



BUILD THE
ACUMEN
PARADIGM LEARNING

The Secret Is Out:
**WHY BUSINESS
ACUMEN IS NOW
REQUIRED**
FOR SALES
PROFESSIONALS!

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YOU DECIDE...



**It's time to make an
important decision.**

A high value, Chicago-based
territory is open. You have
two solid candidates and you
must fill it quickly.



It's time to make an important decision.


A high value, Chicago-based territory is open. You have two solid candidates and you must fill it quickly.

- **Candidate #1** has high sales acumen
- **Candidate #2** has high business acumen

WHO DO YOU HIRE?




3 THINGS WE KNOW...

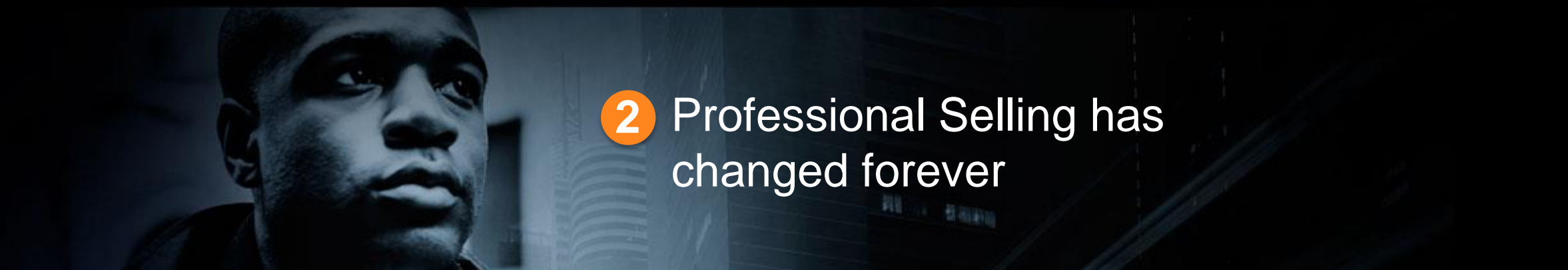
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- 1 The old model for sales success no longer applies




3 THINGS **WE KNOW...**



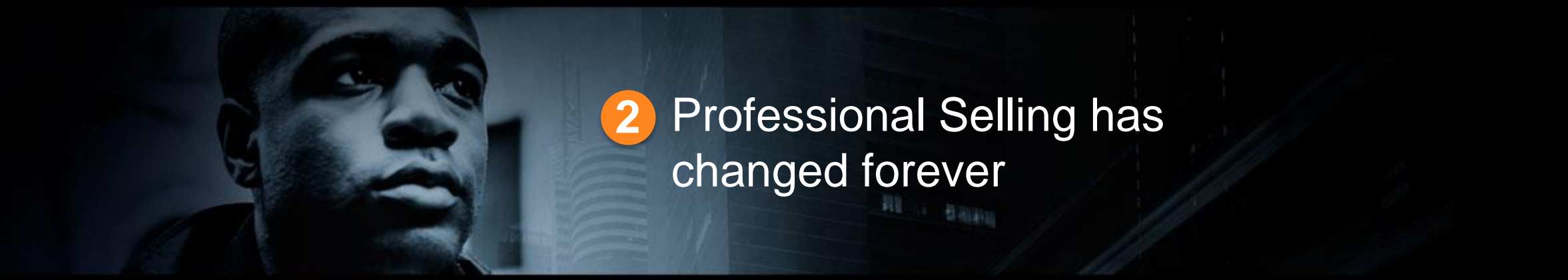
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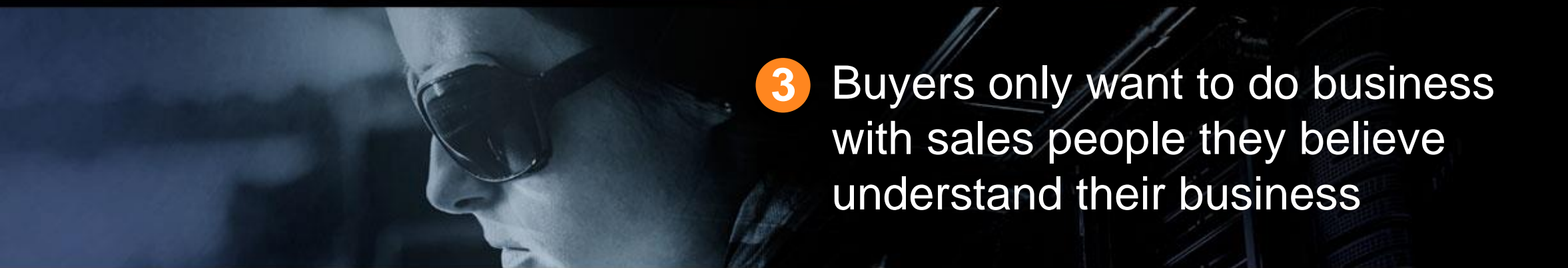
2 Professional Selling has changed forever



1 The old model for sales success no longer applies



2 Professional Selling has changed forever



3 Buyers only want to do business with sales people they believe understand their business

ALSO KNOW...



A significant power shift has occurred inside of the buy & sell dynamic in recent years; this shift is profoundly implicating the sales and marketing profession.

POWER SHIFT...



Authority lives with the
customers—not with the
sales people.

It's imperative that sellers
understand what this means
if they want success.

IMPLICATIONS...



- Customers/Buyers are now in control – authority lives with them
- Customers on average are 60-70% along in their buying process before ever engaging a salesperson
- Buyers no longer rely on the salesperson to educate them on options, products, services, pricing, etc. In fact they regularly know as much as we do prior to even meeting with them

IMPLICATIONS...



- Customers have much higher expectations of sales people and their ability to bring value
- Only 27% of buyers say that the sales people they work with understand their business: yet over 70% of these buyers identify the understanding of their business as the single most important attribute they look for in a sales person

—this according to a recent Forrester report

ARCHETYPE OF SUCCESSFUL SELLERS...



What is the formula for sales
success?

Take a people person and
sprinkle in persistence, a great
work ethic, persuasion skills,
and feature expertise and
VOILA, a sales star!

**Not really, not so
much anymore...**

ARCHETYPE OF SUCCESSFUL SELLERS...



What is the formula for sales success in today's more sophisticated environment?

- ✓ Be a sales person that is first and foremost a business person
- ✓ Ability to understand the customers business drivers, relate that understanding and consequently make credible connections between your value proposition and the customer's business objectives
- ✓ Sales & Marketing alignment

by definition a certain level of Business Acumen is requisite to executing any or all of these imperatives



...IT'S DIFFERENT THAN
SALES ACUMEN



SALES ACUMEN:

- Tenacity
- Overcome objections
- Persuader
- Intuitive
- Exemplary follow-up-er
- Closer
- Just plain all around nice person

BUSINESS ACUMEN:

- Financial literacy
- Domain expertise
- Meaningful analysis skills
- Business language
- Critical thinking / causality
- Keen understanding of how business operates
- Understanding “the business of their business”



LET'S THINK ABOUT THIS...

Why is **business acumen** arguably the **most important attribute** a sales person can **possess**?

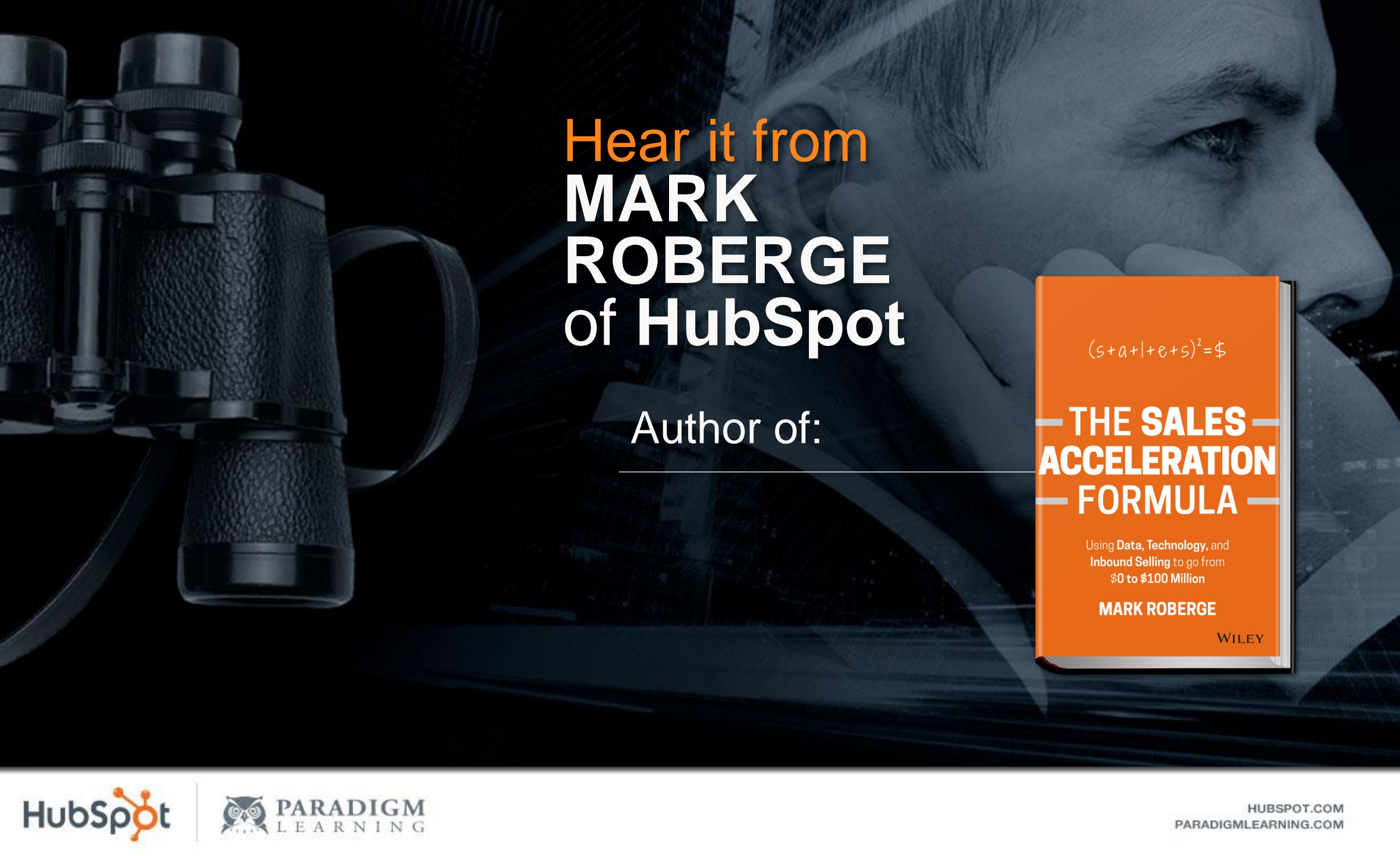
- ✓ Consultative
- ✓ Your products and services are seldom THE differentiator
- ✓ Confidence to navigate across functions, cover multiple stakeholders, and to establish credibility throughout the landscape of the deal

“On average, there are 5.4 people that now have to formally sign off on each purchase.”

Harvard Business Review (HBR)

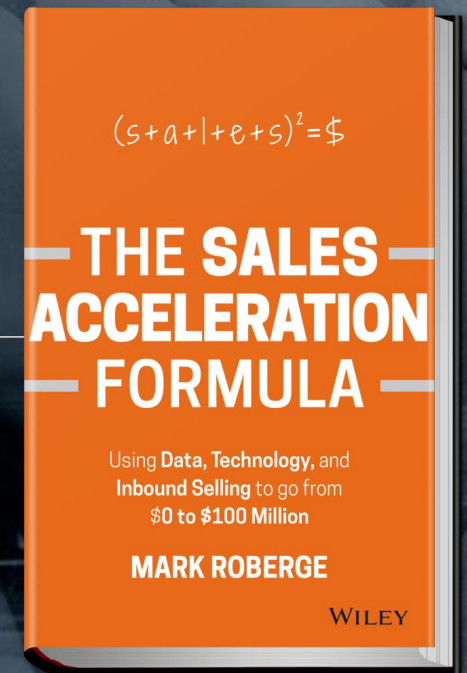


Just how powerful is
BUSINESS ACUMEN
FOR SALES
PROFESSIONALS?



Hear it from
**MARK
ROBERGE**
of HubSpot

Author of:



BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

1. **“Business acumen”** proved to be one of the most important drivers of sales success at HubSpot

BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

2. At HubSpot, the best-trained salespeople have experienced the day-to-day job of their potential customers.

BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

3. Re-think your sales methodology and qualifying matrix to better embed business acumen in the process.

BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

4. HubSpot's hiring formula to maximize business acumen success

BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

5. My experience as a buyer.

BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

6. I believe there are opportunities to align the entire front office organization around the buyer persona, rather than territories, to maximize the organizations effectiveness on business acumen.

PRE-2012

FUNCTIONAL DRIVEN APPROACH



MARKETING

Generate inbound leads

- Campaigns focused on Mary and Erin
- Weekly Marketing status meetings
- Targeting company-wide lead goals

50,00 leads per month



SALES

Convert leads to customers

- Persona-specific sales processes
- Weekly Sales status meetings
- Targeting person-specific revenue goals

400 customers per month



SERVICES

Make customers successful

- Product-specific services process
- Weekly services status meetings
- Targeting product-specific customer success goals

2012 PERSONA DRIVEN APPROACH



Owner Ollie Team

(1-100 employees)

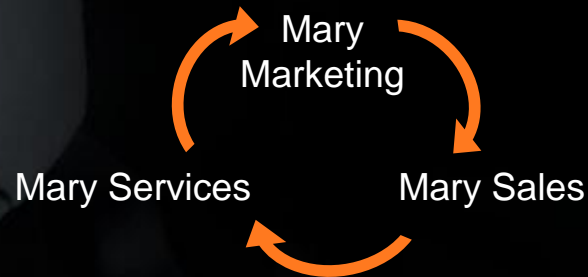
Group Sales & On-Boarding



Marketing Mary Team

(100-2,000 employees)

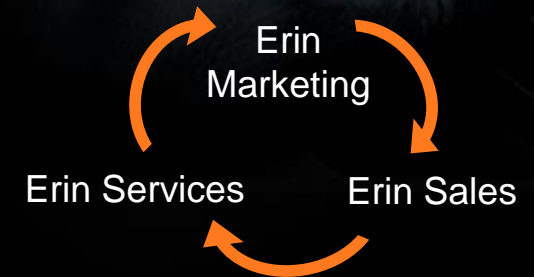
1-to-1 Sales & On-Boarding



Enterprise Erin Team

(2,000+ employees)

Multi-Level Sales & On Boarding



- Replaced marketing, sales, and services meetings with buyer persona meetings
- Re-organized seating around cross-functional buyer persona teams
- Customized marketing SLA, sales effectiveness, and customer success metrics to persona

BUSINESS ACUMEN FOR **SALES PROFESSIONALS**

7. Maximizing the business acumen of your salespeople also enables them to be digital thought leaders, attracting prospects on their own and raising their authority with buyers.



Business Acumen sales training and simulations for today's selling environment.

paradigmlearning.com

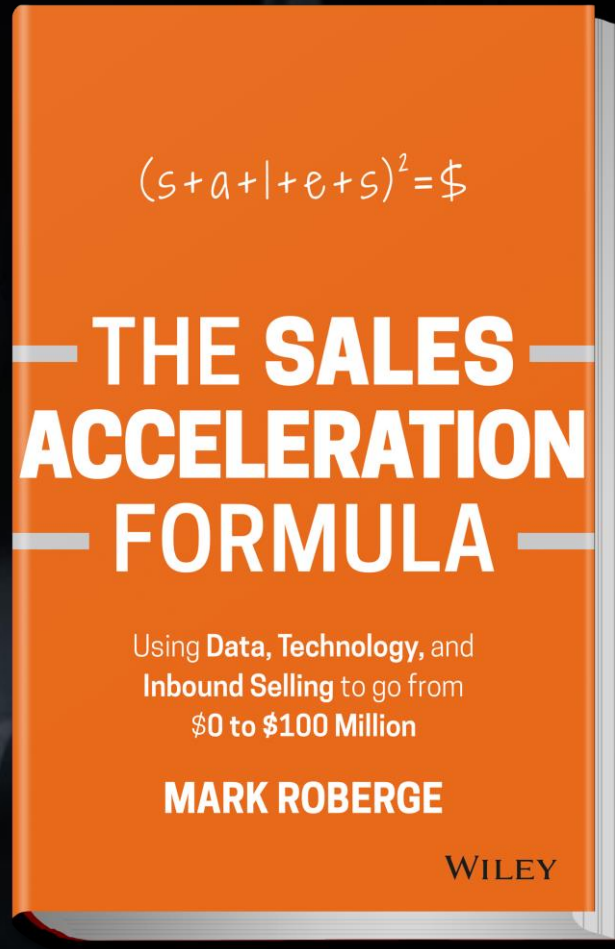
Say goodbye to manual tasks and confusing features. Say hello to HubSpot CRM.

hubspot.com/sales

Take back your inbox with tools that make email better for everyone, including salespeople.

getsidekick.com





All proceeds go to:



REMINDER:

First **50** participants that signed in LIVE to the webcast will receive a copy of Mark's book!

QUESTION & ANSWER

JASON REED

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