

Sales Transformation

— Breaking Out of the Box —

OVERVIEW

In the ever-evolving landscape of B2B sales, staying competitive and driving organic growth demands a radical departure from conventional approaches. BETR presents a whitepaper that delves into the heart of sales transformation, exploring the common pitfalls and offering a ground-breaking methodology that challenges the status quo. We push thinking and perspectives to empower CEOs, CROs and sales leaders to reinvent their strategies and revitalize their organizations.

Much has been written about the fact Buyers buy differently today and have much higher expectations of sellers and their organizations. It is easy to argue that Buying has changed but Selling has really not or certainly not at the same pace. In highly competitive and rapidly changing markets, Executives need growth and are looking for calculated investments that offer near-term returns.

Balancing the ever-evolving requirements of Buyers with a sustainable, teachable sales motion is difficult. Making truly transformative investments adds another layer of risk and complexity. That is why they are happening less and less with point or box solutions becoming more of the norm.

Any research on the topic of transformation projects will scare you by the fact that 75-80% are deemed to end in failure. Stakes are high for all

involved. That scary fact aside, for many organizations, transformation of how you go-to-market and sell your goods and services is necessary. The status quo is no longer an option. A better way is required.

THE COST OF BEING AVERAGE

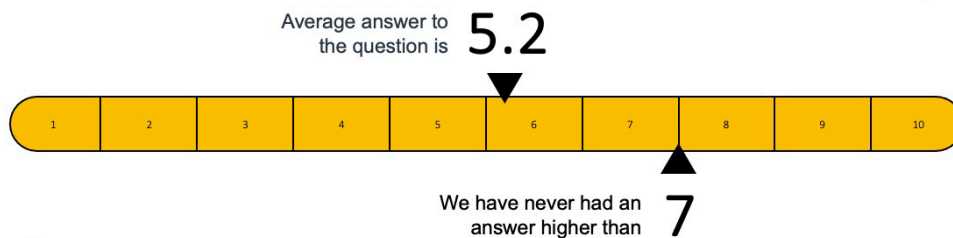
If you ask CEOs about the effectiveness of their sales organization, you get an interesting view of reality. With an average score of 5.2 out of 10, CEOs are not saying their organizations are average, they are saying they are below average.

Even when faced with this obvious gap and opportunity, making material investments to transform their sales organizations effectiveness is not likely to make the top 3 things they would do to grow. The math exercise on the actual Cost of Your Organization Being Average is incredibly compelling. The performance or effectiveness gap for 65-75% of your sellers being average or below average will push your thinking on whether the status quo is acceptable or not.

CEO'S VIEW OF SALES

Over the past few years, through conversations with hundreds of CEO's, a common question has been asked:

"On a scale of 1-10 [10 being High], where would you rank the effectiveness of your sales organization?"



n= 187
Source: Ink Strategy Inc.

The research on this topic allows for comparison between you and known benchmarks. Typically, the gap that exists and the opportunity for incremental improvement show an overwhelming business case to invest in change.

SOLVING THE WRONG PROBLEM

We have had the opportunity to work with thousands of highly skilled, smart and hard-working Executives in the past 10 years. We have touched or worked with over 15,000 sellers in the same time frame. Generally, when Executives make a significant commitment and investment in change, they are doing it with the right intentions. That said, two common challenges are:

- trying to solve the wrong problem
- focusing on the right problem but with the wrong solutions

Here are a couple of examples. Wrong Problem. In the absence of data, we make a best guess on the root issues which are based on prior experience. Wrong Solution. Buying new tech stack tools in the hopes it will allow ineffective sellers to sell more because they have more time.

EFFICIENCY vs. EFFECTIVENESS

EFFICIENCY

SALES EFFICIENCY is about how to get in front of the right customers, for the right amount of time, at a minimum cost.

Good measurements include Cost of Sale, Participation Rate, Call Volumes and Call / Prospect Ratio.



EFFECTIVENESS

SALES EFFECTIVENESS is about how to maximize sales potential once you are there.

Good measurements include Win Rate, Average Deal Size, Attach Rates, Sales Cycle Length and Call / Deal Ratio.



We use the Efficiency vs. Effectiveness example below. Are you trying to solve a “More” problem or a “Better” problem, because the solutions are wildly different? We often see organizations trying to solve Effectiveness issues with Efficiency solutions.

BLIND SPOTS

The complexity and speed of business leads all of us to overlook challenges or opportunities that are in plain sight. For CEO’s, whether they have a formal sales background or not, a common blindspot resides in the role a more effective sales organization has in the ability to drive growth at above market rates.

Over & Under Estimations

- Over-estimate our own skills today
- Under-estimate the size of the problem
- Under-estimate the amount of change required

Mistakes We Make

- Status Quo is good enough
- Don't have the support of Execs for the transformation journey
- Wait too long to change and don't invest enough

Incorrect Assumptions

- Cannot afford to invest in change in this climate
- We have the DIY resources to transform
- Building something takes too long and cost too much; buy a box

When you think about the traditional People, Process or Technology spectrum of where you may invest to drive change, we have seen a major shift. The top-down shift is to invest in technology over people and process. In 2023, all the noise was about AI. The obvious challenge here is virtually all [90+% in our research] of tech stack investments are in efficiency solutions. Efficiency solutions are about saving sellers time, so that in theory they can

spend more time selling. We all know that is not how it really works and sellers are being drowned by tools in the stack that they either don't use or know how to use properly to drive the desired gains.

Effectiveness investments are in significant decline. Blind Spots are dangerous and tend to lead to the status quo being maintained. Equally as bad or worse, they lead to project failure.

THE PARADOX

The paradox is clear. The need for transformative change is undeniable, yet organizations persistently cling to outdated, onsize-fits-all or one-size-fits-none approaches. The allure of convenience often overshadows the glaring necessity for innovation. Sales leaders find themselves at a crossroads, torn between the comfort of familiar routines and the urgency to adapt to a dynamic marketplace. The paradox lies in the very nature of transformation —embracing change is inherently challenging, especially when conventional wisdom lures us with promises of simplicity.

Out of convenience, organizations invest in one-size-fits-none “box” solutions.

CEO's need organic growth of both revenue and margin. CRO's and Sales Leadership own the underlying imperative and are constrained by both resources and time. Resource constraints include skills, knowledge and budget. Time constraints are about the need for results in the next quarter, when true transformation will take 18-24 months. This forces urgency but also tactical thinking and solutions.

Organizations invest in “box solutions” like tech stack investments or standardized training in hopes that one or two investments coupled with a ton of effort will create some magic. Normally there is a short-term lift, but no magic occurs. Having already shot the magic bullet, leadership now has another paradox. Now what?

We have seen this movie hundreds of times. It has led us to clear perspective that there must be a better way.

A BETTER WAY

True transformation of how a company goes-to-market and sells is often a requirement to drive sustained growth. It can also be a primary point of differentiation. Our simplest point of advice to Leaders considering change is **“Stop Guessing.”**

This beginning point, is often missed or ignored. It implies an immersive understanding of the current state from every angle so that you are neither guessing about the problem or solution. A small initial investment of time materially reduces risk and expense.

Understanding the real problem leads to a series of bespoke solutions. We recommend a series of small bets that reduce risk, increase speed and drive momentum. Sales Processes are designed based on a variety of different internal and external factors that define how clients want their sellers to behave. Leveraging all best practices, we work with clients to design your own Sales Methodology – the encompassing set of tactics, training and tools that overlays your Sales Process and brings it to life.

These are core transformational elements. They are surrounded by a set of Strategy, People, Process and Technology solutions that comprise a complete transformational plan. Yes, there is an AI driven tool focused on Effectiveness improvement. Clients can measure outcomes based on the original benchmark and invest or adjust accordingly.

We created BETR as a branded belief there is a better way. We co-design and develop with the client and then support plan execution and the actualization of results.

BETTER BY DESIGN

BETR was founded and created by like-minded friends and peers who have seen and lived the described problems close up for the past 30+ years. As Executives, business leaders and entrepreneurs, we passionately believe there is a better way.

At our core, this is a consulting and execution business focused on the effectiveness of clients' revenue generating teams.

Our bespoke Solution Offerings fall into four areas that are the key elements of a revenue effectiveness strategy:

STRATEGY



PEOPLE



PROCESS



TECHNOLOGY



The underlying Services or how we do this reflect where we spend our time to drive outcomes for our clients:

CONSULTING



DESIGN



TRAINING



COACHING



EXECUTION SUPPORT

