

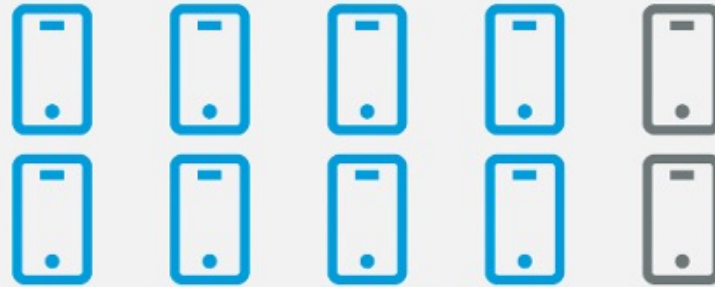
Building Peak Performing Sales Organizations *The People, The Processes, and The Technology*

**Darrell W Gunter
Adjunct Professor
Stillman School of business
Seton Hall University**

June 22, 2022

Industry DATA Shows

80%



of B2B sales interactions between suppliers and buyers will occur in digital channels

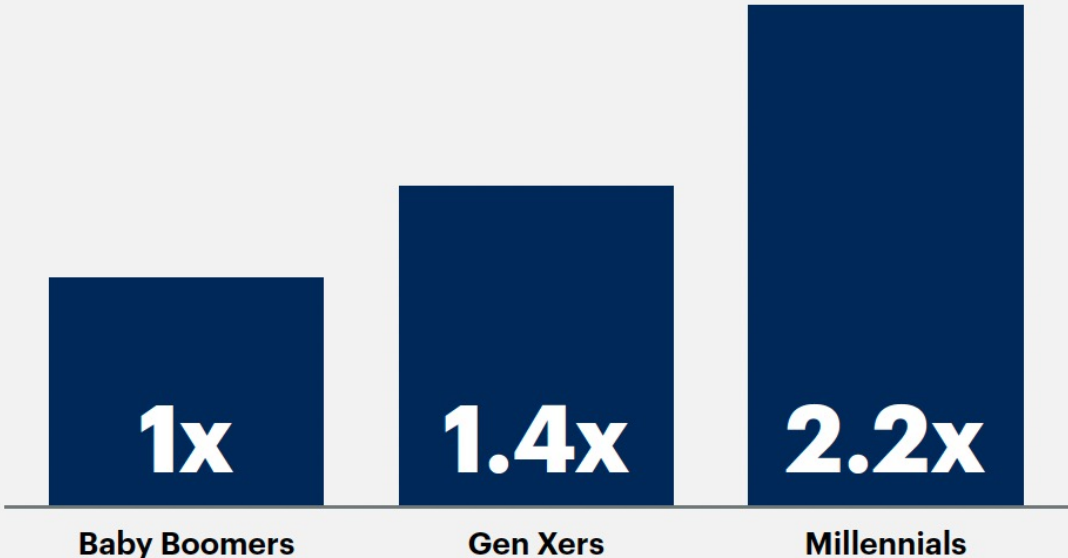
60%



of B2B sales organizations will transition from experience- and intuition-based selling to data-driven selling, merging their sales process, applications, data and analytics into a single operational practice

DATA - % OF BUYERS PREFERRING A REP FREE

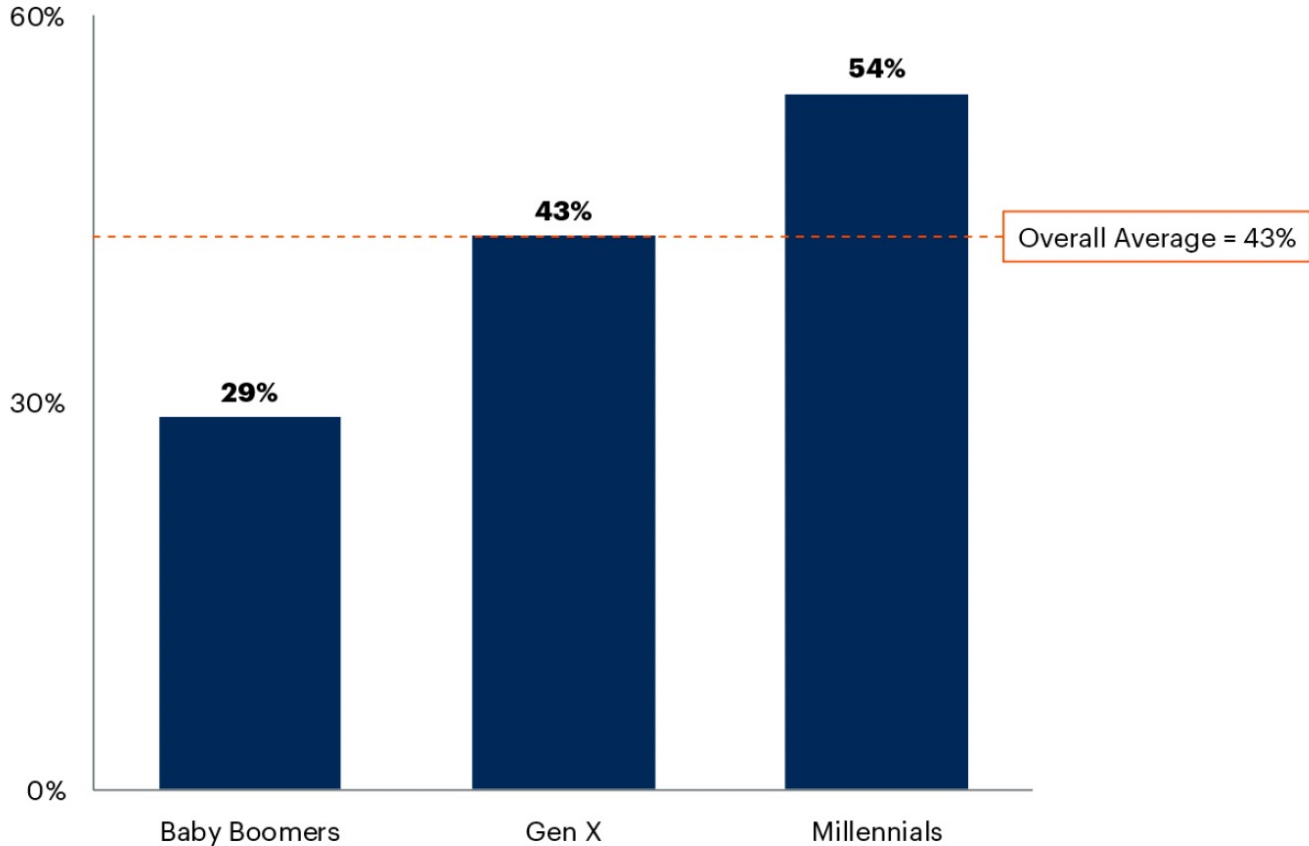
Indexed percentage of customers, by generation, who report high skepticism of sales rep claims



44% of millennials prefer no sales rep interaction in a B2B purchase setting



Percentage of B2B Buyers Preferring a Rep-Free Experience



n = 979

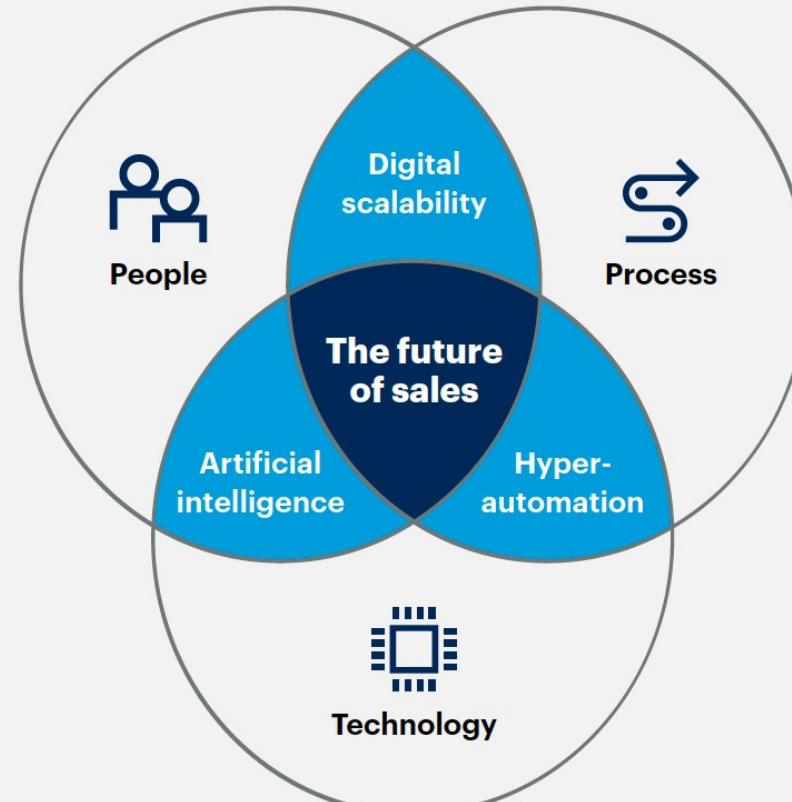
THE FUTURE OF SALES IS ADAPTIVE Hyperautomation

A hyperautomation microjourney strategically organizes and expedites the steps and stages that lead to a specific goal. Business and IT teams collaborate to integrate the right tools and augment them with AI for seamless, streamlined results.

THE FUTURE OF SALES IS ADAPTIVE

The future of B2B sales

The convergence of hyperautomation, digital scalability and artificial intelligence



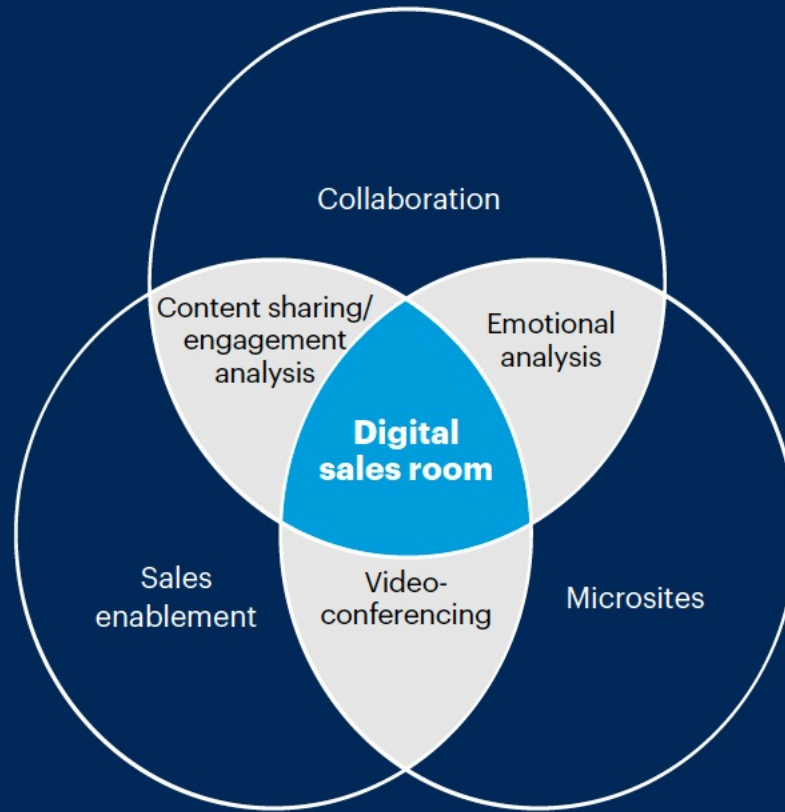
THE FUTURE OF CHIEF SALES OFFICERS: LEADERS OF SELLING NOT SELLERS

- ❖ ENGAGE THE “EVERYWHERE CUSTOMER”
- ❖ SALES HANDLE COMPLEX BUYING DECISIONS
- ❖ INCREASE DIGITAL SKILLS SETS
- ❖ BUILD A FUTURE-FORWARD SALES TECHNOLOGY ROADMAP



DEVELOP DIGITAL SKILL SETS

Key sales technology enabling virtual selling



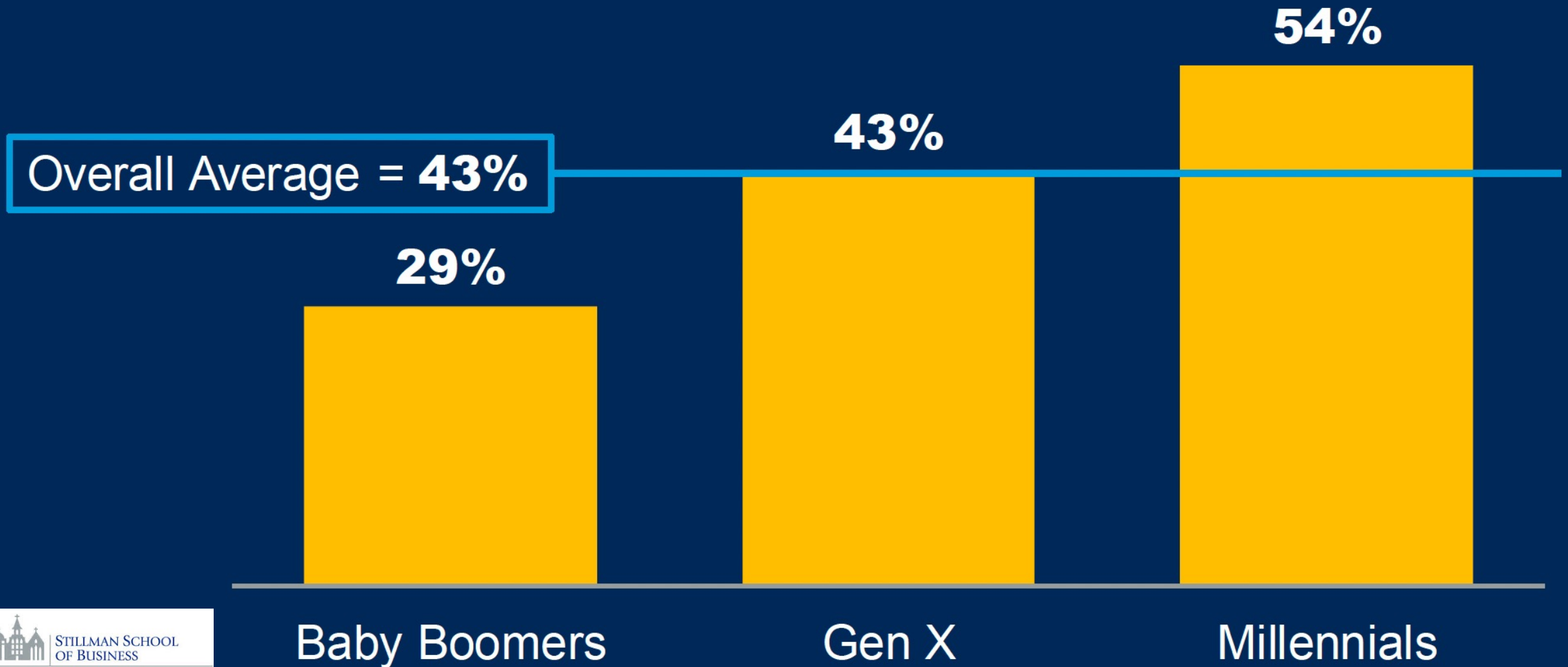
An average of **11 individual stakeholders** are involved in a B2B purchase; that number can occasionally flex up to nearly 20.

Build a Future Forward Sales Technology Roadmap

The four primary components of AI-based guided selling



Customers Prefer a Rep-Free Experience



Addressing Evolving Customer Buying Behavior



Upskill **sellers** so customers do want to talk to them

or



Invest in **digital** to align to customers' evolving preference

 **23%**

higher **purchase regret**
among customers
preferring a rep-free
buying experience

Customer Confidence **Increases** When Customers Feel That:

- ✔ They've asked the **right questions**
- ✔ They've identified the **best information**
- ✔ They're aligned at **key decision points**
- ✔ The purchase will **positively impact their business**
- ✔ The purchase was **a good choice**

The World of Work is Changing



86%

Of employers are now hiring virtually but **83% are finding the process difficult.**



93%

93% of managers need training on coaching



80%

Of D&I efforts fail...**despite \$8 Billion invested.**

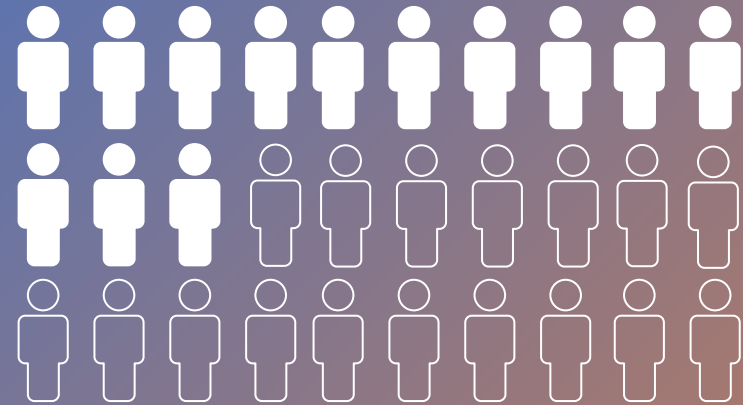


Sales may be the Most Challenging of All

18
months

Average tenure for
new sales leaders

35%
Attrition Rate



Only **43%**

of all sales professionals
achieve quota

It's not for lack of trying

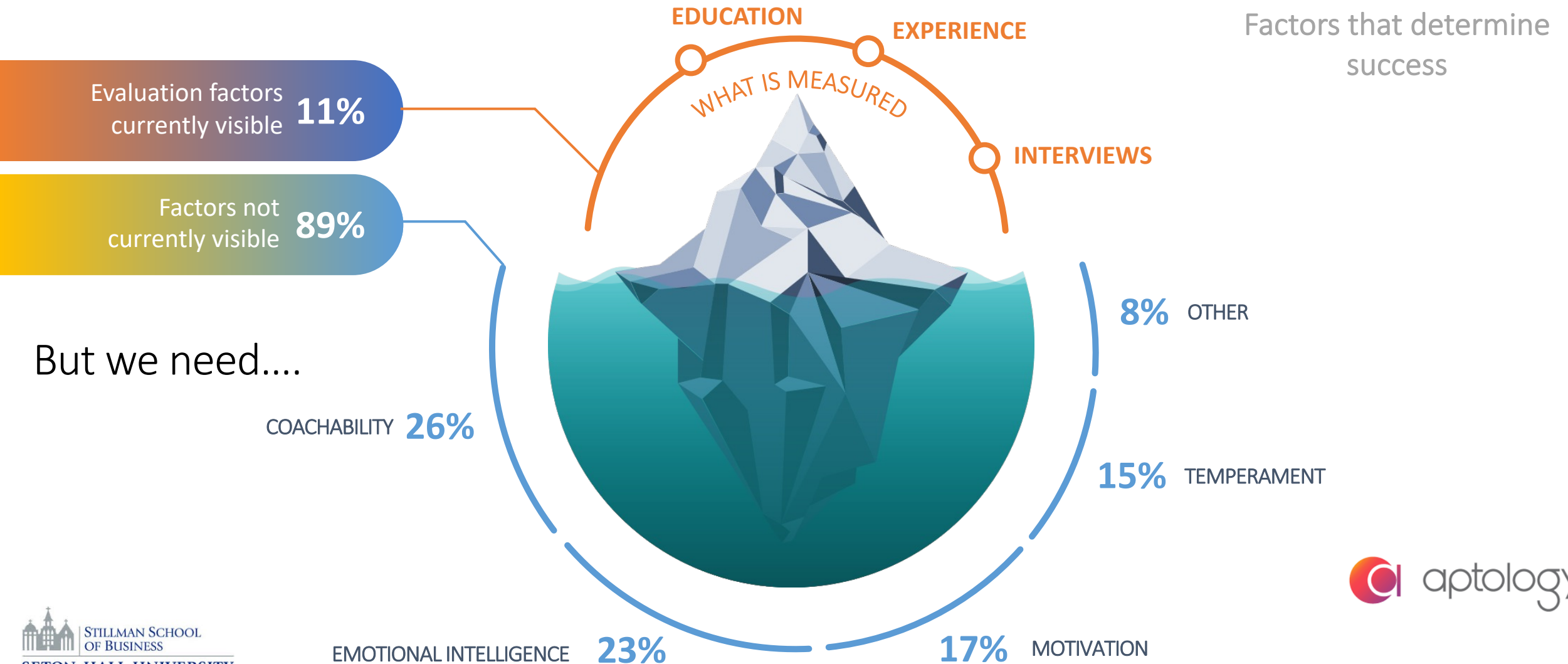
\$40+
billion

Spent Annually on HR Technology &
Consulting

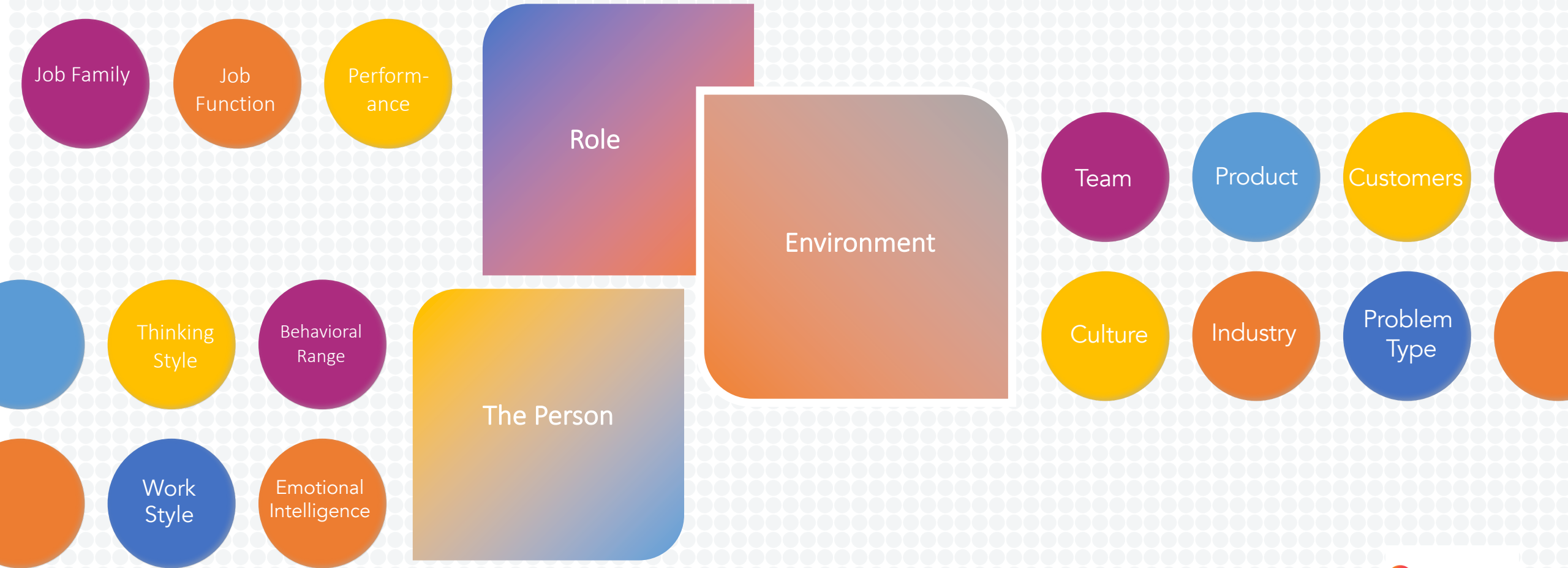


- **Process over People**
- **Efficiency over Outcomes**
- **One Dimensional**

The Traditional View of People is not Sufficient



It's About Overall Fit



Aptology Success Profile -Example

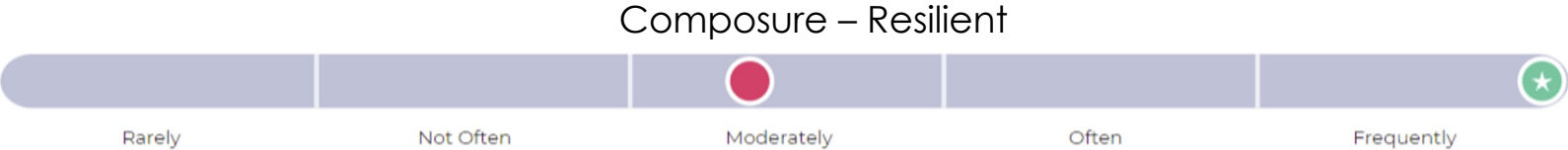
Optimal Attributes

In general, these 3 behavioral characteristics differentiate your top performers from the rest.

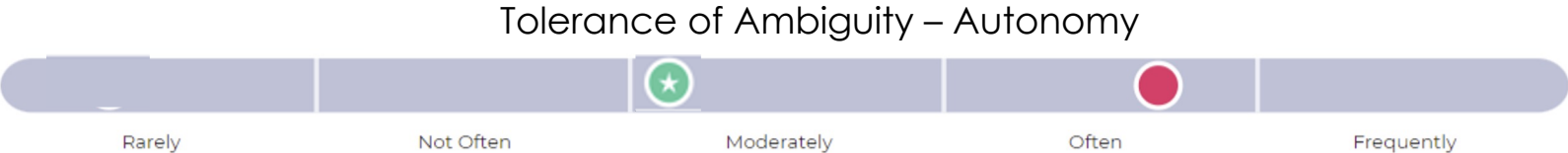
The external POC report would show the differentiation between top performers and bottom performers in an easy-to-interpret format which retains Genpact's nomenclature.



See ahead to future possibilities and translate them into breakthrough strategies

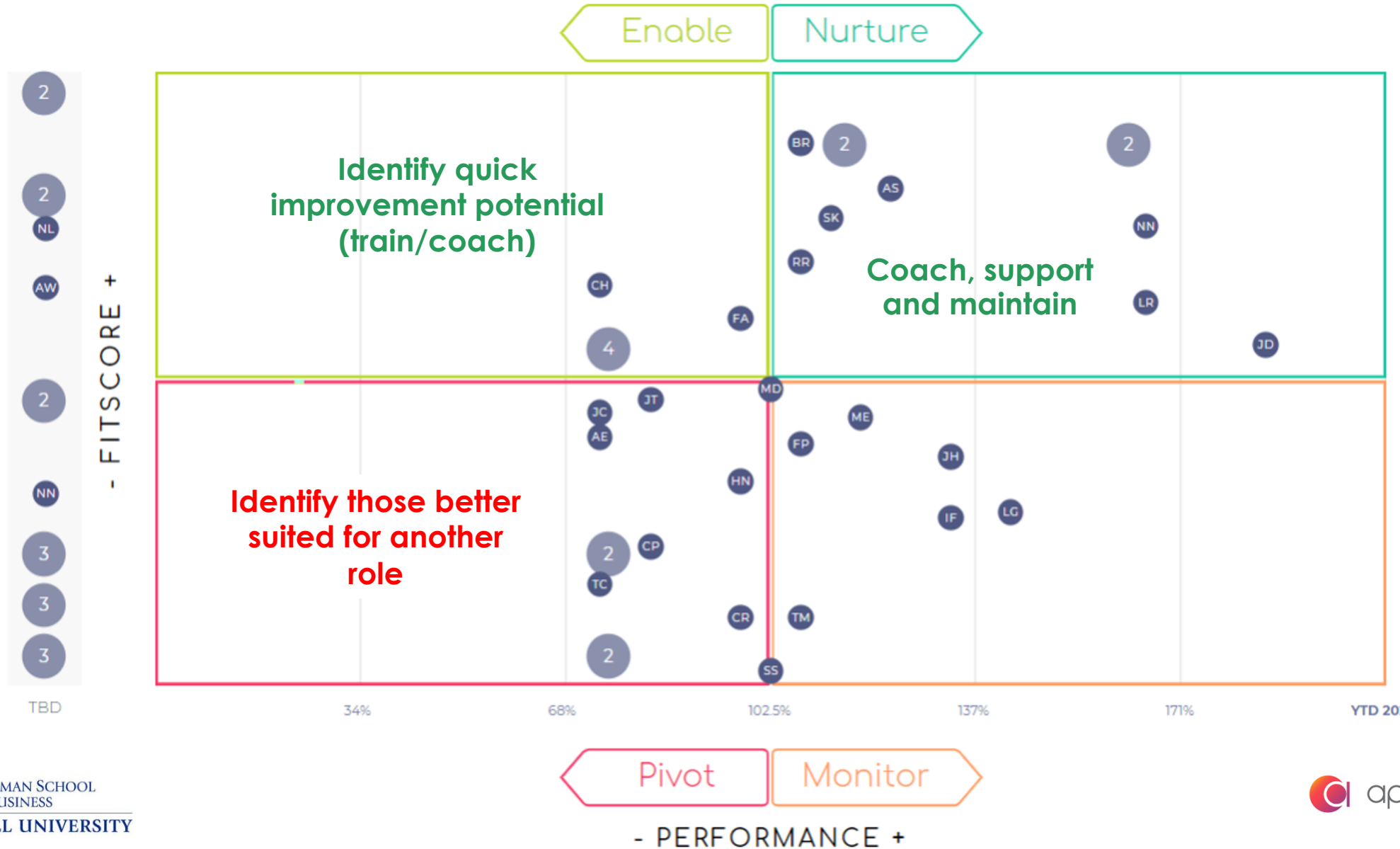


Stay calm and poised in stressful, difficult, or ambiguous situations



Comfortable with uncertain, vague, or contradictory information that prevents a clear understanding or direction (Agility)

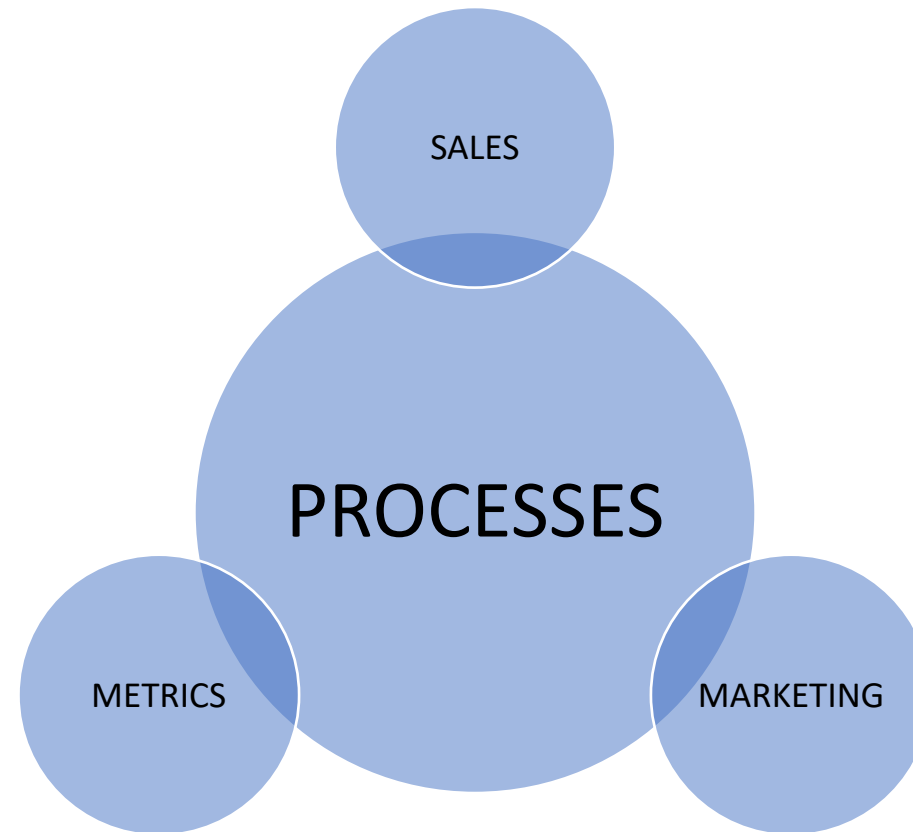
Assess the 'Health' of the Your Key Team using the Manager Dashboard



The external POC report would plot the LCPs that completed the survey as part of the POC against the overall fit-score and performance data. This allows Genpact to assess the 'Health' of the team and how to take action to improve performance.

As part of the wider project. Genpact will be able to use the dynamic Manager Dashboard to see real-time ROI

PROCESSES

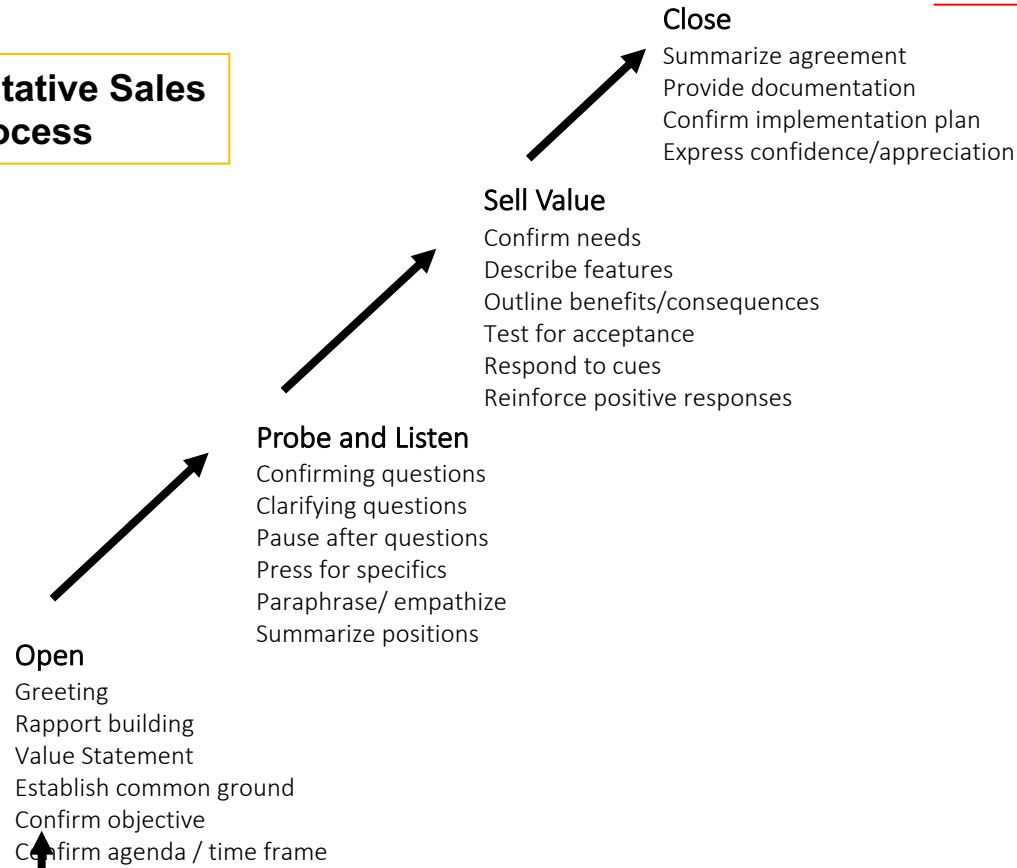


SALES

The best practices to ensure the adoption of our sales process are as follows:

1. Self-learning preparation of product, pricing, promotion, and administration policies
2. Consultative Sales Excellence
3. CSE - Application Sales Calls - The Lab
4. Certification of Sales Call
5. Annual CSE (Continuing Sales Education) and Certification

Consultative Sales Process



**R
E
V
I
E
W**

- Plan**
- Pre-Call Planner
 - Objectives
 - Needs/Interests
 - Value /Vulnerabilities
 - Product / Pricing
 - Competitive Position
 - Internal support identified

- Opening
- Benefit Statement
- Agenda
- Questioning Strategy
- Pricing Review
- Anticipate Objections



MARKETING ALIGN WITH CMO

Key Goals

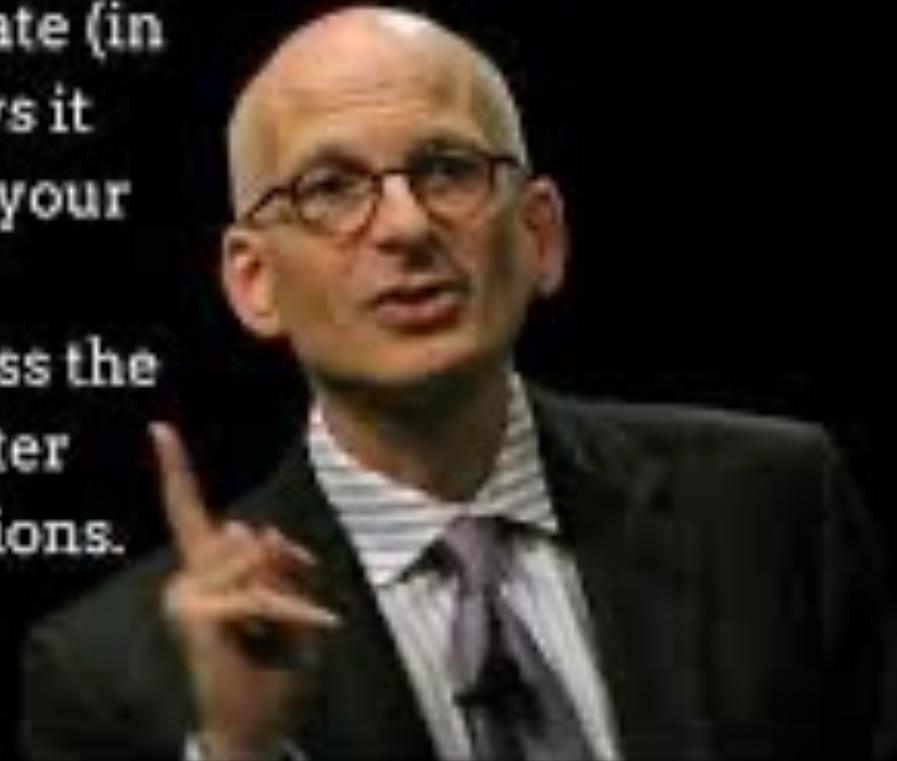
1. Acquire more customers
2. Increase customer satisfaction
3. Cross-sell/upsell
4. Improve sales ROI
5. Improve customer retention

METRICS

A useful metric is both accurate (in that it measures what it says it measures) and aligned with your goals.

Don't measure anything unless the data helps you make a better decision or change your actions.

~ Seth Godin



www.OurJaBizOps.Com/Resources

#MetricsMatter

A Sample of Metrics

- Revenue growth.
- Revenue per client.
- Profit margin.
- Client retention rate.
- Customer satisfaction.

TECHNOLOGY

SALES ENABLEMENT



CRM



COMMUNICATION



SUMMATION

- Building A World Class Sales Organization
- Start with a road map in phases
- Collaborate with your team and marketing colleagues
- Establish performance metrics and milestones
- Evaluate monthly
- Best wishes

Thank You!

Darrell W Gunter

d.gunter@guntermediagroup.com

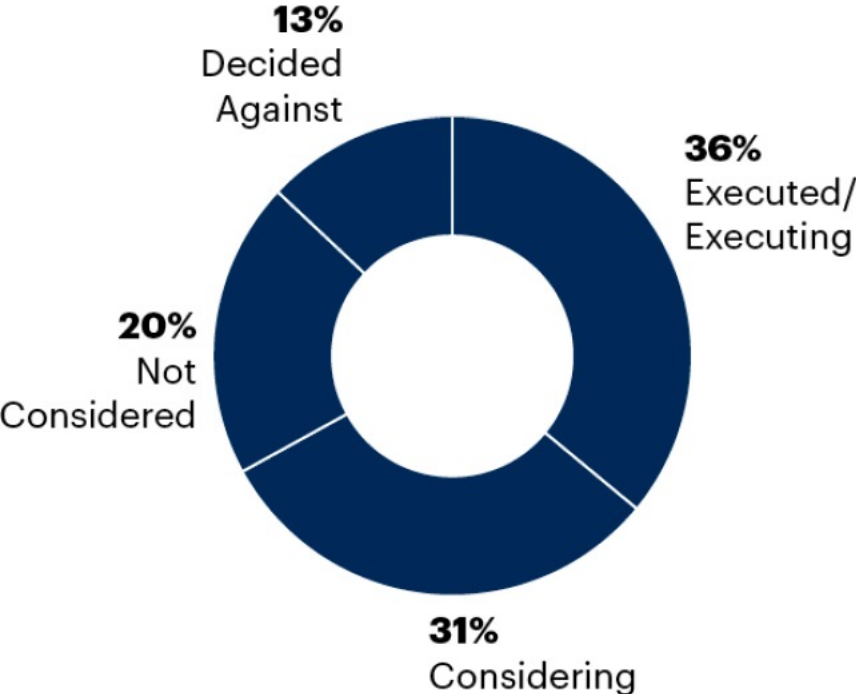
+1.973.454.3475

Appendix

Impact of Shift to Virtual Selling on Sales Team Role Composition

Percentage of CSOs Choosing Each

Permanently Transitioning Some or All Field Sellers to Virtual Roles



n = 61 CSOs

Creating Hybrid Field or Virtual Sales Roles

