives after implementing the “solution” - the outcome
- Based on **real-world** efficiency, effectiveness and financial metrics
- Critical to their decision to **continue to use**, to **renew** and to **expand** the “solution”

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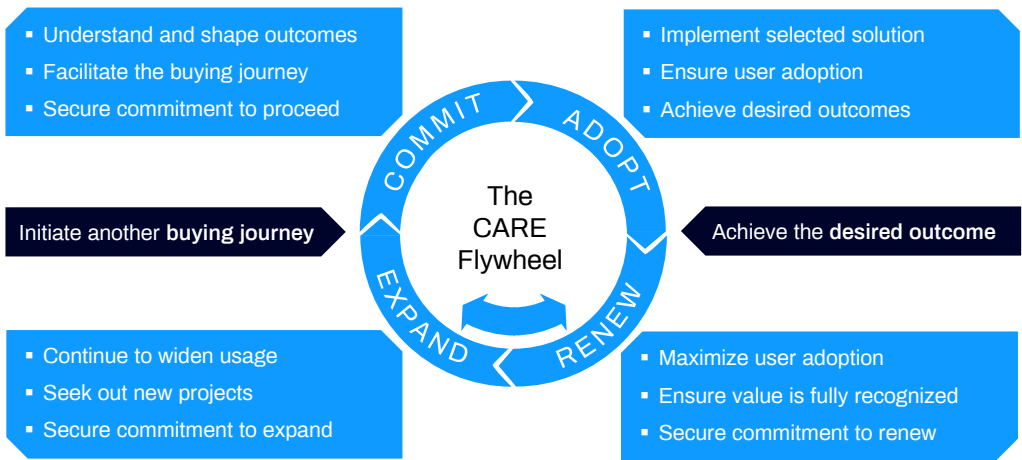
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The CARE Flywheel

Creating meaningful customer value during each phase of the cycle



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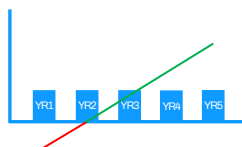
Why sales needs to CARE about the whole cycle

Customer satisfaction and profitability is directly linked with ability to demonstrate tangible value



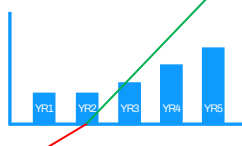
Focus on Commit and (sometimes) a minimum focus on Adopt

- Goal is to win the order
- Does not guarantee successful adoption
- Approach is **never likely to be profitable** in XaaS environment



Focus on Commit, Adopt and Renew

- Goal is to ensure renewal
- Importance of achieving customer's desired outcomes
- Approach typically **profitable** from ~18-24 month mark



Focus on full CARE cycle

- Goal is to maximize lifetime customer value
- Importance of finding new ways of creating valuable outcomes
- Approach **increasingly profitable** over customer lifecycle



In conclusion...



In conclusion

Establishing a Value-Centric Culture In Your B2B Sales Organization

- You will always sell value more effectively if your organization is aligned around the right values
- Values come from the top: organizational values > stakeholder group values > individual values
- You can't be honest with your customers if you're not honest with yourselves
- Hire for attitude and behavior (mindset) over experience (inferred skillset)
- Invest in inducting your salespeople into your culture and reinforce through intensive coaching
- Encourage collective learning
- Focus on outcomes, not activities
- Manage the whole CARE Cycle: Commit > Adopt > Renew > Expand...



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LeveragePoint In Action

Brian Hannon
VP, Sales at LeveragePoint



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QUESTIONS & ANSWERS



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Director of Marketing,
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Please complete the 10-second survey which will appear when you leave the webinar.
Let us know your thoughts and be entered to win a copy of *Selling Value*.

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NEXT LEVERAGEPOINT WEBINAR

Selling Value: Winning Strategies and Attitudes Across the Buyer's Journey

Wednesday | July 20, 2022 | 11AM ET
Mark Stiving
Chief Pricing Educator at Impact Pricing



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