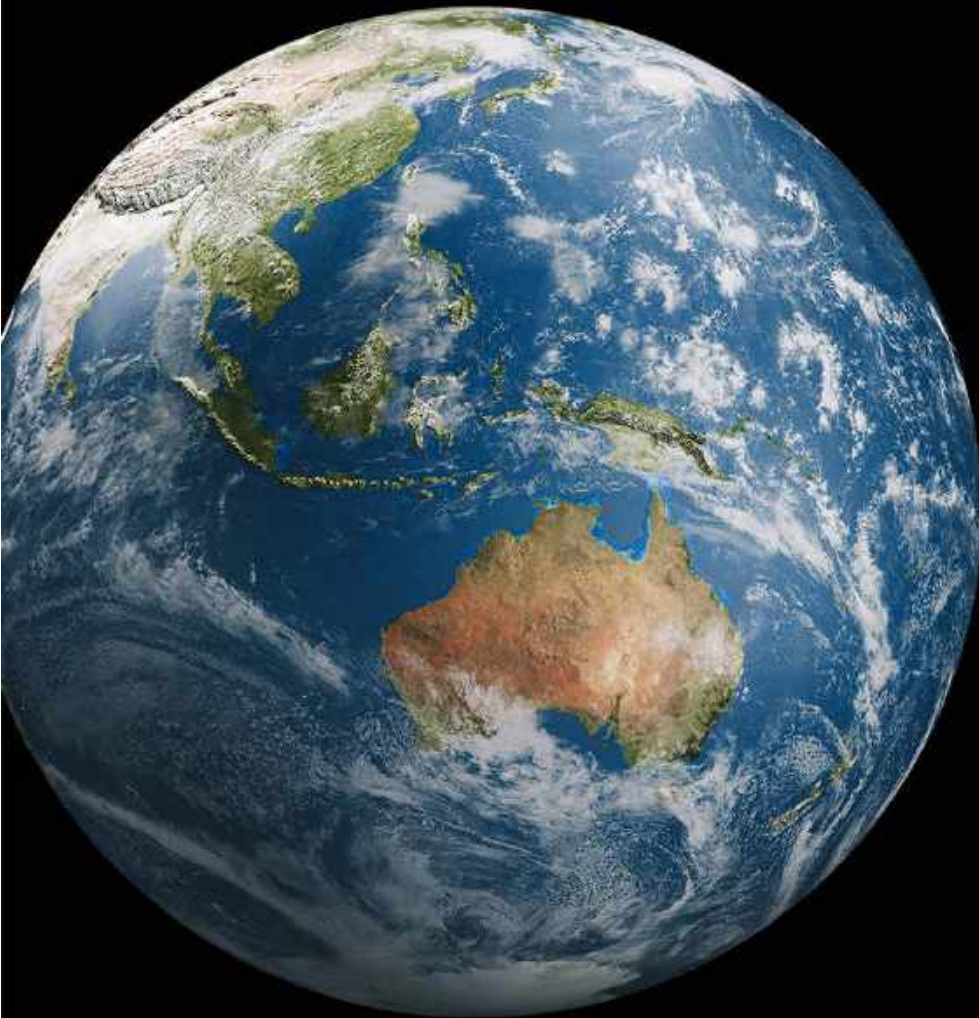




SALES SH/FT

SALES SHIFT 2020 WHITE PAPER

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Sales Shift 2020

How to transform your organisation's Sales Function to align with a rapidly changing Business World

— With the rapid pace of change on a global scale, businesses can no longer afford to rely on the Sales approaches that have been successful for them in the past. By 2020 the nature of business-to-business Selling (B2B) will have shifted dramatically and organisations seeking to be successful into the future need to prepare for a changing Sales landscape now.

— There are four main shifts that have started and will continue to significantly influence the Selling Function within business. Rapid advances in technology, growing customer expectations, the nature of salespeople, and competition on a global scale are all having a profound effect on the Sales environment.

— Businesses with the foresight to understand the changing landscape and the discipline to manage the Sales Function from an educated and informed perspective can still be highly successful now and into the future. Sales Management is now an essential function within commercial organisations and it requires a scientific and strategic approach to ensure success.

— The Sales Function cannot be managed or controlled in isolation. The effectiveness of Sales teams is increasingly dependent on the dynamics of the relationship between Sales and Marketing, Sales and Operations and how closely salespeople understand the long-term strategy of the organisation.

— Opportunities abound within environments of change and uncertainty the characteristics of the current marketplace. Developing a flexible and dynamic SalesForce now can create competitive advantages for an organisation that its competitors will find difficult to overcome.

Introduction to Sales Shift 2020 White Paper

This White Paper illustrates the Sales Shift we believe is now happening on a global scale. The research that underpins the insights and recommendations in this report has been accumulated through two sources. The first source is the abundance of literature (academic and general) available on both Selling and the global marketplace. The second source is our consulting practice that is explicitly focussed on improving the 'Science of Selling'.

Sales Shift is a boutique consulting firm that works predominantly with medium-sized organisations in Australia who are structured around business-to-business Selling. We see Sales as a science: a systematic study of structures, beliefs and behaviours that can lead to high-performance. The origin of the word 'science' is from the Latin for 'knowledge'. In Sales, once you know where you are heading and have the processes, tools and culture to get you there, success will naturally follow.

Through our research, we have identified a significant shift happening in business-to-business (B2B) Sales. A recent Harvard Business Review article emphasised (on a global scale) the difficulties businesses are having sustaining profitability in the long-term. A key recommendation from the article is that businesses should focus on increasing revenue rather than reducing costs (HBR, 2013, p.108). Improving the effectiveness of an organisation's Sales Function is one of the key pillars for increasing revenue.

It is our belief that by 2020, the most successful Sales organisations will operate with a philosophy that is substantially different from the realities of today. We trust this White Paper will encourage you to think deeply about the way Sales happen in your organisation and to recognise the benefits of a scientific approach to Sales and Sales Management.

There are four main sections to this White Paper - outlined below - that illustrate our beliefs about 'Sales Shift 2020':

1. Stays the Same: We look at the aspects of Selling that have always been important and we believe will continue to be important in the future.
2. Moving Out: We identify Sales philosophies and approaches that we believe are no longer serving certain organisations well and will need to be (largely) abandoned if those organisations are to Sell successfully in the future.
3. Moving In: We outline the key factors influencing Sales Shift 2020 and how we believe your organisation needs to respond to be aligned with the emerging business realities of today and tomorrow.
4. The 2020 Sales Environment: We outline practical models and theories that illustrate how successful organisations will approach B2B Sales in 2020.

The table below captures the key features of Sales Shift 2020 that are detailed in this paper.

Table 1
Sales Shift 2020 - Key Features

Stays the Same	Moving Out	Moving In	The 2020 Sales Environment
Importance of sales	Lone-wolves	Selling in Complex Environments	Integral Map for Selling
Sales Talent	Blind-faith in Sales	Sales Innovation	Talent Selection & Development
The Sales Process	Managing through Pressure & Fear	Collaborative Sales / Marketing Organisations	New - Competencies & Characteristics
Networking	Sales Gun => Sales Manager	Broad Sales Capability	The Rise of Business Advisors
Sales Qualities & Characteristics	Wrong Selling Tools & Sales Training	Aligned Organisational Selling	A Dynamic Sales Methodology
Sales Competencies	Personality Types for Sales	Coaching Culture	Diverse Sales Teams

Source: Sales Shift

Why read this paper?

We believe that the nature of business-to-business Selling is shifting radically. We also believe that most Sales Functions within organisations have their structure based on historical assumptions that are no longer relevant. If organisations that depend on B2B Selling to be successful, continue to utilise out-dated Sales models they will fail to realise their full potential and will, in many cases, face extinction.

Alternatively, there are exciting opportunities for organisations that seek to understand the 'shift' and how it is affecting their business. One of the 'keys to success' for such organisations will be to fully understand a client's Buying Processes and to align their Sales Processes accordingly. Although this sounds simple, it requires a sophisticated understanding of how clients understand their 'needs' and how this influences their relationship with prospective providers.

The new environment will not only mean new Sales philosophies but will require a complete re-think of who really does the Selling in an organisation. In many cases, the answer to this question will surprise people. This White Paper provides an organisation with tools and ideas to evaluate the nature and effectiveness of their Sales Function.

'Selling', as we have traditionally known it, may well be disappearing. In some cases CEOs and Senior Managers will read this White Paper and think they need to sack their Sales team: at times this might be an appropriate response. More likely, however, is the need to re-think how Business Development occurs and how clients are drawn to an organisation. This White Paper illustrates that in 'complex business environments' successful salespeople will need to have the 'complex thinking skills' to fully understand their clients and the marketplaces in which they operate. This means salespeople can no longer simply rely on mastering the Sales Process. The successful salesperson of 2020 will be capable of understanding the complex challenges prospective clients face and will be skilled at articulating their vision for the appropriate solution. The salesperson of 2020 will know 'when' and 'how' to challenge their clients to improve.

At Sales Shift we believe an effective Sales Function can be the vehicle that enables organisations to bring their true value to the world. Most businesses have a genuine contribution to deliver to their prospective customers and to society. An effective Sales Function is the bridge between the 'potential' of an organisation, and how it can be realised. We believe reading and understanding this White Paper will enable organisations to successfully realign their Sales Function and, ultimately, help them become the great organisations they have the potential to be.

Case Study 'The Look of Sales in 2020'

Picture this - it's 2020 and the competitive global marketplace that exists in the wake of the Global Financial Crisis (GFC) is more cut-throat than ever. Organisations that were flying 'close to the wind' in 2010 have disappeared. Some organisations that were highly successful at B2B Selling a decade ago are barely surviving. Yet, in the midst of this commercial carnage, there are a

small number of highly successful organisations that continue to grow, based on their B2B Sales Capability.

Looking from the outside, these organisations don't appear that different to the others, however, their competitors find it almost impossible to replicate their 'recipe for success'.

A closer look at one organisation reveals that their dedicated Sales team has been reduced from 20 employees to six while their multi-million dollar revenues continue to grow year-on-year.

So what is the secret of their success?

The first departure from traditional B2B Selling organisations relates to who does the selling. Although the number of dedicated Sales staff has been reduced, the number of people within the organisation who contribute to the Sales Process has increased - dramatically. The 'leads' now come thick and fast from all levels of the business; Production, Distribution, even Accounts. They all get Selling now!

The 'leads' are coming from a small group of prospective and existing clients, not a massive 'universe'. These existing and prospective clients approach the business due to the perceived expertise, 'business intelligence' and problem-solving capability of the staff. Employees who don't even consider themselves to be 'salespeople' are driving Sales growth through their broad expertise and exceptional understanding of their client's needs.

The second key ingredient that differentiates this organisation relates to how they sell. Previously, during the Sales Process, representatives from the business only met the client once. Now, rather than trying to impress their prospective clients with brochures or demonstrated technical capabilities, there is a focus on understanding the client's critical challenges and helping to solve problems. Providing 'deep value' and business insight characterises their Sales approach.

This organisation does not have a Sales Manager. Salespeople - both direct and indirect - are managed by Senior people within the organisation who have an intimate understanding of the Strategic and Operational priorities of their business. The important 'sales numbers' that are required are calculated using Salesforce 4.0 and the process is overseen by an accountant.

People involved in the Sales Process are skilled in problem-solving, research and investigation techniques, as well as planning and forecasting. They also demonstrate the critical Sales qualities that have traditionally characterised Successful Selling. They don't seek to reinforce how their customers see the world but challenge them to see a better way. They are incredibly inquisitive, well-spoken and with agile minds. They are more introvert than extrovert in their Sales approach; good at asking insightful questions, great at listening.

The third factor that sets this organisation apart from its competitors revolves around the interconnectedness of the organisation and the 'whole of organisation' focus on Selling. People within the organisation are all on the same level when it comes to Sales and are incentivised based on their Sales Behaviours and their contribution to 'customer value'. People realise that

they cannot guarantee customer success alone and must work across the organisation effectively. The 'lone wolf' is long gone!

People involved in Sales are hard-working and with good time-management skills. They are supported and trained by their organisation and have a Development Plan with a five-year 'horizon'. Sales and Technical coaches are available to Sales staff virtually on a '24x7' basis. Although there are off-site Sales and Technical training provided, the majority of development initiatives are delivered in the workplace during working hours. This ensures new skills and capabilities can be applied directly and with immediate effect.

Salespeople still have a swagger that defines their approach: they utilise the latest technology in their work and play and their suits are made of the finest materials - bought online from Hong Kong and delivered 'direct' to their door. They meet clients and associates in cafes and are seen at the critical industry conferences and events. What makes them entirely different from the 'also-rans' however is their philosophy about what Selling really is. They no longer simply focus on hitting Sales targets, but on working with clients to create the conditions that support long-term, mutually-sustainable success.

What is Sales Shift?

The Sales Shift defined in this document relates to 'when' and 'how' salespeople will interact with prospective clients in the future. It also relates to the people within organisations that will drive Sales or become critical to the Sales Process. As we move towards 2020, clients will increasingly progress through significant stages of the Buying Process prior to properly engaging with prospective providers. With the amount of product, technical and organisational information already available through 'virtual' means, clients are completing significant initial aspects of a Sales Process prior to even speaking with a salesperson.

Traditional B2B Selling was characterised by a salesperson contacting a prospective client 'cold' and initiating a Sales Process. Today, most organisations don't want to speak with prospective providers until they fully understand their own needs, their technical requirements and the capacity of potential providers to deliver a suitable solution. External assistance is often not required in order to effectively answer these questions. It is only when these steps have been completed (often by internal staff) that clients engage in discussions with potential providers. It is at this comparatively later stage that the real Sales Process begins.

The 2020 shift outlined in this document has fundamentally developed due to changes in purchasing and buying behaviour that continue to unfold within contemporary organisations. These changes include:

- Time-poor buyers who make 'solution selling' difficult
- 'Buying Panels' that adhere strictly to their mandated formal processes
- Clients with detailed 'supplier' and 'solution' knowledge
- Cautious businesses focussed on mitigating risk and managing fear

These changes are transforming the way organisations need to think about Selling within their enterprise. The emerging shift effectively means that the nature of B2B Selling is becoming narrower but deeper.

Narrower Sales Processes

Salespeople today have less influence in the early part of the Sales Process than they once did. Knocking on the door of a prospective client and outlining the features and benefits of their product is unlikely to generate the necessary results. Significant development of technology globally means detailed commercial information is readily available and this has changed the 'buying behaviour' of people within organisations.

Think about the way an organisation would typically purchase an I.T. solution. Rather than waiting for an I.T. company to knock on their door, they are likely to scope their own needs, define the nature of the solution required and develop a short-list of potential providers capable of delivering a solution. It is only at this point that they initiate the Sales Process with prospective organisations and equally, it is at this stage that the Sales Capability of the potential provider will determine their eventual success.

B2B Sales organisations need to recognise these changes and adjust their Sales strategy and approach accordingly. Organisations can still influence prospective clients at the early stages of their Buying Process however this challenge is better defined as a 'marketing opportunity' rather than a responsibility of Sales. A narrower process means that the Selling 'window' for B2B organisations opens and closes far more rapidly. A narrower process means organisations need to fully understand 'when' and 'how' genuine Sales opportunities emerge. It is in the 'deeper' part of the Sales Process where the real Selling happens.

Deeper Sales Process

Once an organisation enters a Sales Process it needs to do more than just outline the features and benefits of its products and/or services. Highlighting the capability and history of the organisation is also important but these messages alone will not ensure Sales success. A deeper Sales Process essentially means an organisation needs to more- thoroughly understand the nature of the prospective client. A deeper Sales Process will mean that an organisation can intimately understand the complexity of the client's current requirements and offer new insights and intelligence to deal with the challenges they face. These 'problem solving' qualities will define a deeper Sales Process and will become critically important to an organisation's Sales success as we move towards 2020.

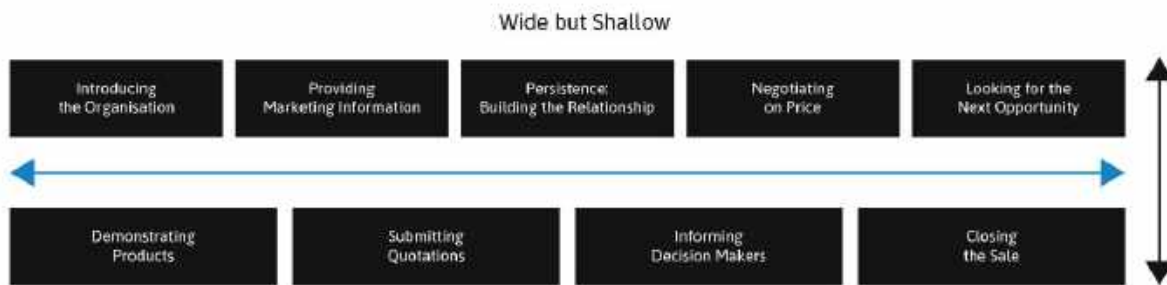
The I.T. scenario outlined earlier is a prime example of where a deeper Sales Process is required. Based on the scoping information provided by the prospective client, an organisation will need to highlight how its solution will be implemented and how it addresses the key requirements outlined. Further to this the ultimate success of a prospective provider is likely to be determined by its ability to articulate its value-adding benefits. The extent to which an organisation can illustrate how it will partner with the client to help it achieve certain strategic objectives will likely determine whether its Sales efforts are successful.

Successful B2B Selling in 2020 will be characterised by collaboration and 'extended enterprise thinking'. In addition to thinking about their own success, organisations will need to consider how they provide solutions to help their clients achieve long-term sustainable success.

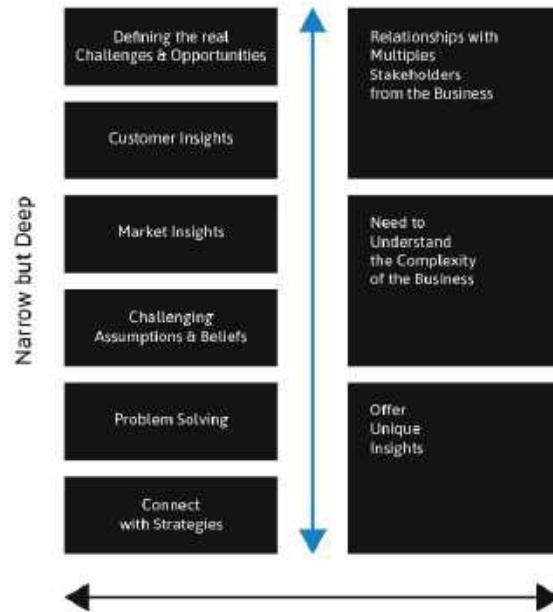
The diagram on the following page provides a visual representation of how Sales Shift 2020 will be characterised by a narrower (a reduced opportunity to influence the Buying Process) but deeper (a requirement for a more sophisticated and in-depth understanding of clients and their problems) Sales Process. This White Paper outlines the nature of the shift and how organisations need to change in order to survive and thrive in the new Sales environment.

Figure 1
Traditional Selling Model
and 2020 Selling Model

Traditional Selling Model: PRODUCT ORIENTATION



2020 Selling Model: CUSTOMER ORIENTATION



Source: Sales Shift

Another way to describe Sales Shift 2020 is that Sales is shifting from Solution Selling (1995-2005) to Insights Selling (2005-2015) to Business Advisor Selling (2015- 2020). By 2020 Business Advisor Selling will transcend other forms of Selling but will still include the best of Solution and Insight Selling.

Solution Selling is based on a method for understanding the challenges clients are facing and articulating solutions the salesperson's organisation can provide.

Insight Selling is based on providing unique insights that help an organisation understand their challenges and opportunities from a 'deeper' and more insightful perspective.

Business Advisor Selling is based on salespeople effectively providing an informed, external perspective to a business that helps them to better deal with their unique challenges and opportunities. Business Advisors will leverage their networks, contacts and intelligence to challenge organisations to get better and will provide supporting resources to help them achieve this.

For businesses that work in a B2B Sales environment, Sales Shift 2020 will mean they need to recruit people that are well networked, self-aware, demonstrate values that are aligned with the organisation and thoroughly understand the industry in which they operate. The organisation will then need to further develop their people to be problem - solvers, to challenge them to understand their products and solutions and to become 'thought leaders' in their sector. Organisations and salespeople will both need to understand how to influence their network in order to generate referrals and leads.

Sales Management will also shift in 2020 and might not be the responsibility of one person with that title. It is likely that the responsibility for managing and developing Sales staff will be dispersed across a number of relevant experts within the organisation.

The greatest impact Sales Shift 2020 will have on businesses in the short-term relates to how they define and subsequently recruit salespeople. Do organisations need dedicated salespeople or do other experts and staff within the organisation work collaboratively to generate sales? This is the type of thinking this White Paper seeks to stimulate.

Stays the Same

The following section briefly outlines the constants of Sales 'effectiveness'. The dimensions and characteristics of Selling outlined below have always been important and we envisage they will continue to be important in the future. Although the importance of many of these dimensions would seem self-evident, there are many organisations and salespeople who fail to demonstrate these fundamentals.

Organisational recognition of the importance of Sales

In order to be an effective Sales organisation there needs to be broad recognition throughout the business about the importance of Sales. This recognition needs to come not only from the Executive levels but also from other functional areas of the business. In businesses where Sales teams are resented or unfairly criticised, an unintended culture can emerge where Selling becomes unappreciated and even subtly discouraged. Organisations that are highly effective in Selling, pride themselves on being a 'Sales- driven' organisation and the culture of the organisation is indicative of this focus.

Without an effective Sales Mechanism, a commercial B2B organisation will fail. Regardless of how well an organisation embraces innovative technology, lean- manufacturing principles, supply chain optimisation, leader-full cultures or astute financial management principles - Sales remains the key to generating revenue. A successful Sales Function is the vital platform on which other areas of organisational excellence can be built.

The need to recruit and develop Sales talent

Good salespeople are increasingly difficult to identify and recruit using traditional methods. Although the importance of good salespeople has always been recognised, the methods used to identify, recruit and develop salespeople in the future will need to be increasingly innovative. The traditional approach has often involved recruiting successful salespeople from direct competitors or from other non-competing industries. We believe that, in the future, organisations will need to find Sales talent from currently untapped sources. Many salespeople in the future will not see themselves as pursuing a career in Sales. They will, however, possess the skills, capabilities and attitude required for sales success in the right organisation. Organisations need to understand what qualities and capabilities are required by staff involved in the sales process and, in turn, they must develop the mechanisms to identify, attract and develop these people.

The foundational elements of effective Selling

The Sales Process

In order for an organisation to perform well and generate strong Sales, it needs a well-documented and understood Sales Process. The unique nature of most businesses means that the Sales Process should be customised to their organisation. Some 'constants' however remain in all Sales Processes including identifying prospective clients, understanding customer needs, recognising opportunities, demonstrating capability, submitting customised proposals and negotiating deals. Documenting and supporting all stages of the Sales Process is critical to efficient and effective Sales.

Networking

Organisations and individual salespeople need to develop strong networks in order to constantly drive Sales. Although 'cold calling' may still remain part of some salespeople's repertoire, identifying opportunities through referrals and recommendations, or from people within their 'network', is critical. Many organisations are recognising the emerging opportunities that Social Networking presents. Although a well-developed Social Networking Strategy is critical to contemporary business development, we still recommend face-to-face networking as the primary mechanism for developing business. B2B Sales typically involves contracts with substantial dollar values and the vast majority of Buyers or Procurement personnel want to place an order with people they believe they can trust. Face-to-face relationships are critical to building trust.

The qualities of people involved in Selling

Outlined below is a list of essential qualities that have always been required of good salespeople and we believe will continue to be required for sustainable success in Sales in the future:

- The ability to develop trust and confidence with other people
- Personal integrity and honesty
- An ability to self-promote and articulate the organisation's Value Proposition
- Confidence and belief (self and organisational)
- A willingness to take personal responsibility for one's own Sales performance

Characteristics and competencies of Salespeople

In addition to the qualities we have outlined above, it is our belief that the following characteristics and competencies have, and will continue to be, crucial to success in Sales:

Competencies

- Planning - Taking a well-ordered and methodical approach to tasks to achieve planned outcomes.
- Attention to Detail - Paying attention to detail in order to produce high-quality output, no matter what the pressures.
- Communication - Using verbal communication effectively as well as expressing ideas clearly in email, proposals and other written communication.
- Listening Skills - Seeking to genuinely understand other people by paying full attention to what they are saying and respecting their perspective.
- Questioning Skills - Asking open questions that cleverly help the client identify challenges and opportunities.

Characteristics

- Customer Service Orientation - Making efforts to listen to and understand the customer. Anticipating customer needs and giving high priority to customer satisfaction
- Curious and Inquisitive - Remaining positive and upbeat about the future and their ability to influence it to their advantage. Constantly looking for opportunities.
- Creative -Coming-up with new ideas and original solutions to move things forward and being flexible in their approach.
- Energetic and Active - Demonstrating passion and energy when communicating goals, beliefs, interests or ideas they feel strongly about and generating results through activity.
- Professional - Having a strong belief in self and one's abilities to accomplish tasks and goals. Representing the organisation appropriately and responsibly.

Although the Sales competencies and characteristics outlined above will be important to future Sales success, we believe that, alone, they will not be enough. Later in this White Paper we identify some additional competencies and characteristics that will begin to define Sales Shift 2020.



Question to Consider

Does your organisation's Sales staff have the characteristics and competencies required to build sustainable success?

Moving Out

The following section outlines Sales approaches and philosophies that we believe will no longer deliver value or success to organisations as we move towards 2020. From our experience, many of the approaches detailed below are still being used by organisations engaged in B2B Selling. Although some of these methodologies have delivered success to organisations previously, the current business environment, coupled with trends that are influencing the nature of future business, means they are becoming increasingly irrelevant.

The 'lone-wolf' Salesperson

Many salespeople are 'individuals' who like to operate independently and drive their own success in Sales. In ensuring they reach or exceed their Sales targets, achieve financial bonuses and build organisational dependence on their success, the 'lone-wolf' salesperson prefers to operate in isolation and do 'whatever it takes' to achieve results and success. Although these salespeople can ensure an organisation meets its revenue targets, they can also create disruption within the organisation and tension between Sales and Operations.

Furthermore, this type of Salesperson may not 'Sell' with the best, long-term strategic interests of the organisation in mind. The unintended consequences of a reliance upon the 'lone-wolf' include the wrong type of clients working with a business, an organisation competing in the marketplace predominantly on price, and a 'disconnect' between the strategy of the organisation and the nature of the work generated.

The future will require salespeople who intimately understand the strategy and vision of an organisation and work collaboratively to achieve Sales success that builds long-term value for the organisation and the customer.

'Blind faith' in Sales

An unhealthy belief that a strong Sales Function can save a struggling organisation is an unfortunate characteristic of the difficult economic conditions we currently face. The belief that a good Sales Function can lift a struggling business with poor products and services inevitably leads to disappointment. Although an investment in the Sales Function may lead to a 'spike' in sales, the increase will not be sustainable if the products and services of the business are not of a sufficiently high quality. Before an organisation seeks to strengthen its Sales capability it needs to ensure that its core products and services are sound. Modern consumers and buyers are sufficiently astute to recognise inferior offerings and will soon abandon organisations that are not meeting their expectations.

The following Product Salability Table provides a quick reference point for assessing where an organisation's core products or services are positioned as far as quality and affordability

are concerned. An understanding of this dimension can inform the type of Sales approach required.

Table 2
Product Salability
(Quality and Price)

Product Quality	HIGH	7 HARD TO SELL DUE TO HIGH PRICE The Sales Process must add significant value.	8 A GOOD PRODUCT TO SELL BUT SALES STRATEGY CRITICAL A comprehensive Sales approach required.	9 EASY TO SELL Salespeople are really 'order takers'. The product sells itself.
	MEDIUM	4 OVERPRICED & DIFFICULT TO SELL Selling and pricing problems.	5 SELLING MAKES THE DIFFERENCE Highly competitive market space.	6 SKILL OF SALES PEOPLE IMPORTANT Profits made through volume.
	LOW	1 VERY DIFFICULT TO SELL Product problems not Sales problems. Sales have little to offer.	2 DIFFICULT TO SELL Need to invest in Product Development not Sales Development.	3 SELL ON PRICE Sales Strategy is about quantity not quality.
		LOW	MEDIUM	HIGH

Product Value

- Price based on market comparison
 A Lower Price Represents Higher value

Source: Sales Shift



Question to Consider

In placing your product in one of the above squares, you should be well-positioned to answer the following questions:

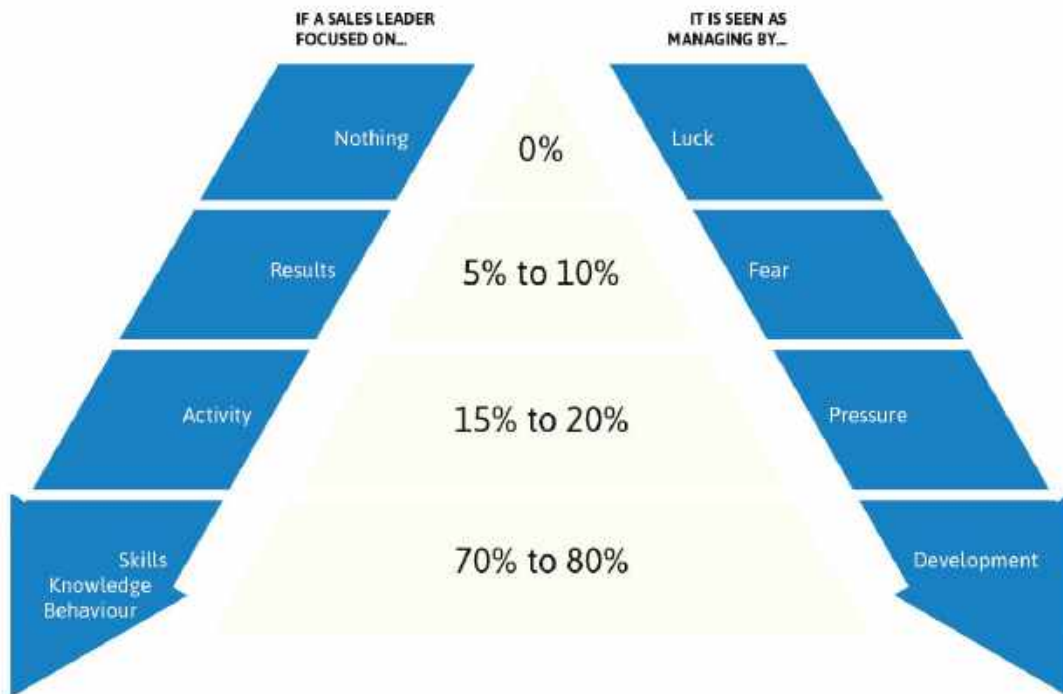
- Do you have a Sales challenge or a Product/Service challenge?
- Is your Sales Force helping your organisation to improve the quality of your Products and Services by 'feeding back' key business intelligence?

Focussing on the wrong elements of the Sales Function to drive profits and growth

Although traditional organisations may recognise the importance of the Sales Function, and seek to increase sales by paying it due attention, many organisations focus on the wrong elements of the Sales Process when managing staff. The most obvious areas for an organisation to focus on are Sales Activity and Sales Results. An excessive focus on Sales Results is akin to management by fear (“If you don't hit your Sales targets there will be consequences!”). An unbalanced focus on Sales Activity is akin to management by pressure (“Just get out there and sell, make appointments, get on the phone and 'cold call'”). Whether they intend to or not, Sales Managers who focus too strongly on Activity and Results create environments where there is a lack of trust and uncertainty about the future.

Sales Shift 2020, as demonstrated in Figure 2 will be characterised by organisations and managers that focus less on Results and Activity, and more on developing the capability, mindset and strategic-understanding salespeople need to be successful. We are not suggesting that Sales Activity and Results are not important, just that they are an outcome of the right development programs and the use of appropriate organisational resources that support Selling.

Figure 2
Sales Leadership Effectiveness



Source: Sales Shift



Question to Consider

Do your salespeople feel they are being 'developed' as required or 'managed' through the use of pressure and fear?

Fads and 'quick fix' Sales Solutions

Organisations struggling to improve Sales Results often invest in 'quick-fix' solutions such as ad-hoc marketing campaigns, price discounts or one-off incentives for salespeople. Such strategies typically result in a short-term 'spike' in sales at best, and often make no significant long-term difference. 'Quick-fix' solutions can also divert attention and resources away from a more systemic investment in Sales.

'Order-takers' masquerading as Salespeople

Prior to the Global Financial Crisis (GFC) many salespeople didn't have to work too hard or too smart to be successful in their roles. Based on a combination of the strength of the Products/Services they were selling and a buoyant economy, Selling was relatively simple. Sales Shift has observed many so-called 'salespeople' who, in reality, operate more as 'order takers'. From our observations an order taker might have a good customer-service skills and represent their organisation professionally, however, they lack the ability to develop a more sophisticated understanding of their customers and struggle to develop a strategic or tactical approach to Selling. In what is expected to be an increasingly competitive global marketplace, organisations will need to distinguish between genuine salespeople and 'order takers'.

Structuring Sales inappropriately

Organisations in many industries structure their Sales Function in isolation to other areas or Departments of the business. The belief is that the Sales Function is not highly dependent on other Departments and should not be distracted from the important task of Business Development. When operating under this philosophy, the Sales Function becomes an independent 'silo' within the organisation.

It is our belief that Sales Shift 2020 will require organisations to more-strongly integrate the Sales Function within their business. A tighter integration will ensure Selling becomes a more collaborative function with joint problem-solving occurring within the enterprise. Other areas where Sales can be more integrated with (or less separated from) the broader business include:

- A move-away from Development Programs (e.g. leadership, sales, negotiation) just for salespeople, to more strategically integrated programs across the business.
- Financial incentives applied more broadly across the organisation. A shift to Sales bonuses for all who make a contribution to Sales, not just dedicated Business Development staff.
- Strategic planning with key contributions from salespeople who work at the 'coal-face' of Selling and understand both the marketplace and the client.

Appointing Sales Managers based on their success in Sales

Research from Chally Group (2011) indicates that fewer than 15% of high-performing salespeople are actually successful when promoted to a Sales Management role. Being a successful Sales Manager is more about understanding issues of leadership, management and coaching than it is about demonstrating a history of success in Sales. Too many organisations promote their best performing salesperson to a Management role that they are ill-equipped for in terms of their ability to effectively lead and manage people. Not only is the organisation left with a poor performing Sales Manager, it also loses its most effective salesperson. Sales Shift 2020 will see Sales Managers recruited and developed based on their suitability for the role rather than their previous individual success in Sales. Effective Sales Managers will not necessarily be promoted from within the Sales Force.

Using the wrong Selling tools

One of the common mistakes salespeople make is developing an over-reliance on a technique or tool that has worked for them previously. Pushing a product or solution prior to fully understanding a client's needs is a common mistake made by overly enthusiastic salespeople and will often mean that Sales opportunities are missed as the salesperson seeks to deliver a solution that does not meet the needs of the client. In 2020 salespeople will require a well-honed set of tools suitable to the nature of their roles and the organisations they represent. It will also be important that salespeople understand 'how' and 'when' to use the Sales tools at their disposal. Technical expertise and product knowledge will still be important for a capable salesperson, however, these Selling tools will not be sufficient if used alone.

Salespeople will need to be good at truly understanding their customers and working in partnership with them to solve problems or overcome challenges. The notion that asking good questions will be enough to win the respect (and business) of prospective clients will also diminish during the 'sales shift'. Good questions will need to be coupled with key insights about a prospective client's business and the challenges they face.

A belief that the right personality 'type' will be successful at Sales

Traditional 'type' theory suggests that some personalities are more suited to Selling than others. There is a common misconception that extroverts make better salespeople than introverts. While there may be some merit to this belief in 'simple selling' transactions (where the seller needs to grab the attention of the buyer), in complex Sales environments this personality trait will have significantly less influence. What will be important is the ability to demonstrate a more 'fluid intelligence' and to apply the type of thinking the situation or challenge requires.

'One-size-fits-all' Sales Training

The value of Sales Training is well-recognised in many contemporary B2B Sales- focussed organisations. However, the effectiveness of Sales Training differs markedly depending on the nature of the program and how it is delivered. Many organisations have recognised that the majority of 'off-the-shelf' programs have little long-term benefits. Too many programs focus on developing a generic set of Sales Skills; only some of which are relevant to the circumstances of the salesperson and the challenges they face.

Even Training Programs that effectively build Selling skills can often neglect other important components necessary for an organisation to build sustainable long-term capability. Improving the attitude and beliefs of the Sales Force, helping organisations to develop a strong Sales Culture, and refining and improving the Sales Systems and Resources that support Selling are all essential components of Sales Effectiveness. Training and Consulting organisations that seek to deliver long-term systemic Sales Capability to their clients should not neglect these elements, unfortunately too many do.

By 2020 most successful organisations will not only have recognised the importance of Sales training but will have developed a sophisticated approach for developing their people. Sales training will not only be delivered to full-time Sales staff but also to other staff in the organisation who make a contribution to an integrated Sales Process. The other trend emerging that will be further consolidated by 2020 relates to the internal Sales training capability that organisation will need to build. Having the internal capacity to build broad Sales capability will ideally be complemented through relationships with external consultants who have contemporary and broad expertise in the 'profession' of Selling.

Internal Sales academies within organisations will operate with a philosophical understanding that recognises building Sales success requires a long-term approach. Sales training will need to reflect the strategic priorities of an organisation and will ideally be adaptable to market conditions and the emerging economic trends of the day.

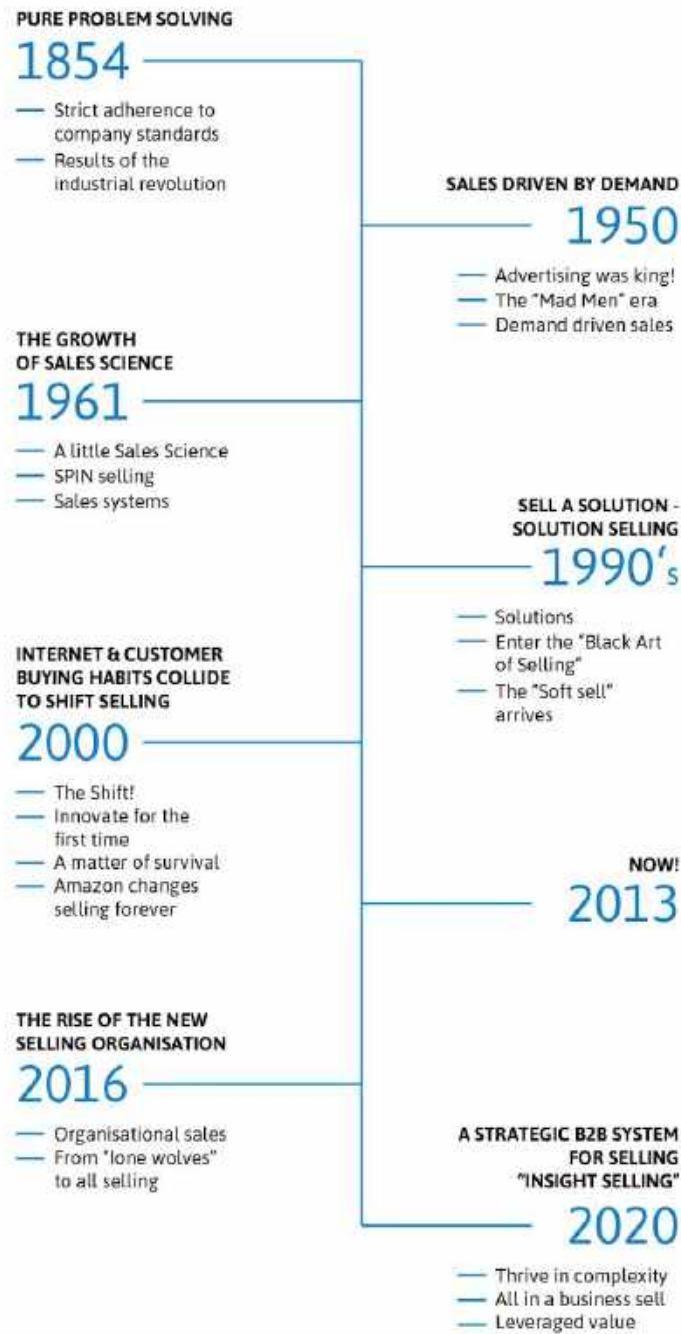


Question to Consider

Is your Sales Force still using tools from 5+ years ago that are no longer as sharp as they once were?

The timeline on the following page documents the evolution of Sales Shift 2020 as we see it. Although Selling is amongst the oldest professions on earth it became formalised in the early 1850s through the work of NCR and John R Patterson. We anticipate that by 2020 strategic Selling will happen in far more complex environments and whole-of- organisation solutions will be required.

Figure 3
Sales Shift Timeline



Source: Sales Shift

Moving In

In this section we outline the key factors influencing Sales Shift 2020 and how we believe organisations will be required to respond in order to align themselves with the emerging business realities of today and tomorrow. It is intended to stimulate your thinking about the changes you need to make now in your Sales Function in order to prepare for the shift that we see coming. A useful exercise for an Executive or Leader who is considering how they shape the Sales Function of their business in the future is to consider how their business might look in 2020 and then cast-back from there to identify what needs to be done in the 'here' and 'now' to prepare. Alternatively Leaders can sit and do nothing about their Sales Function and hope that organic improvement will be enough to ensure future Sales success.

Here are the movements we are observing:

A Sales Force equipped to Sell in complex environments

A capable Sales Force in 2020 will need to have the collective ability to understand and thrive in complex environments. We currently live in a world characterised by complex challenges and it is anticipated that the levels of complexity will become even greater in the future. The nature of the technology we use is becoming more complex, the competitive marketplace and the products and services we use are becoming more complex, and the legal and political environments that govern the various marketplaces we operate in are becoming more complex.

Research from the Centre for Creative Leadership (CCL) illustrates the complex environments that characterise our modern world. The acronym 'VUCA'; a term that has traditionally been used by U.S. military organisations, is used to describe modern complex environments that are:

- **Volatile:** change happens rapidly and on a large scale
- **Uncertain:** the future cannot be predicted with any precision
- **Complex:** challenges are complicated by many factors and there are few single causes or solutions
- **Ambiguous:** there is little clarity on what events mean and what effect they may have

Source: Centre for Creative Leadership (CCL), 2011

The VUCA acronym accurately describes the Business and Sales environments we are witnessing now. We can expect to encounter greater levels of complexity as we move towards 2020. The complexity of the new environment will increasingly present what researcher Ronald Heifetz (1994) has described as “adaptive challenges”. According to the definition, an 'adaptive challenge' is one in which it is not possible for a single individual to understand the solution or

even define the problem (e.g. climate change and global warming). Instead, 'adaptive challenges' require collaboration between various stakeholders who each possess a different and valid perspective. The nature of such 'challenges' often requires individuals and teams to evolve and grow as they seek to find a solution. These 'collectives', who often cross Departments, Reporting Lines and even organisations, need to collaboratively share information, solve problems, influence each other, and ultimately make decisions.

In order to deal with the complexity of 2020, organisations will need to develop Sales approaches that are both dynamic (adaptable to meet changing circumstances) and sufficiently disciplined (Sales Process that will yield results if applied consistently). Effective Selling will be about partnering with clients and demonstrating how an organisation can add value and help their business partners strategically and insightfully approach the challenges they face. Although not all Sales challenges will be as complex as outlined above; successful Sales organisations will have the capacity to collaborate internally and externally to solve difficult but potentially rewarding challenges.

Effective salespeople in 2020 will be those who can influence broadly across their own organisation and with both potential and existing clients. Sales individuals will also need to influence broadly across the diverse networks that they develop and grow.

Sales Innovation

In highly complex and competitive marketplaces Sales innovation will be a critical component of an organisation's ongoing success. Innovation can be defined as "transforming creative ideas into profitable or valuable outcomes" (Hamman, 2004). The onus will be on both individuals and organisations to develop creative Selling 'approaches' and then implement them in a way that delivers clear value to their clients and to their own organisation.

Inherent within the above definition is the notion that creativity alone is not enough. Effective salespeople will not only be good at developing creative ideas but also finding ways to bring them to reality and ensuring their implementation delivers value on multiple levels. Sales Shift has been running Sales innovation programs with organisations for a number of years. Our observation is that highly successful salespeople implicitly understand the need to be innovative; in both the ways that they connect with clients, and also in the methods, they find to address and solve customer challenges.

Innovation is often poorly understood within organisations and, if salespeople are to innovate in a way that delivers measurable value, then they need to become familiar with a process for innovation. A simple innovation process that Sales Shift often uses with salespeople is outlined in Table 3:

Table 3
Innovation Process for Sales People

<p>1 Information Gathering</p>	<p>Investigate and research opportunities to grow sales</p>
<p>2 Idea Generation</p>	<p>Develop multiple sales innovation ideas based upon the information obtained</p>
<p>3 Opportunity Evaluation</p>	<p>Evaluate and refine the best ideas that are relevant to the needs of customers and the capability of the organisation</p>
<p>4 Opportunity Activation</p>	<p>Implement the best ideas in a disciplined and coordinated manner</p>

Source: Sales Shift

In addition to understanding and utilising a process for innovation, salespeople will need to develop a more sophisticated understanding of the customers they service. In 2020 it will become important for salespeople to understand the overall strategic intent of their clients as well as the specific challenges they face relevant to the capability of the organisations they represent. This will require salespeople who can articulate the true value their organisation delivers in a meaningful and compelling way. Finally, true Sales innovation will require collective

problem-solving where salespeople work in partnership with their clients to address complex challenges that require unique solutions.

Collaborative Organisations

High levels of collaboration, involving various people and Departments working together to deliver 'value' to a client, will be a standout aspect of successful Sales organisations in 2020. This will be particularly true of salespeople and Sales departments. In some organisations, Sales have largely worked in isolation to other areas of the business; not anymore. In 2020 salespeople will need to work collaboratively with the technical and 'subject matter' experts within their organisation at both the pre- and post-Sales stages. This will result in a broader responsibility for Sales throughout the organisation where success will not only rest on the quality of Sales staff, but also on the ability of people with different skills and expertise to collaborate in order to deliver value to clients. As the anticipated 'Sales Shift' emerges we will see a shift away from independent salespeople (who do whatever it takes to get the sale) towards inter-dependent salespeople (who work collaboratively to secure success for their clients and organisations.)

Nowhere is the need for collaboration greater in an organisation than it is between the Sales and Marketing functions. Sales excellence cannot occur without strategic input from the Marketing Department resulting in warm leads and well-informed prospective clients. Research on B2B Selling conducted by the Corporate Executive Board (CEB) suggests that, on average, prospective clients complete 57% of a buying process (research, scoping, identifying potential suppliers etc.) prior to engaging with an organisation and their salespeople. This means that an organisation needs to be skilled at informing prospective clients of their Brand and Value Proposition prior to them formally engaging with the organisation. Understanding a customer's Buying Process and recognising the early triggers to a potential sale becomes critical. How to influence a buyer's decision-making process early in that process is a key challenge that Sales and Marketing Functions must address collaboratively.

Source: The Corporate Executive Board (CEB) www.executiveboard.com

Broad Sales Capability / Aligned Organisational Selling

A broader responsibility for Sales throughout an organisation will also mean that non-salespeople are prepared to accept a responsibility for the Sales Function. This will ideally be reflected in their Position Descriptions and KPIs. Non-Sales people will not be expected to generate Sales 'cold' but will be required to support salespeople when initial opportunities are identified and innovative solutions and proposals are required. This will often mean non-Sales people consult with clients directly during the Sales Process and are highly involved in writing Client Proposals and delivering Sales presentations. Although this is already happening within some organisations, it will become increasingly critical as we move towards 2020. It will need to be formalised in the form of the recruitment strategies, bonus schemes, reporting lines and Sales processes that organisations utilise.

A more 'distributed' responsibility for Sales throughout an organisation will require a diverse eye for Sales talent and recognition that great salespeople will need to be identified from previously unknown areas. The prototype for an effective salesperson will emphasise qualities such as 'problem-solving' and 'collaboration' far more, and 'bravado' and 'aggressiveness' far less. An outcome of this will be a more honest and sophisticated understanding of where an organisation's offering (product/service) sits in the marketplace and where the real 'customer value' lies. It will result in a more authentic Sales approach where there is less 'polish' added to the Sales effort and greater 'substance'.

There are other anticipated outcomes related to the need for broader Sales capability throughout an organisation. A coaching culture where salespeople help to enhance the Sales-related skills of non-Sales people is likely to be a hallmark of successful organisations. Likewise Technical and Subject Matter experts within organisations will need to coach salespeople in order to ensure they can represent the organisation professionally and intelligently in the early stages of a Sales Process. Finally, the Marketing Function in organisations will need to be able to astutely capture an organisations strengths and capability and produce marketing strategies that leverage these abilities and differentiate an organisation from its competitors.

Organisations with broad Sales capability will have a confidence and belief in their organisation's offerings and more importantly in their collective 'problem-solving' capabilities. These organisations will realise that the 'proactive' element of Selling is now less about 'knocking on doors' and more about challenging prospective customers with advice about a more positive future. In 2020 'disruptive Selling' will occur when, throughout the Sales Process, organisations challenge the existing assumptions of their prospective clients and highlight a more intelligent solution.



Question to Consider

What can you do to ensure your Sales Force is in-step with global changes and maintains currency with your market and customers?

The evolution of Salespeople

As Sales Shift 2020 unfolds, effective salespeople will need to demonstrate a broader range of skills and capabilities. Salespeople will not be able to rely solely upon the strengths of the products they sell but will need to add value to clients through their problem-solving abilities.

The table below illustrates the evolution of salespeople from 'order takers' through to Business Advisors.

Table 4
The Evolution of Sales People

<p>BUSINESS ADVISORS</p>	<ul style="list-style-type: none"> — The Sales Cats, business people who sell — Of high value to customers & employers — Problem solvers who have insight & collaborate
<p>SOLUTION SELLERS</p>	<ul style="list-style-type: none"> — Those that use analytics and combine elements — Smart sellers with developed questioning skills — Highly technical & application driven
<p>SALES REPS</p>	<ul style="list-style-type: none"> — My value is my knowledge in my chosen field — Search faster and wider — Strong technical knowledge
<p>ORDER TAKERS</p>	<ul style="list-style-type: none"> — Take the order but offer little value — In contact — In control of the order book

Source: Sales Shift

The 2020 Sales Environment

The final section of this White Paper outlines some of the approaches and philosophies that we believe will characterise a successful Sales-oriented organisation in 2020. This section is built largely on a 'Sales Map' we have developed using Ken Wilber's Integral Model as a foundation theory. This theory and its application to Selling are outlined below. In addition to illustrating an 'integral' Sales Map for the future, this section also outlines how we believe Sales will be structured and managed within thriving, sales- focussed organisations in 2020.

An Integral Map for Managing Sales

The Integral model is an invaluable tool for ensuring that a business understands and manages the Sales Function in an organisation, Department or Division from a comprehensive and detailed perspective. Using the Integral model provides a Management Team with a disciplined approach that ensures all the aspects of an organisation's 'reality' are considered when pursuing Sales 'effectiveness'.

The essence of any Integral approach (be it business, society, politics, etc.) is an analytical framework that brings together the interior and exterior dimensions of reality in a balanced and systematic fashion. The foundation of Integral Theory is what Ken Wilber has defined as the 'four quadrants of reality', shown in Figure 3 below. The four quadrants represent the four major perspectives an individual can perceive and are derived from two axes: Inner and Outer, Individual and Collective.

Using 'Selling in business' as our focus, the upper-left quadrant (Sales Mindset) represents the interior dimensions of the individual salesperson and the mindset they bring to their roles (e.g. their attitude, motivations and resilience to obstacles etc.) and the upper-right quadrant (Sales Skillset) represents individual behaviours and actions that contribute to successful Sales performance (e.g. communication, influencing, problem- solving). The lower-right quadrant (Sales Toolset) represents the systems and tools that salespeople and their organisation use in order to be effective (e.g. pipeline processes, databases, CRMs) while the lower-left quadrant (Sales Culture) represents 'corporate culture' that drives collective Sales beliefs and behaviours (e.g. collective values, entrepreneurship, risk-taking etc.)

Figure 4
Integral Sales Effectiveness



Source: Sales Shift

The four quadrants provide a simple and surprisingly powerful tool to assure that 'all the bases' are covered when trying to ensure Sales success;

- Sales Mindset - attitudes and beliefs
- Sales Skillset - competencies and behaviours
- Sales Toolset - systems, processes, resources and technology
- Sales Culture - collective beliefs and behavioural norms

The figure above outlines the terminology we have adopted in order to describe the four quadrants. **'Sales Mindsets'** relate to the attitudes and beliefs of Salespeople. **'Sales Skill Sets'** relate to the competencies and behaviours Salespeople need to demonstrate in order to be effective in their roles. **'Sales Culture'** speaks to the collective beliefs and behavioural norms that exist within the organisation that can either drive or impede Sales effectiveness. Finally, and no less importantly, **'Sales Tool Sets'** comprise the Systems, Processes, Resources and Technology that an organisation needs to provide in order to support Sales effectiveness.

In order to be effective, organisations need to focus on all four quadrants and understand how they interact. An organisation, for example, might have highly-skilled salespeople (Skill Sets) but lack the systems and processes that equip them for success (Tool Sets). Alternatively, an organisation might have highly-developed Sales processes and resources (Tool Sets) but the culture of the organisation is disengaging and doesn't encourage the resources to be utilised effectively. The integral model emphasises the need for an organisation to think about their Sales


Function in an integrated fashion and to ensure that there are no major gaps or limitations in any of the four quadrants.

Countless business efforts - from re-engineering to complex Sales Strategies - have floundered from insufficient attention to the subjective, interior dimensions of business and people (e.g. the extent to which a cynical Sales culture can undermine an effective Sales strategy). A four-quadrant approach to 'business selling' assures that these dimensions are considered and accounted for in a systematic and disciplined fashion. Sales Shift 2020 will see the emergence of businesses that adopt a comprehensive and integrated approach towards understanding and managing the Sales Function.

Four-Quadrant (Integral Analysis)

Outlined below in Table 5 is a simple diagnostic with which a Sales Manager can make an initial assessment of the capability of their Sales staff, based on the four- quadrant integral approach. Work through boxes A-D to give your Sales staff (individually) a rating of between 1 and 4 in all of these areas. Total the scores to get an initial reading on their Sales performance.

Table 5
Four Quadrant (Integrated Analysis)

SALES DIMENSION	LEVEL ONE 1 point	LEVEL TWO 2 point	LEVEL THREE 3 point	LEVEL FOUR 4 point
A SALES DIMENSION	Random & Irregular	Informal & Inconsistent	Formal & Consistent	Dynamic & Strategic
B Sales Skill-set Skills & capabilities	Inadequate (Unconscious Incompetence)	Improvement Required (Conscious Incompetence)	Strong (Conscious Competence)	Elite (Unconscious Competence)
C Sales Mindset Mindset & attitude	Confused & Unclear	Clarity & Purpose Emerging	Confident & Determined	High In Self-Belief & Purpose
D Sales Culture Culture & values	Disconnected from Culture	Adapts to Sales Culture	Influences Sales Culture	Drives Sales Culture
SALES PERFORMANCE 	POOR PERFORMER (4-6 POINTS)	BORDERLINE PERFORMER (7-9 POINTS)	STRONG PERFORMER (10-13 POINTS)	PEAK PERFORMER (14-16 POINTS)

Source: Sales Shift

This methodology is not a complete analysis of a salesperson's effectiveness, however it does indicate how all four quadrants of the integral model can influence Sales effectiveness. From our experience Sales 'stars' are normally strong in all four areas. A poor score in all four areas normally means a salesperson is not suitable for their role. Strength in some quadrants but weaknesses in others can help a Sales Manager to identify what areas they need to focus-on in order to lift Sales performance.



Question to Consider

Is your organisation focussed on the dynamics of Selling as well as the mechanics? What are you doing to develop your people in all of the important areas we have identified?

2020 Sales Competencies and Characteristics

Earlier in this paper we outlined the Sales competencies we believe have been highly regarded for a long-time and will continue to be required of salespeople in the future. Below is a list of additional competencies and characteristics we believe will characterise successful salespeople as we move towards 2020:

Competencies

- Strategic Thinking – the ability of salespeople to understand the strategic context of both their employer and the clients they represent.
- Adaptability – the capacity to respond to changing circumstances and acting in a timely-manner to maximise emerging opportunities.
- Business Acumen – demonstrating a broad understanding of business issues, challenges and trends applicable to all industries.
- Research and Investigation Skills – offering well-researched insights to clients and demonstrating an understanding of their business, industry and challenges. Collaboration - working cooperatively with others to overcome challenges and build towards a common goal.
- Network Thinking – building a diverse range of contacts and collaborators who can offer insight and assistance to various challenges being faced. Understanding when and how to leverage the capacity of the network.
- Change Leadership - taking responsibility for influencing and motivating others to contribute to the goals and success of their team and organisation in changing circumstances.

Characteristics

- Self-awareness – awareness of how to maximise one's strengths and minimise weaknesses based on honest reflection and self-understanding.
- Boundary Spanning – the ability to look beyond traditional sources of information and expertise in order to find the right people and knowledge relevant to a challenge
- Learning Agility – the capacity to constantly learn and grow as an individual drawing on numerous learning methodologies (coaching, training programs, real life challenges, research, problem-solving etc.)
- Ambiguity Tolerance – being comfortable with apparently contradictory information and knowledge and recognising an appropriate response. Possessing a VUCA 'filter'.
- Sense of Urgency – the ability to recognise the 'Sales moments' when clear and decisive action is required. Disciplined time-management.

A Dynamic Sales Methodology or 'The Sales Process'

The 2020 Sales environment will also be characterised by organisations that have well-developed and documented Sales Processes that employees thoroughly understand in terms of both theory and application. The preferred Sales Process adopted within the organisation will be customised to the needs of the organisation and reflect the most appropriate and consistent way to develop business. It is highly likely that most organisations will have separate Sales Processes for winning new clients as opposed to developing further opportunities within existing clients. Documented below in Figure 5 is an example of a common Sales Process that successful organisations use to develop business:

Figure 5
Simple Sales Process



Source: Sales Shift

A sound 2020 Sales Process will be one that is sufficiently robust and substantial enough in its application to ensure consistent results. It will also be flexible and agile enough to cope with the different needs of clients, differing market conditions and what will be the only real constant

in 2020 - 'change'. A Sales Process needs to be dynamic to ensure an organisation can respond to emerging and unanticipated opportunities that will characterise complex 2020 environments. The paradox that organisations will face relates to the balance between consistency and flexibility in the Sales Processes that are developed and utilised.

Diverse Sales Teams

The Sales Teams of the future will not only be diverse in terms of the mix of people with core and non-core Sales roles but also in terms of backgrounds and expertise that different members of the team provide. Diversity across a Sales Function means complementary strengths and interests throughout the organisation. High-performing Sales Teams of the future will be multi-functional with cross-organisational representation and, importantly, will demonstrate clear diversity in terms of background, expertise, personality style, interests and knowledge. Leveraging 'Sales diversity' effectively will require strong leadership.

'Insight Selling' will be a feature of the diverse Sales Teams of the future. Insight relates to the capacity of Sales individuals and teams to provide valuable and insightful information to clients that helps them to understand the context in which they operate and the challenges they face. This will require salespeople to demonstrate good research and investigation skills across a wide-range of sectors and issues. Even if this research is conducted by other teams within the organisation (e.g. Marketing) salespeople will need to be able to convey this information to existing and potential clients in a compelling manner.

Talent Selection and Development

The final emerging trend that we believe will be evident in 2020 relates to the way Sales Talent will be recruited and developed. The past 15 years has seen a proliferation in the use of Recruitment Agencies to select Sales staff. It is Sales Shift's belief that Sales recruitment has been poorly managed in recent years and very few Recruitment Agencies can guarantee successful appointments. Astute organisations will look to identify Sales Talent from unique and previously untapped sources. Many of the successful salespeople of the future will not have envisioned a career in Sales but will have the skills and capabilities required to be successful in the right Sales role with the right organisation. The challenge is for organisations to find ways to identify and recruit these potentially high-performing Sales staff.

Organisations coveting success in the future will also need to find the best ways to develop the talent they select. While traditional Sales Training Programs will remain part of the development 'recipe', more innovative ways will be required in order to equip salespeople with the skills, knowledge and attitude they require for success. The notion of 'learning organisations' will need to be embodied to ensure that Sales is not a career that just focusses on financial results but on the continued growth and development of the salesperson. Learning organisations do not only foster learning through formal mechanisms, they ensure that employees learn from each other in an organic and collaborative manner. This should ensure sustainable success for the individual, the organisation and, importantly, the clients they engage with.

Conclusions and Recommendations

This White Paper has outlined an anticipated shift in business-to-business Sales that has started to emerge and will escalate further as we head towards 2020. The key recommendation emerging from this Paper is that we encourage Sales Leaders and Business Executives to think deeply about the nature of Selling within their organisation. Business Leaders need to be clear about what they are anticipating the future of their Sales Function will be and how they can act now to prepare for a successful future. A strategic perspective and well-informed decision-making will be a key part of mastering Sales 'effectiveness' in the next decade.

This will require a review of current Sales Management philosophies and the infrastructure that supports business-to-business Selling within the enterprise. Thinking and planning about the future of your organisation's Sales Function in a strategic and disciplined manner could be the source of long-term competitive advantage your business is seeking.

We encourage Sales Leaders, Chief Executive Officers and Business Owners to analyse their real Sales needs and consider the following key questions:

- Is the strength of your organisation's Products and Services enough to guarantee success or will the future capability of your organisation's Sales Function remain critical?
- Do you need salespeople who can succeed in complex environments or are your salespeople merely equipped with the tools they need to be successful in a relatively stable marketplace?
- Are your Recruitment Strategies delivering you the high-calibre, sales-focused people your business really needs?
- Is your Sales Function fully integrated with the rest of your business and working collaboratively to deliver customer value?
- Is your organisation capable of disrupting the market with game-changing insights and advice?
- Are your Sales Processes in-tune with your customers Buying Processes? How is this likely to change in the future?
- Is your current investment in Sales Training delivering you the value you need?

The responses to these questions are a starting point for thinking about the long-term, value-adding capability of Sales within your organisation. Successful businesses don't get their Sales Function 'humming' by accident. Careful planning is required.

This Paper has illustrated some of the key dimensions of a rapidly changing Sales Environment marked by:

- increasing customer demands
- decreasing barriers for new competitors, and
- an increasing reliance on a Sales Force capable of solving complex problems

Not all of the required changes outlined in this Paper need to happen immediately but businesses need to prepare now, as the anticipated rate of change is rapid.

Recruitment is one of the key 'Sales Pillars' an organisation cannot afford to get wrong. We encourage you to examine how you recruit salespeople to your organisation. A sophisticated understanding of what capabilities and characteristics are needed in an organisation is required before the recruitment process begins.

The final recommendation from this White Paper is for Sales Managers to instil in their organisations a sense of pride in the 'Profession of Selling'. For too long now there has been a stigma associated with salespeople that stems from an overly-simplistic belief that the skills required to sell a used-car are all it takes to succeed in business-to-business Selling. Salespeople who operate in complex and challenging environments and deliver successful outcomes for their organisation, their clients and themselves deserve to be rightfully proud of what they do. Selling is one of the oldest professions on earth and from our experience, the need for effective salespeople will continue to be as important to organisations and the global marketplace as it has ever been. A lift in the status of Sales Professionals within organisations is likely to be followed by a lift in Sales 'effectiveness' across the board.

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About Sales Shift

Sales Shift helps organisations build long-term Sales 'effectiveness' by combining the best of Theory and Practice. The models and tools we use, while grounded in research, have been 'field-tested' in a variety of Sales environments and applied successfully by numerous organisations. We only use Sales Methodologies that we know will work if they are fully understood and applied correctly and consistently. Customising Sales Solutions is a key factor in our success.

We are renowned for our scientific approach to Selling however our greatest asset is our passion for Selling. We seek to work with organisations that are equally passionate about their business and proud to be in the 'Profession of Selling'.

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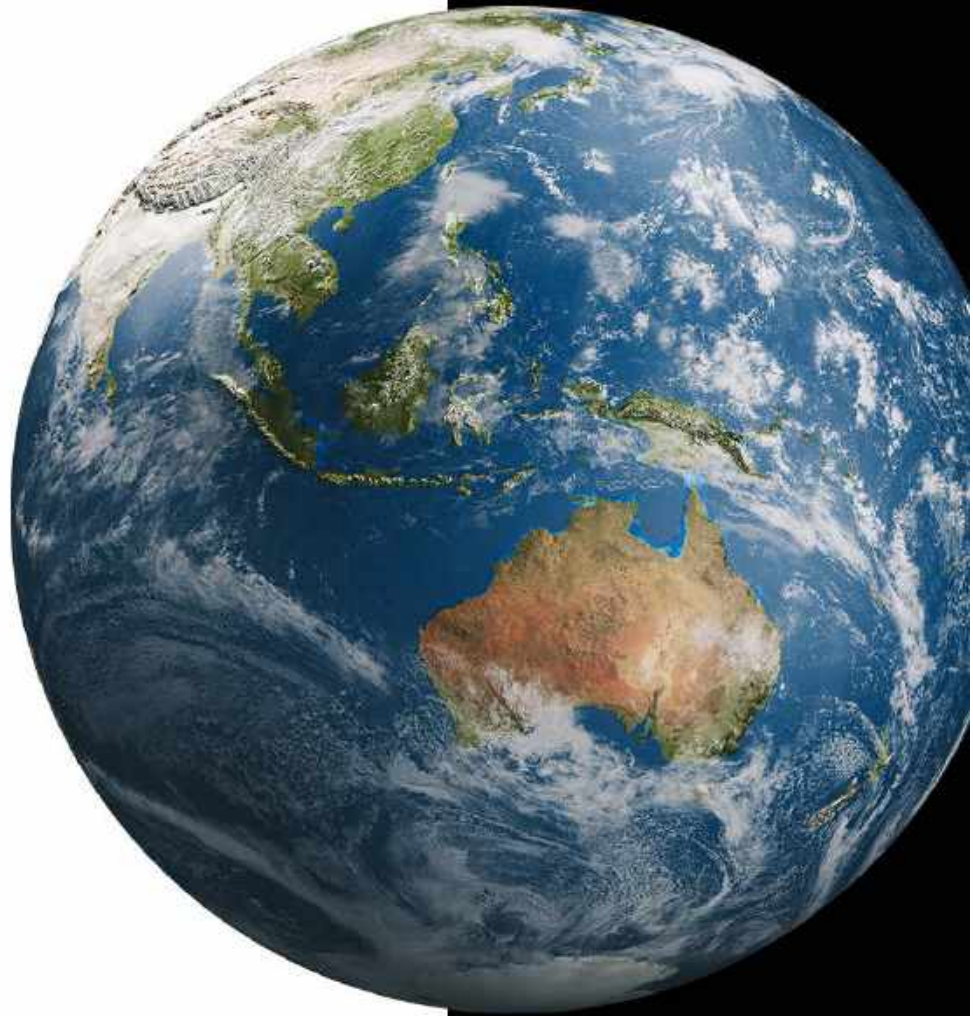
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