ESTABLISHING A VALUE-CENTRIC CULTURE IN YOUR B2B SALES ORGANIZATION

Bob Apollo,
Chief Outcomes Officer, Inflexion-Point

AUDIO AND QUESTIONS

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

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

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.
What do we mean by “value”?

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...
You can’t sell value effectively without values
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

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

- Honesty
- Motivation
- Integrity
- Responsibility
- Outlook
Honesty

Organizations (and the people who work for and represent them) need to be honest with themselves before they can be honest with others.
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 uncloseable
- Refusing to pursue bad business...

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...
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...

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...
Recruiting people with the right values...

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

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

[Source: Objective Management Group]
Skillset + Mindset
The foundations upon which learned skills can be applied

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<td>• Hunting</td>
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<td>• Attitudes + Behaviors</td>
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<td>• Coachable skills (training is an inadequate basis for development)</td>
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<td>• How each salesperson (and sales manager) thinks and acts</td>
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<td>• The essential foundation upon which learned skills and experiences can be applied</td>
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[Source: Objective Management Group]

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The foundations upon which learned skills can be applied

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...
Evaluating Core Competencies
Their relative importance varies with the situation...

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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 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...
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...

A few words about outcomes...
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”

The CARE Flywheel
Creating meaningful customer value during each phase of the cycle

- Understand and shape outcomes
- Facilitate the buying journey
- Secure commitment to proceed
- Implement selected solution
- Ensure user adoption
- Achieve desired outcomes

- Continue to widen usage
- Seek out new projects
- Secure commitment to expand
- Maximize user adoption
- Ensure value is fully recognized
- Secure commitment to renew
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...
LeveragePoint In Action

Brian Hannon
VP, Sales at LeveragePoint

QUESTIONS & ANSWERS

Bob Apollo
Chief Outcomes Officer, Inflexion-Point

Nick Welter
Director of Marketing, LeveragePoint

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.
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

THANK YOU