

Driving Better Buyer Interactions by Getting Inside the Mind of a Sales Rep

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If It Were as Simple as the Vulcan Mind Meld...



Sales Knowledge Transfer Defined

SiriusPerspective: Sales knowledge transfer is the process of enabling sales reps with the knowledge they need to apply during the buying process to accelerate deals in the pipeline and increase overall sales.



Markets



Buyers



Company



Offerings

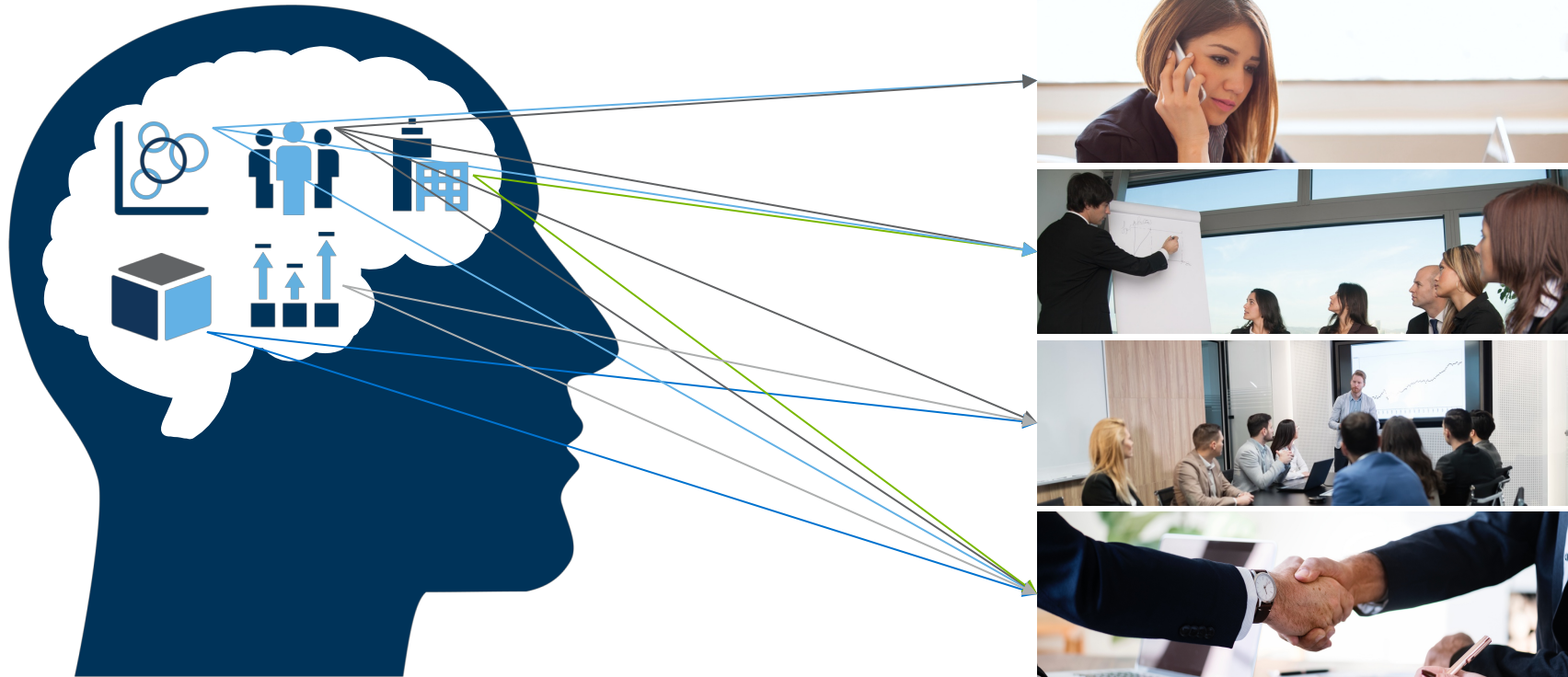


Competition

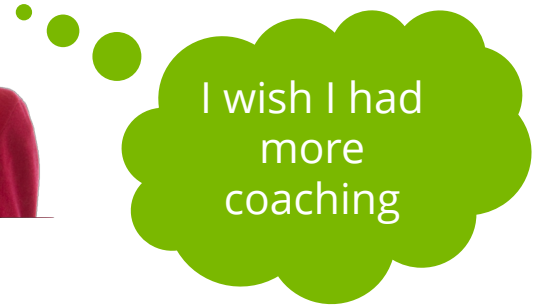
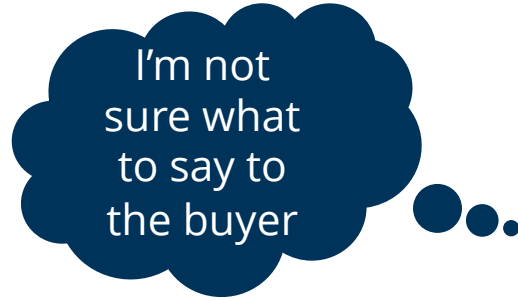


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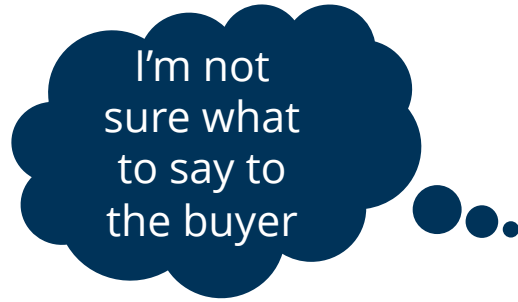


Inside the Mind of a Sales Rep: Knowledge Concerns



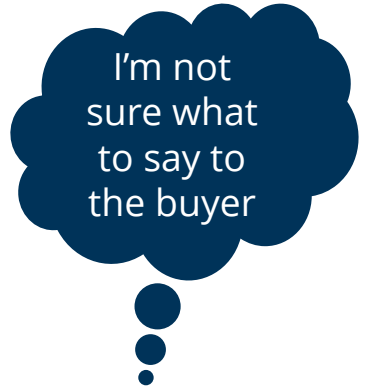
Demand Type Drives Knowledge Need

SiriusPerspective: Demand type drives what sellers need to know and what they do in response to the journey of a particular buyer persona.



Demand Type Drives Knowledge Need

SiriusPerspective: A demand type is the market situation that a b-to-b organization markets and sells into; it is a key driver of messaging, demand marketing tactics, lead qualification and sales enablement.



I'm not
sure what
to say to
the buyer

New Concept

- Make a buyer conscious of an unrecognized need or problem.
- Create a sense of urgency to acknowledge a need and take action.

New Paradigm


- Make a buyer consider an alternative approach, motivate change and mitigate risk.
- Focus on how the offering provides a better alternative for a previously solved need.

Established Market

- Make a buyer realize that the offering is a better choice than a competitor's offering.
- Focus primarily on positioning and differentiation.

Demand Type Drives Knowledge Need

SiriusPerspective: The selling motion is defined by what the seller does in response to the journey of a particular buyer persona; it informs rep activities and knowledge needs.



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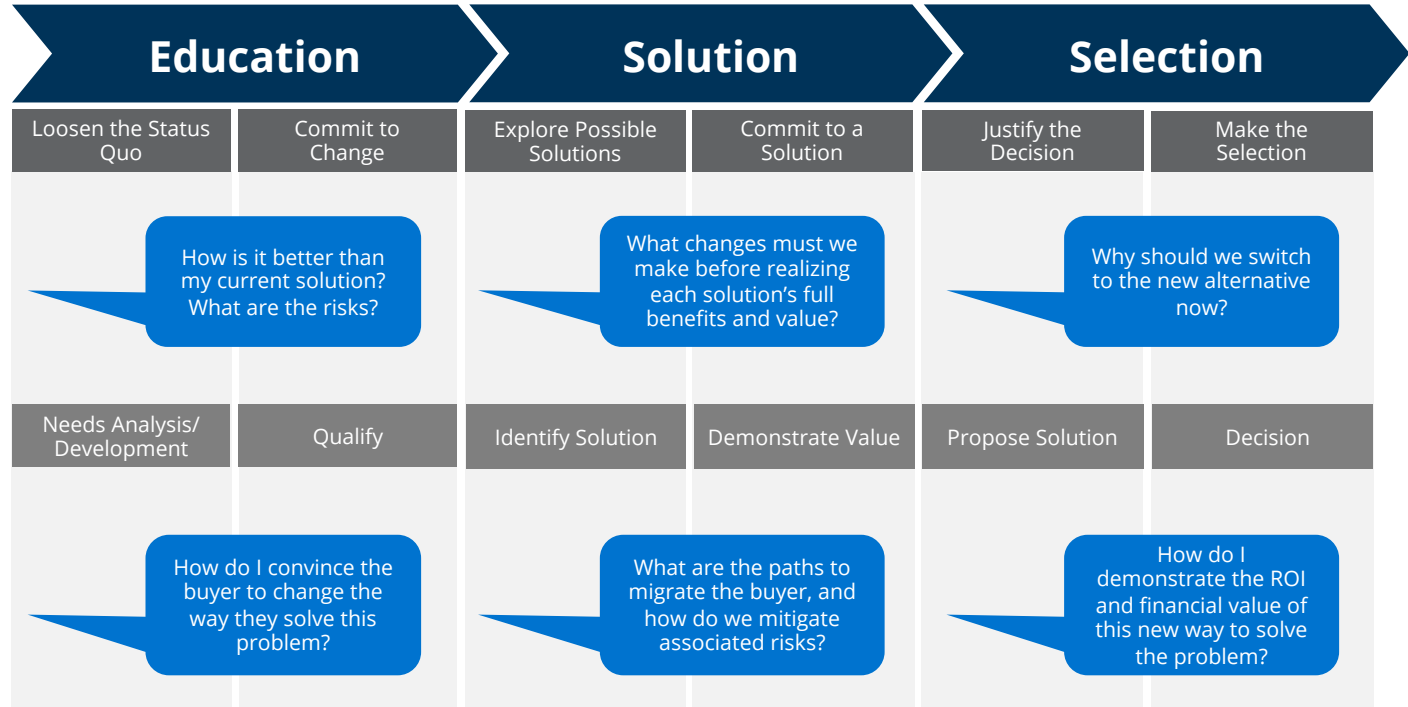
NEW PARADIGM



BUYER



SALES REP



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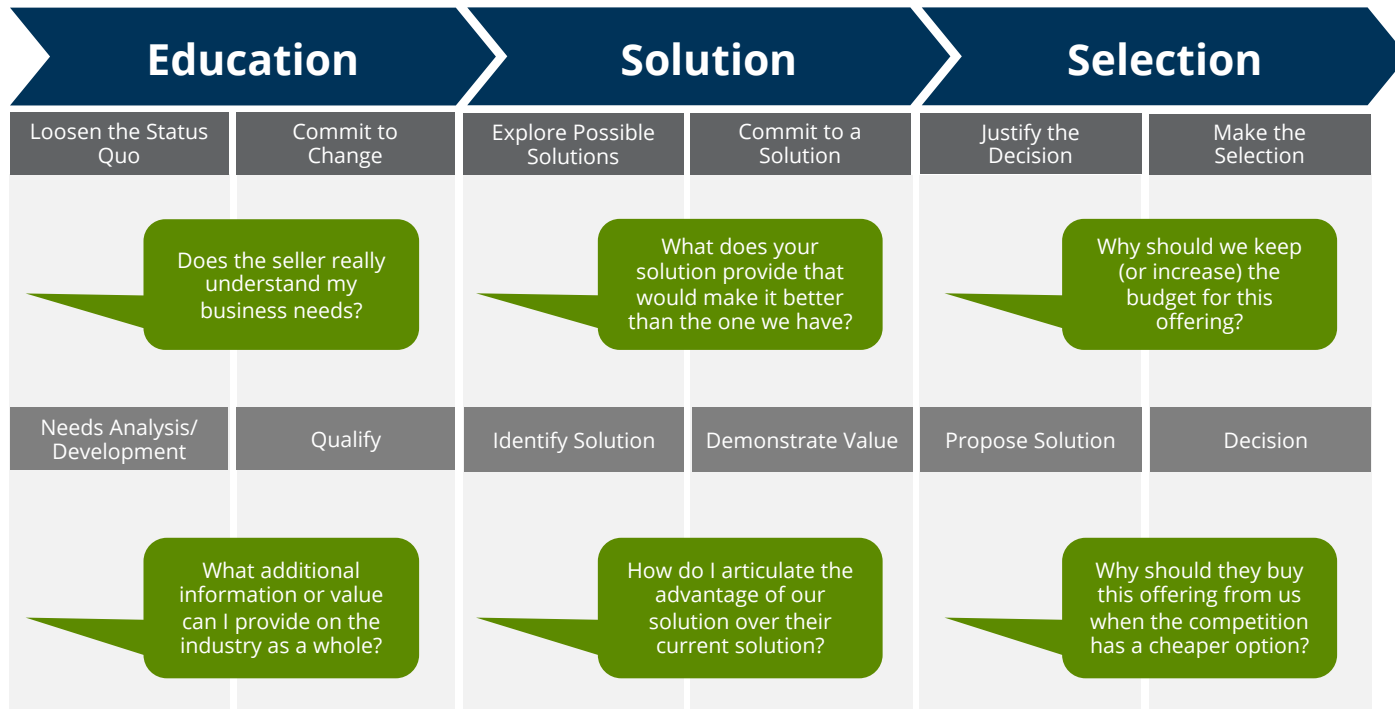
ESTABLISHED MARKET



BUYER

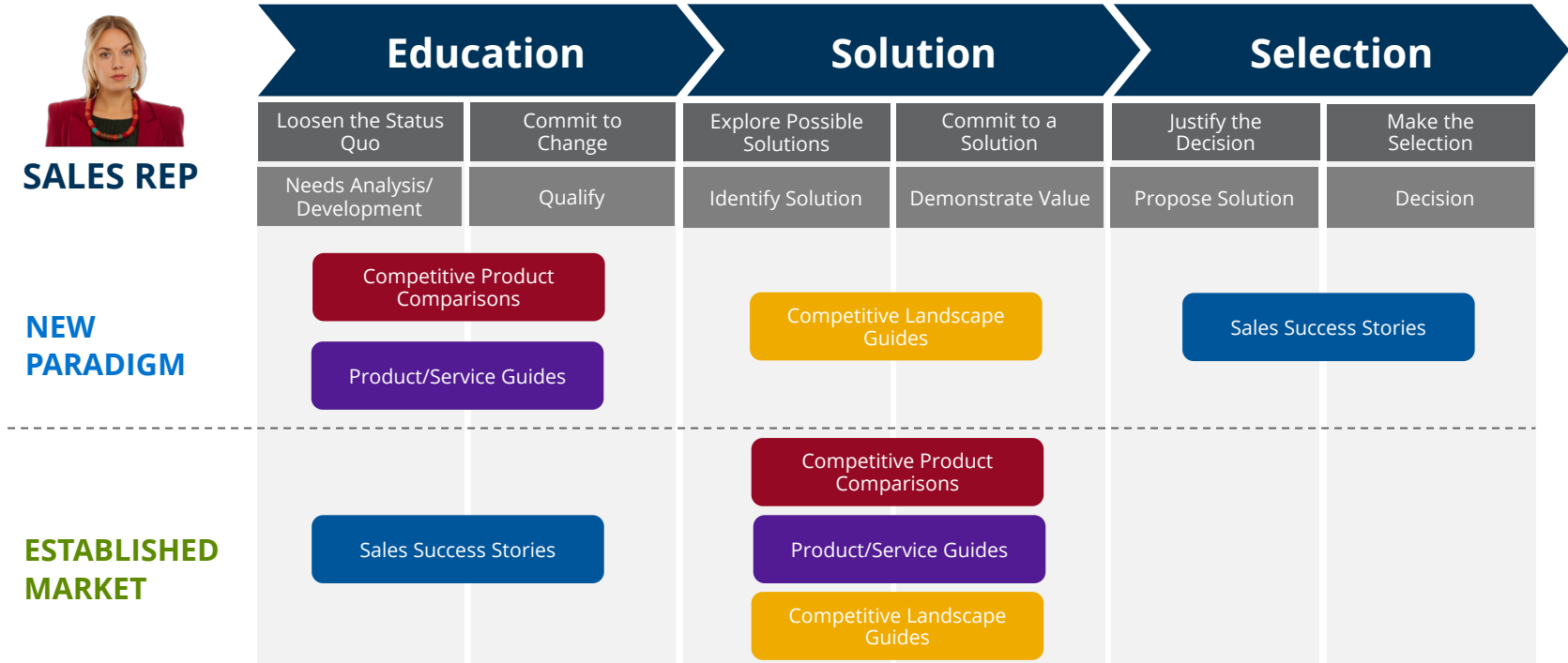


SALES REP



Demand Type Drives Knowledge Need

SiriusPerspective: Interactions, messaging and conversations differ by demand type; reps need to consume different sales tools in a different order.



Source: SiriusDecisions 2018 Sales Talent


Study

@siriusdecisions

@ChristinaMcKeon

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KEY TAKEAWAYS



- One size does not fit all
- Interactions, messaging and conversations are different
- Demand type informs sales knowledge needs and activities

WHERE THIS GOES WRONG



- Not viewing your offering's demand type from the buyer's perspective
- Using a sales methodology that conflicts with your demand type

Meet Them Where They Are

SiriusPerspective: Rep knowledge is cumulative and aligned to the talent lifecycle to provide a logical progression on the basis of rep needs and changes in the selling environment.



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Biggest Challenges to Meeting Quota

New Hire (<1 Year)



Help me
**understand
the buyer**

Difficulty
differentiating
offerings

Connecting
offering to
buyer needs

Objection
handling

1+ Years




Help me
**understand
our offerings**

*Source: SiriusDecisions 2018
Sales Talent Study*

Meet Them Where They Are

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I don't feel
confident
about this
meeting

KEY TAKEAWAYS



- Knowledge needs differ on the basis of role tenure
- Shift from understanding buyer basics to aligning solutions in a meaningful way

WHERE THIS GOES WRONG



- Not understanding the sales talent lifecycle for your sales organization
- Designing one type of learning for all reps, regardless of tenure

Take a Modular Approach

SiriusPerspective: Knowledge delivered in small chunks can be bundled to create pathways and deconstructed for delivery when reps need it in their daily workflow.



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10
minutes
Amount of
time before
cognitive
backlog
kicks in.



After
10
minutes
Reset the
brain – **tell a**
story, do a
demo, show
a video.

Take a Modular Approach

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10
minutes
Amount of
time before
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87%
Amount of
learning that
is forgotten
in the first 30
days.

Take a Modular Approach

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I won't
remember
all this
stuff

*Source: SiriusDecisions 2018
Sales Talent Study*

Traditional Delivery

Preferred by Boomers

1. On-the-job informal learning
2. Observation
3. Classroom
4. Peer collaboration

Emerging Delivery

Preferred by Generation X,
Millennials

Twice as likely to value
just-in-time delivery:

- All job aids
- Targeted e-learning (micro-learning)

Least Impactful for All

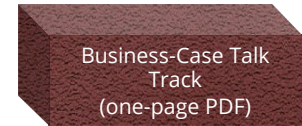
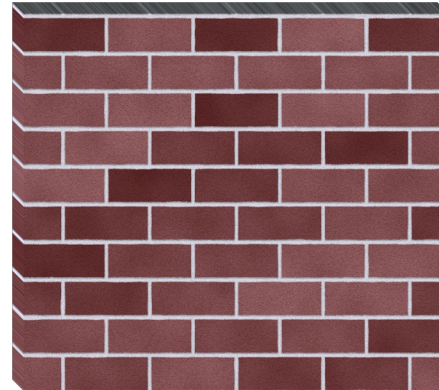
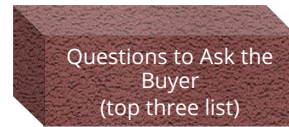
- Podcast
- Gamification

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Deconstruct the 60-Minute “Brick Wall” of Sales Training



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KEY TAKEAWAYS



- Align to how reps re-educate themselves in an active deal
- Take a building-block approach
- Reps prefer visual and kinesthetic learning

WHERE THIS GOES WRONG



- Expecting too much from gamification
- Using substitute assets that were not designed for sales

Telling Is Not Enough

SiriusPerspective: Effective knowledge transfer goes beyond telling and testing – it takes into account application, shows what good looks like, and allows reps to practice and receive feedback.



I wish I had
more
coaching

Telling Is Not Enough

SiriusPerspective: Learning efforts big and small must be built to capture learner attention and maximize retention and application – *telling* alone is not enough.



TELL them what they need to know



SHOW them what *good* looks like



Let them **DO** it in a controlled practice environment



REINFORCE the learning in a live environment



Facilitate learner accountability to **OWN** the competency

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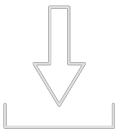
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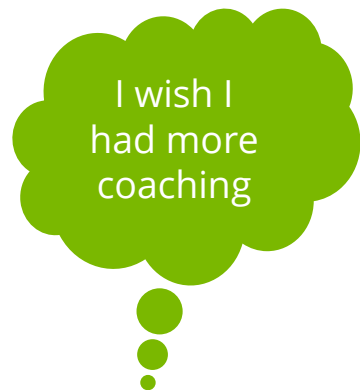
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SHOW them what *good* looks like

Sales success stories and
video examples of talk
tracks are both in the

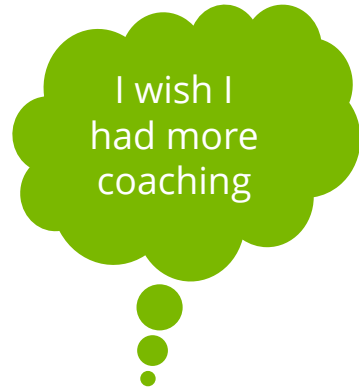
TOP 5

**most impactful learning
resources** according to
high-performing reps

*Source: SiriusDecisions 2018
Sales Talent Study*

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REINFORCE the learning in a live environment

high-performing
organizations
are...



28%

more likely to **conduct field
observations of reps** than lower-
performing organizations

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TELL



SHOW



DO

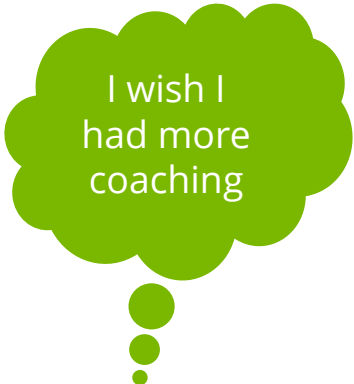


REINFORCE



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KEY TAKEAWAYS



- It takes a village; reinforcement goes beyond testing and role-play
- Showing what good looks like is the glue that binds
- Make it easier for managers to coach

WHERE THIS GOES WRONG



- Using ad hoc approaches that lead to random acts of sales enablement
- Forgoing a pilot to try to drive faster results for more reps

Action Items

- **Next Week**

- Determine your demand type
- Catalog your sales knowledge materials and look for areas of deconstruction

- **Next Month**

- Hold a portfolio marketing and sales enablement knowledge transfer planning session
- Get buy-in from marketing and sales leadership

- **Next Quarter**

- Identify a sales region and first-line sales manager for a pilot
- Plan the pilot incorporating elements discussed today in your sales knowledge transfer programs



SiriusDecisions 2019 SUMMIT



Register before **February 28** to secure our lowest rate!
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