

The Gameplan for Solving Sales Methodology Adoption

September 14, 2017



WEBINAR PRESENTERS



- **Brevet is a sales enablement firm that bridges the gap between strategy and execution.** We partner with complex organizations to transform their selling effort.
- **We combine strategic consulting, custom training and technology reinforcement** to translate ideas into results.
- **Data-driven insights are our building blocks.** Our research has been featured in such places as the *Harvard Business Review*.
- **The term “Brevet” comes from the military.** A brevet rank is a temporary promotion for outstanding service in times of need. Brevet reflects on how we work. We temporarily become a member of your team, offering guidance and supporting execution.

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3 GOALS FOR DISCUSSION

- 1 Level Set – Discuss realities of methodology adoption
- 2 Reframe – Share emerging research into how to improve
- 3 Get Practical – Help you translate insight into action

SALES METHODOLOGY: INTENT VS. REALITY

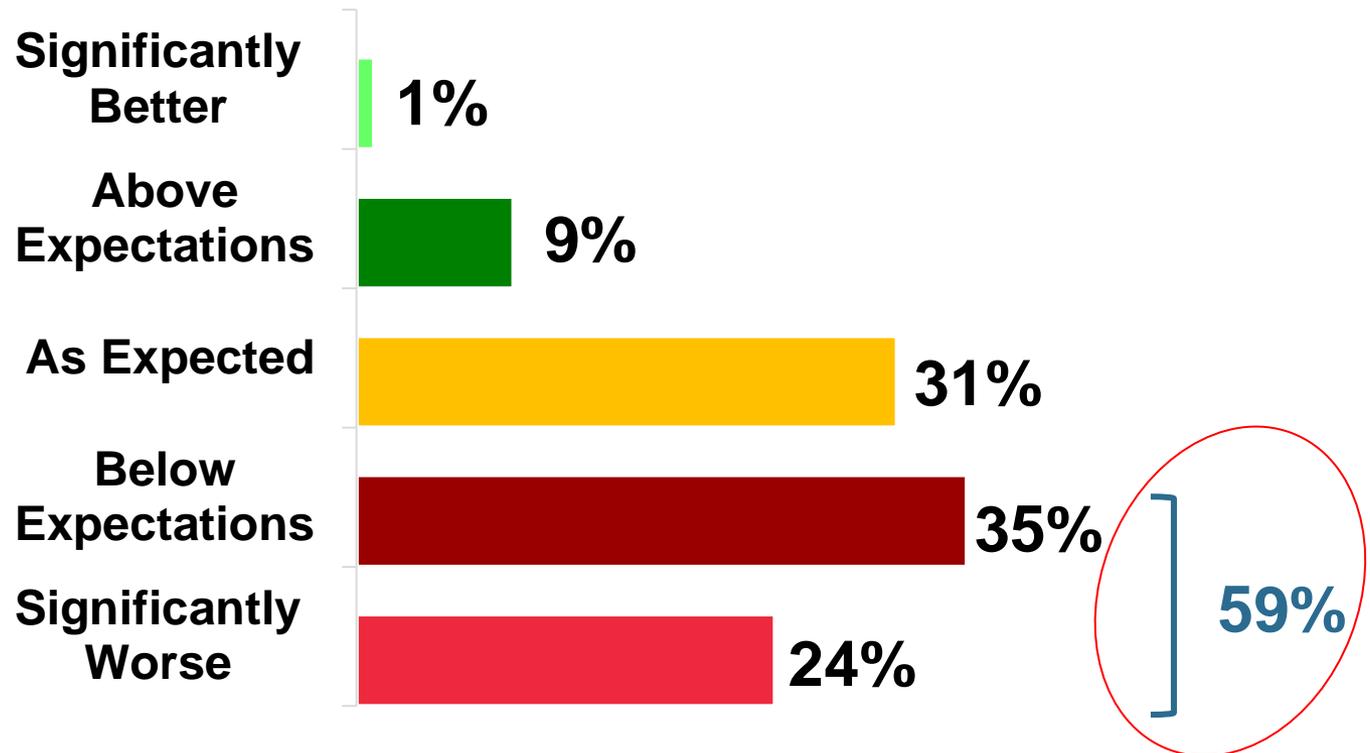


- Consistent Execution
- Efficient Ramp
- Common Language
- Scalable Approach
- Effective Coaching



- Binders on Shelves
- “Wild West”, “Pockets of Excellence”
- Poor Veteran Engagement
- Compliance Mindset
- Variable Coaching

LEVEL OF METHODOLOGY ADOPTION



WHAT YOU TOLD US

“More buy in from senior sales people.”

“Have managers make it apart of how they do their job.”

“Less compliance-mindset and more engagement.”

“Make it more adaptable to the market.”

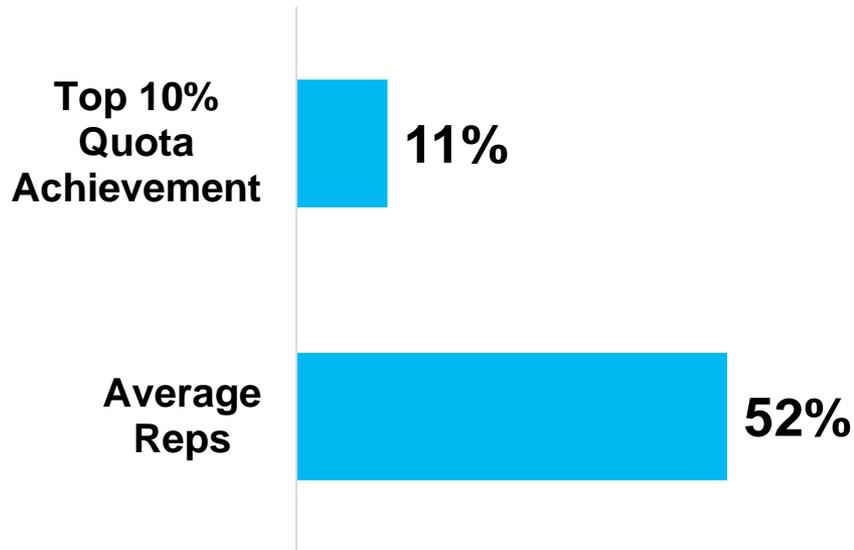
“Make it real, living and breathing.”

“Consistent execution.”

“Get model to work everywhere, globally.”

“Figure out how to get the prima donnas to use.”

DIGGING DEEPER



Methodology Adoption by
Highest Performers
Significantly Worse

Adoption Negatively
Correlated with
Experience



WHAT IS THE REAL ADOPTION BARRIER?



WHAT IS RIGHT MEASURE OF SUCCESS?

THE REAL GOAL OF SALES METHODOLOGY

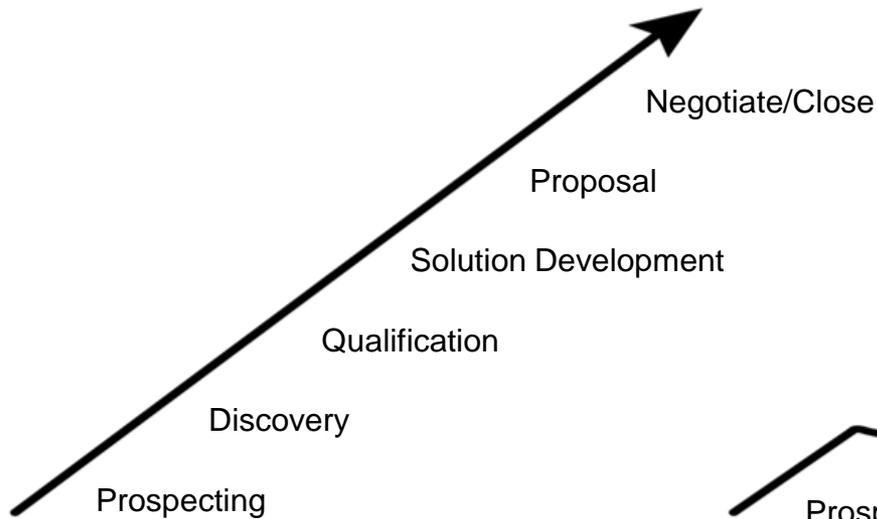
DESIGNED TO DIFFERENTIATE &
DRIVE EFFECTIVENESS

MOST IMPLEMENTATIONS FOCUS ON
CONSISTENCY & COMPLIANCE

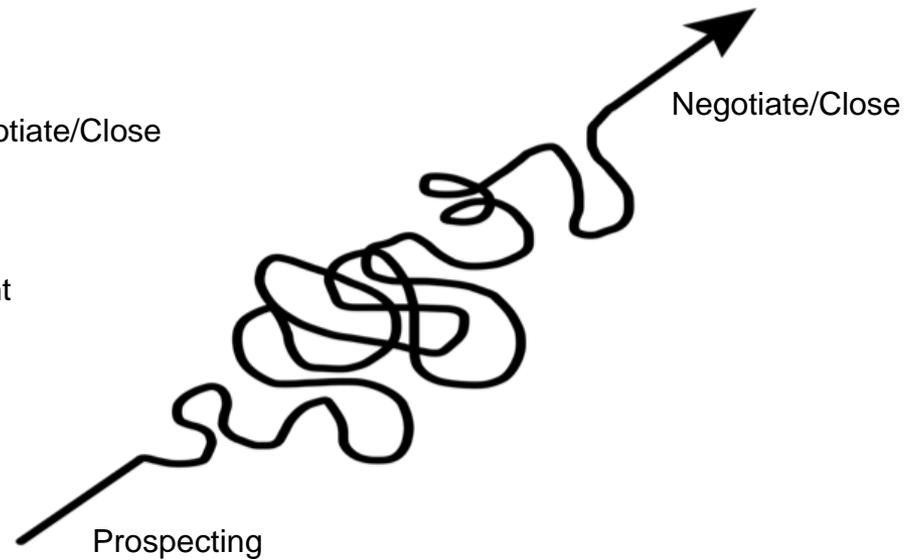


WHAT REALLY IS A METHODOLOGY?

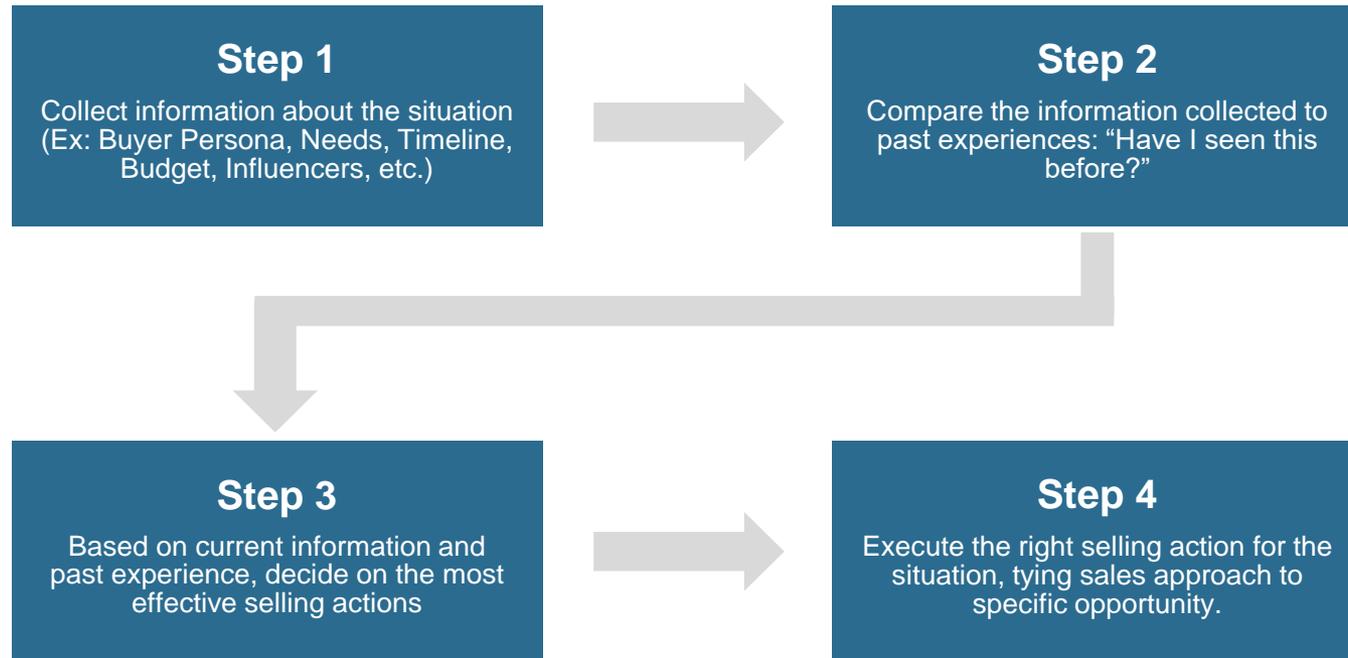
WHAT A SALES METHODOLOGY LOOKS LIKE



WHAT SALES REALLY LOOKS LIKE



WHAT YOUR TOP PERFORMERS DO



OTHER HIGH PERFORMERS – SAME PATTERN



High-Performing
Athletes



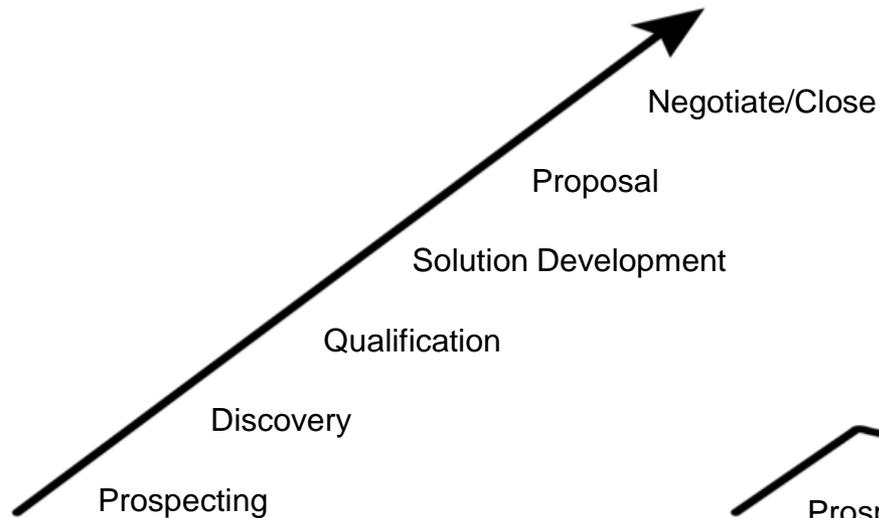
Military
Leaders



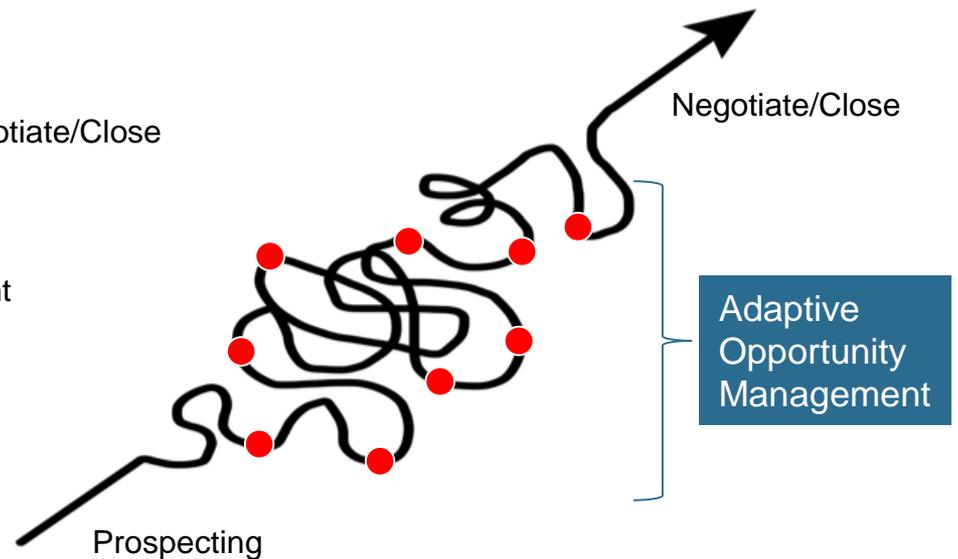
World-Renowned
Surgeons

A DATA-DRIVEN APPROACH IS REQUIRED

WHAT A SALES METHODOLOGY LOOKS LIKE



WHAT SALES REALLY LOOKS LIKE

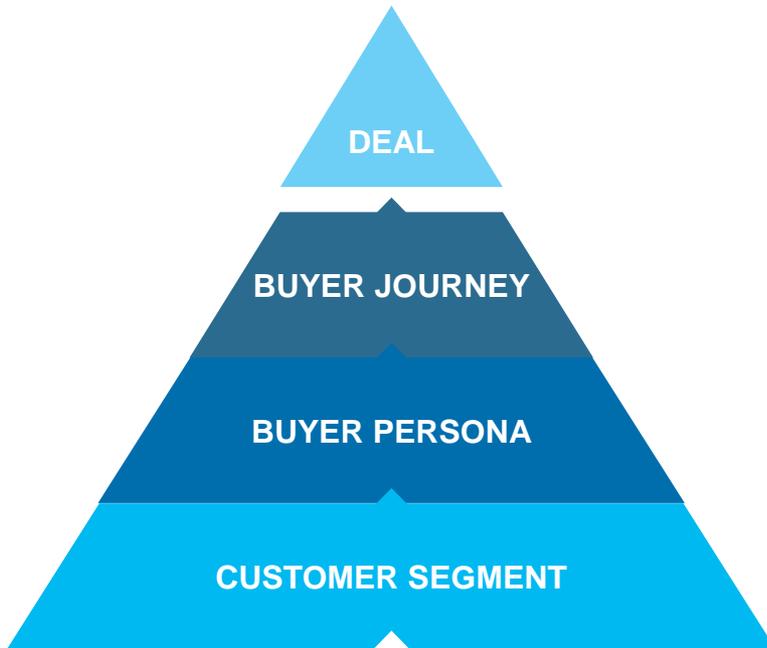


THE REALITY OF OPPORTUNITY MANAGEMENT

- We live in dynamic/situational world of selling
- Classic segmentation isn't enough
- Rise of Account-Based Marketing drives greater deal specificity
- There is no “one size fits all” approach to selling (and we're willing to do something about it)

All methodologies have merits, but you need to apply the **right strategy**, at the **right time**, in the **right situation**

THE KEY TO METHODOLOGY IS THE 'DEAL'



- **The #1 reason why adoption fails is because reps believe it's "not applicable to this deal"**
- A new approach is required that's situational and adaptive, not linear
- Mirrors what high performers naturally do, and...
- Matches needs and expectations of today's buyers

LOOKING THROUGH THE DEAL LENS

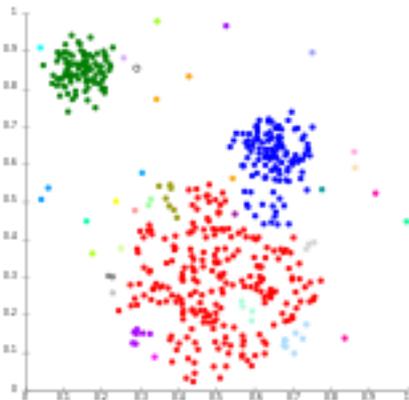
MANY UNIQUE DEAL FACTORS

- Number of buying influences
- Pricing sensitivity
- Experience with vendor
- Strength of vendor relationship
- Reacting to a pain or gain
- Process orientation
- Define buying process of goods/services
- Number of competitors
- Clarity of the problem
- Clarity of the solution
- Readiness to change
- Personal buying influence motivations
- Buyer journey stage
- Perceived benefit from solution
- Knowledge of product / solution
- Political environment
- Capital spend / budgeting cycles
- Sophistication of internal resources / function

AND MORE DEPENDING ON YOUR MARKET AND SALES MODEL...

TURNING FACTORS INTO DEAL SCENARIOS

DATA-DRIVEN ANALYSIS OF FACTORS



PRIORITIZED FACTORS – GREATEST INFLUENCE ON WIN/LOSS

- Wellness owner
- Engagement level
- People resources
- Role of consultant
- # and type of programs
- Leadership POV
- Level of integrations
- # of wellness providers
- Metrics and measurement

COMMON DEAL SCENARIOS

-  MVP
-  Tail Chase
-  Day Dreaming
-  Sleep Walking

Wellness Solution Client Example

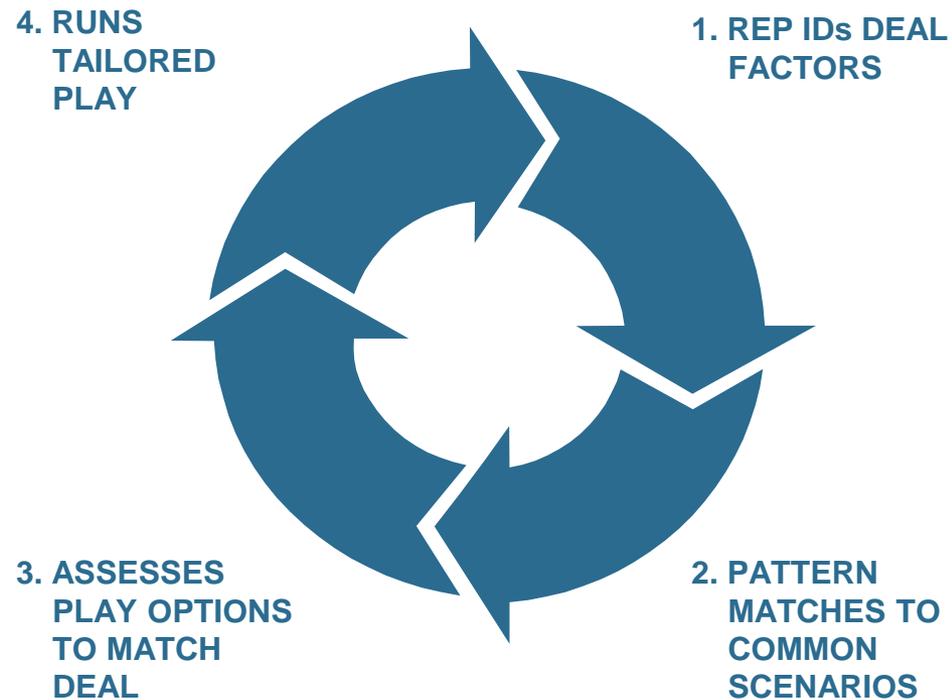
DEFINING THE RIGHT ‘PLAY’ FOR THE SCENARIO

- A “Sales Play” is a set of actions and key messages that can be deployed based the deal scenario
- Offers more directive guidance to reps and managers
- May integrate with existing methodology and multiple skills/actions
- Multiple “Sales Plays” may be deployed within a deal
- Sequencing of the plays matters
- Plays are dynamic in nature

Illustrative

SALES PLAY	
<ul style="list-style-type: none">• Situation calls for bringing together multiple buying influences with divergent perspectives on the presenting issue	
SALES ACTION	MESSAGE
<ul style="list-style-type: none">• Propose 2 hour workshop with clear objective• Prepare a brief initial diagnostic deck based on discovery interviews• Share white paper with participants prior to workshop	<ul style="list-style-type: none">• Show gap analysis between discovery findings and best practices• Share stories on when gap is addressed• Drive to alignment on issue
BUYER ACTION	TOOLS
<ul style="list-style-type: none">• Find time on the calendar for workshop• Pitch the workshop internally as an opportunity to learn market best practices• If not willing to execute workshop, requalify	<ul style="list-style-type: none">• Bring in market best practice report• Send white paper to participants in advance

ADAPTIVE OPPORTUNITY MANAGEMENT



ADAPTIVE SALES METHODOLOGY

MAKES STANDARD SALES PROCESS MORE DYNAMIC



- Skills
- Messages
- Process
- Tactics
- Collateral
- Coaching

ADAPTIVE METHODOLOGY BENEFITS

- Better adoption – it brings skills, methodology and messages to life
- More engaged veterans
- Better, tailored sales coaching
- Improved alignment with marketing
- More practical view of training ROI
- Increased sales productivity – win rates, deal size, velocity



HOW TO TRANSLATE THIS INSIGHT
INTO ACTION?

CLONING OUR BEST REPS?



**Top Performer
Behavior**



**Organizational
Capability**

**EXCITING OPPORTUNITY FOR SALES ENABLEMENT – LEAD THE WAY IN
MAKING THE *IMPLICIT* MORE *EXPLICIT***

ADAPTIVE OPPORTUNITY MANAGEMENT SYSTEM



POSITIONS SALES ENABLEMENT AS THE STRATEGIC INTEGRATOR FOR THE FIELD

SALES PLAY REINFORCEMENT



PointForward▶

Brevet's cloud-based sales enablement tool that introduces and reinforce sales plays through video-based practice.

- **Practical Reinforcement** – More than event
- **Structured Feedback** – Peers and managers
- **Adaptive Training** – Video challenge exercises tailored deployed rapidly –
- **Contextual** – Allows application of specific skills in context of each deal scenario
- **Insight** – Naturally surfaces best practice tactics, messages

WHAT DOES THIS ALL MEAN?

HAVE A 'METHODOLOGY'



WITHOUT A 'METHODOLOGY'



CLOSING THOUGHTS

- The “Deal” is the primary lens to drive methodology adoption
- Deal situational awareness can be taught just like with quarterbacks, the military and medical professionals
- Adaptive Opportunity Management leads to skill, message and methodology adoption, greater sales productivity and improved win rates
 - 80/20 rule - focus on the 3-4 most common deals to move the needle
- It’s a paradigm shift for sales enablement
 - Platform for broader programmatic elements
 - Expands the strategic positioning of the Sales Enablement function
- Let’s discuss our learnings and best practices partnering with other clients

Questions?