



IS SOLUTION SELLING DEAD? SELLING IN THE ERA OF THE EMPOWERED BUYER

PROF DR DEVA RANGARAJAN

“ONE MILLION B2B SALES JOBS ELIMINATED BY 2020”

Forrester Research, 2015

THE WORLD OF THE B2B EXECUTIVE TODAY

- **77%** of B2B buyers said they did not talk with a salesperson until after they had performed independent research.

- Before being ready to speak to a sales rep, B2B buyers:
 - Consume on average **5** pieces of content
 - Complete **57%** of the buying decision

Source: <https://www.linkedin.com/pulse/top-10-sales-blog-posts-from-2014-jeremy-boudinet?trk=object-title>

THE WORLD OF THE SALESPERSON TODAY

- Experienced salespeople can expect to spend **7.5 hours** of cold calling to get one qualified appointment
- **69%** of sales executives believe that the buyer process is changing faster than organizations are responding to it.
- **5.4** people seems to be the number of people in the customer's DMU

Source: <https://www.linkedin.com/pulse/top-10-sales-blog-posts-from-2014-jeremy-boudinet?trk=object-title>

THE EMPOWERED CUSTOMER

CURRENT CUSTOMER CHALLENGES

1. No more "solutions"



CURRENT CUSTOMER CHALLENGES

2. Managing strategic and operational costs



CURRENT CUSTOMER CHALLENGES

3. Internal compliance/waste management



THE SALES CHALLENGE

CURRENT SALES CHALLENGES

1. Differentiated offering per Decision Making Unit Member



CURRENT CUSTOMER CHALLENGES

2. Longer sales cycles/Cost of sales



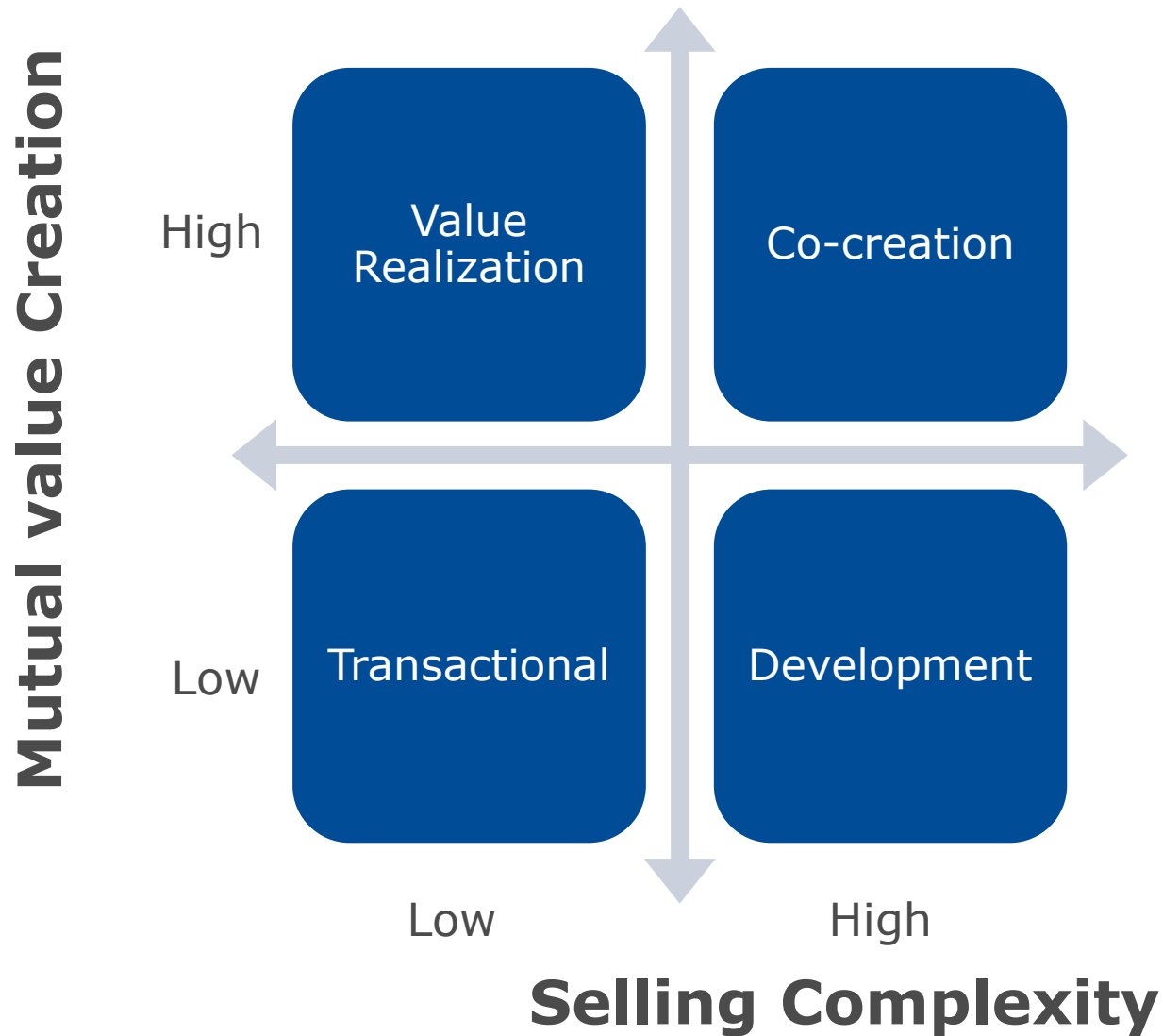
CURRENT CUSTOMER CHALLENGES

3. Managing the Go-to-Market Strategy

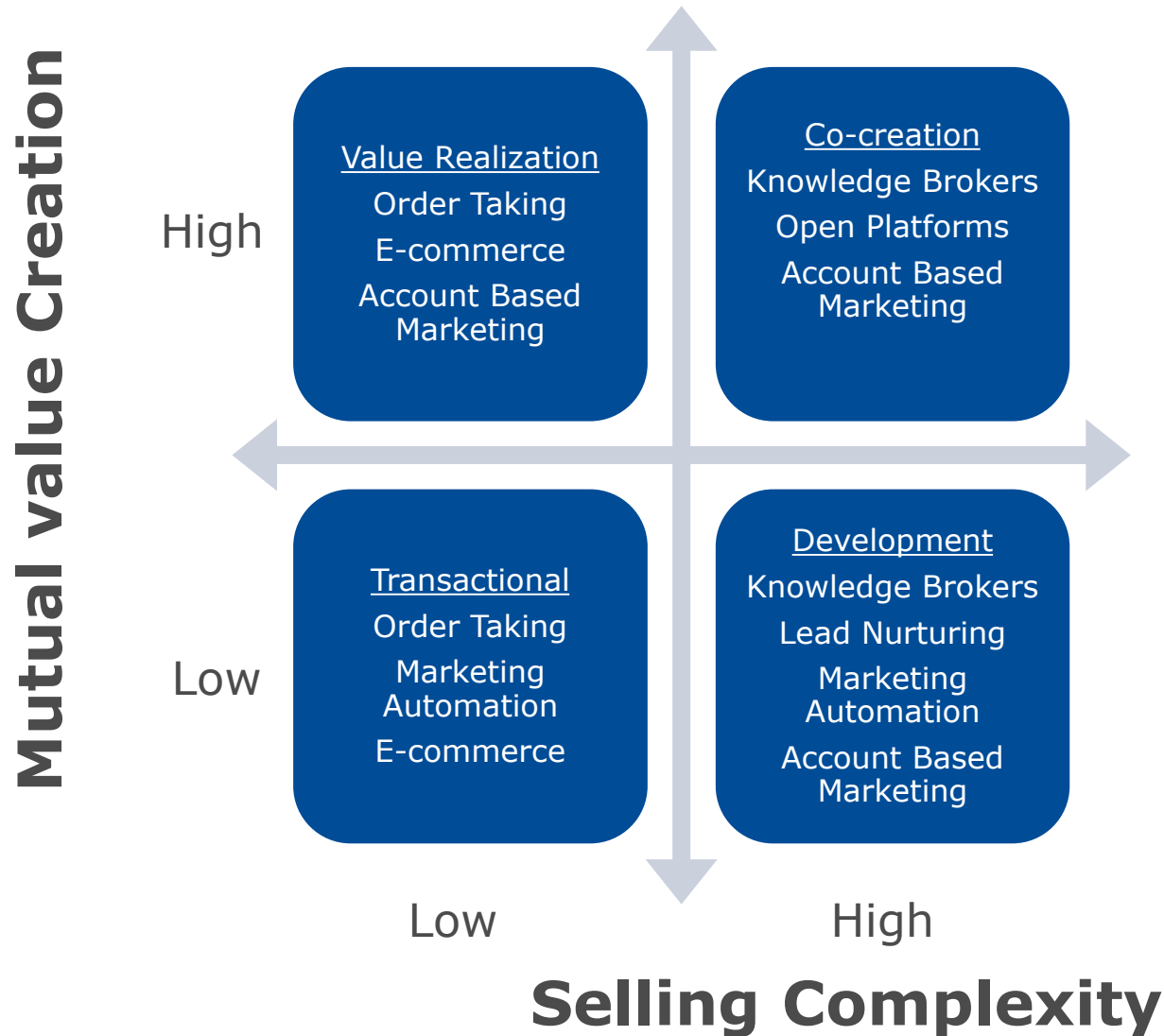


RESOURCE ALLOCATION

CUSTOMER PORTFOLIO ANALYSIS



RESOURCE ALLOCATION BASED ON CUSTOMER PORTFOLIO ANALYSIS

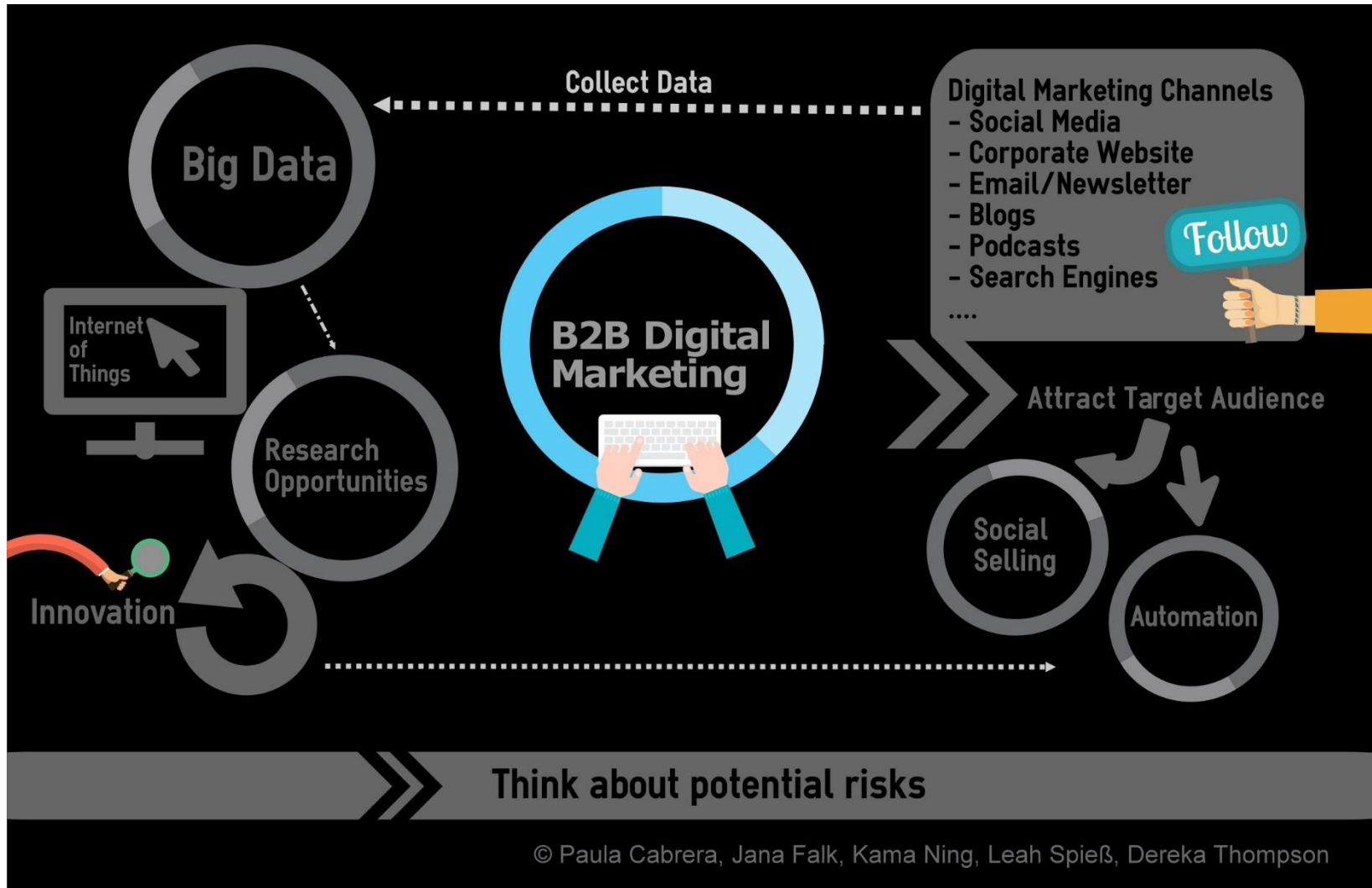


ROLE OF MARKETING

USUAL PERCEPTIONS OF MARKETING

- “Marketing is a blackhole: Money goes in, nothing useful comes out”
- “Marketing is about selling “air”
- “Marketing spends all the money that we work so hard to bring in”
- “Marketing is about making promises to the customers that the rest of us cannot deliver on”

WHAT CAN MARKETERS DO IN THE DIGITAL ERA



MARKETING/SALES DILEMMA



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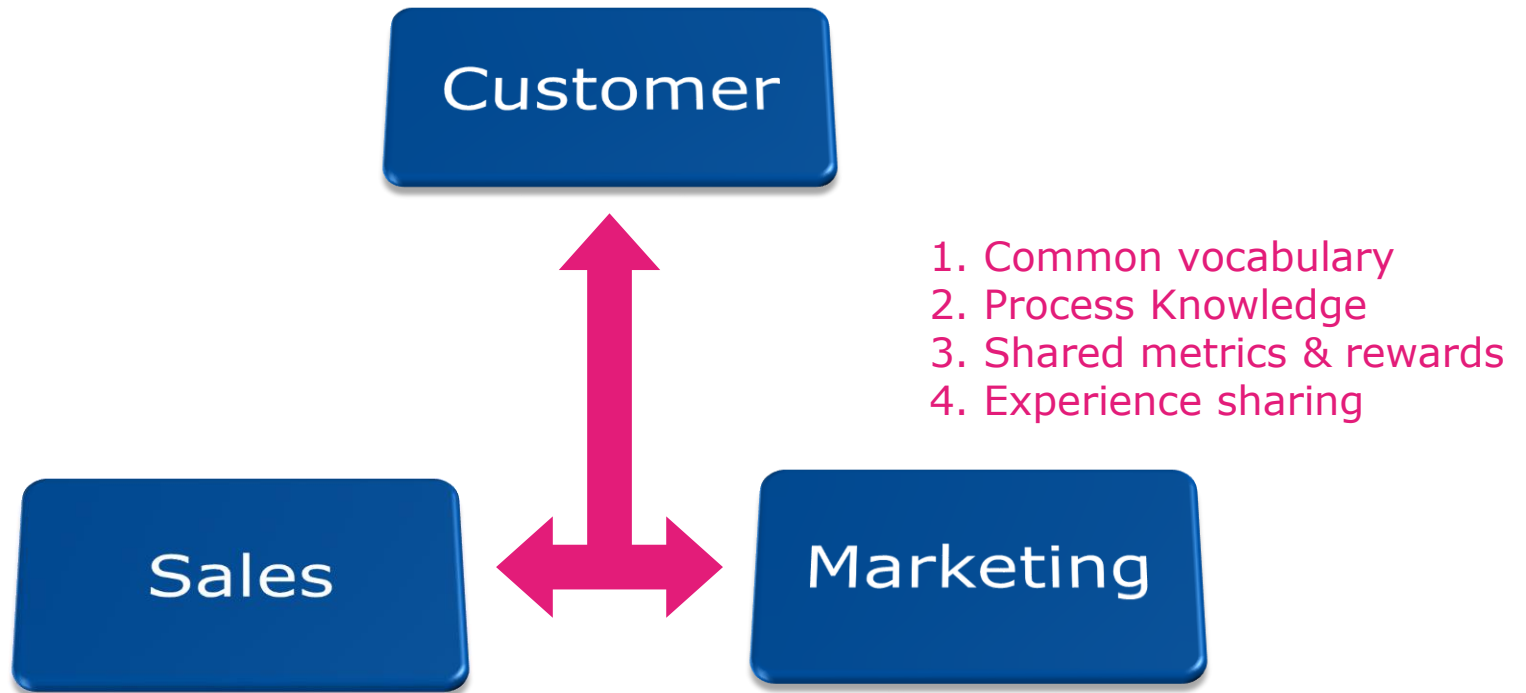
Guys you will need to at least talk to each other to begin the qualification process for leads.



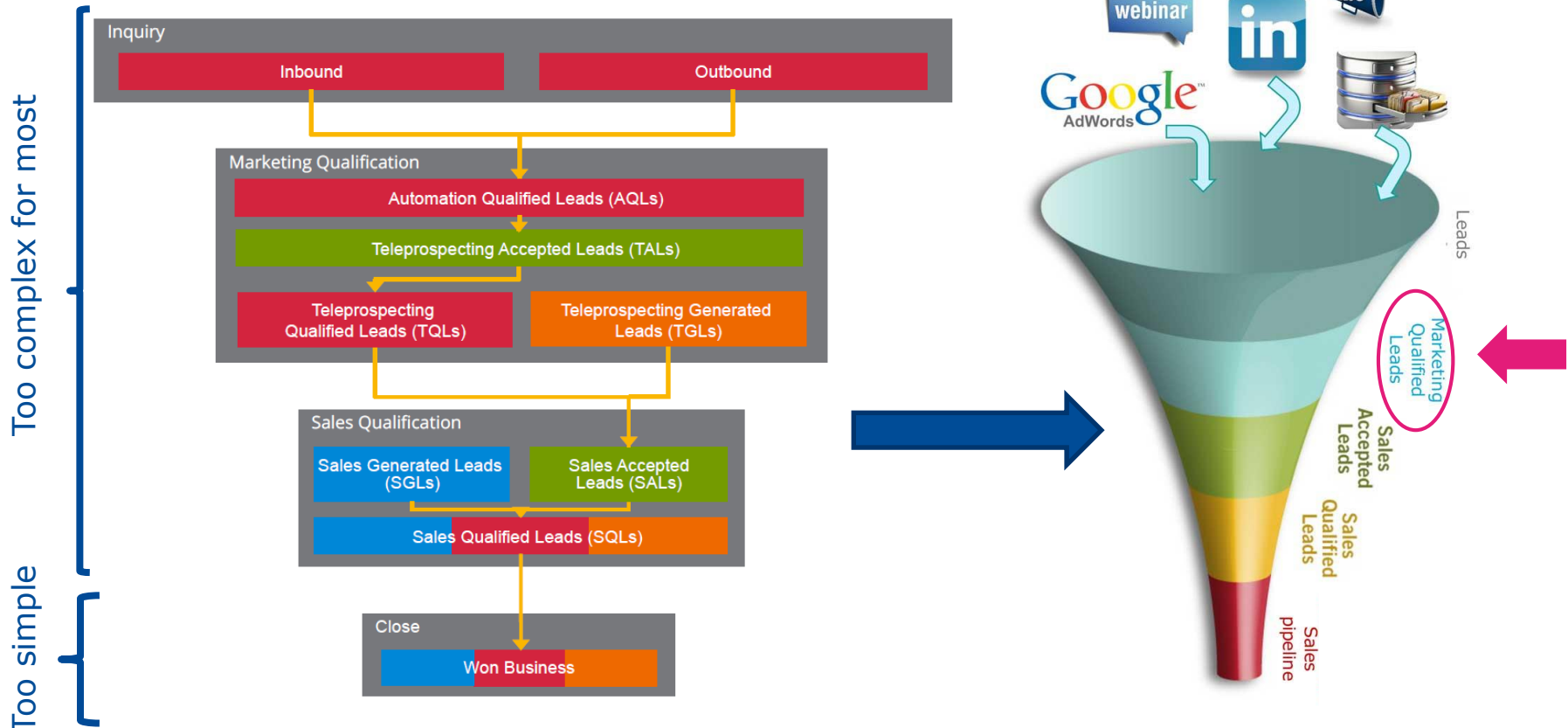
Ending the war between Sales and Marketing

- Philip Kotler Harvard Business Review 2006

SALES & MARKETING COLLABORATION



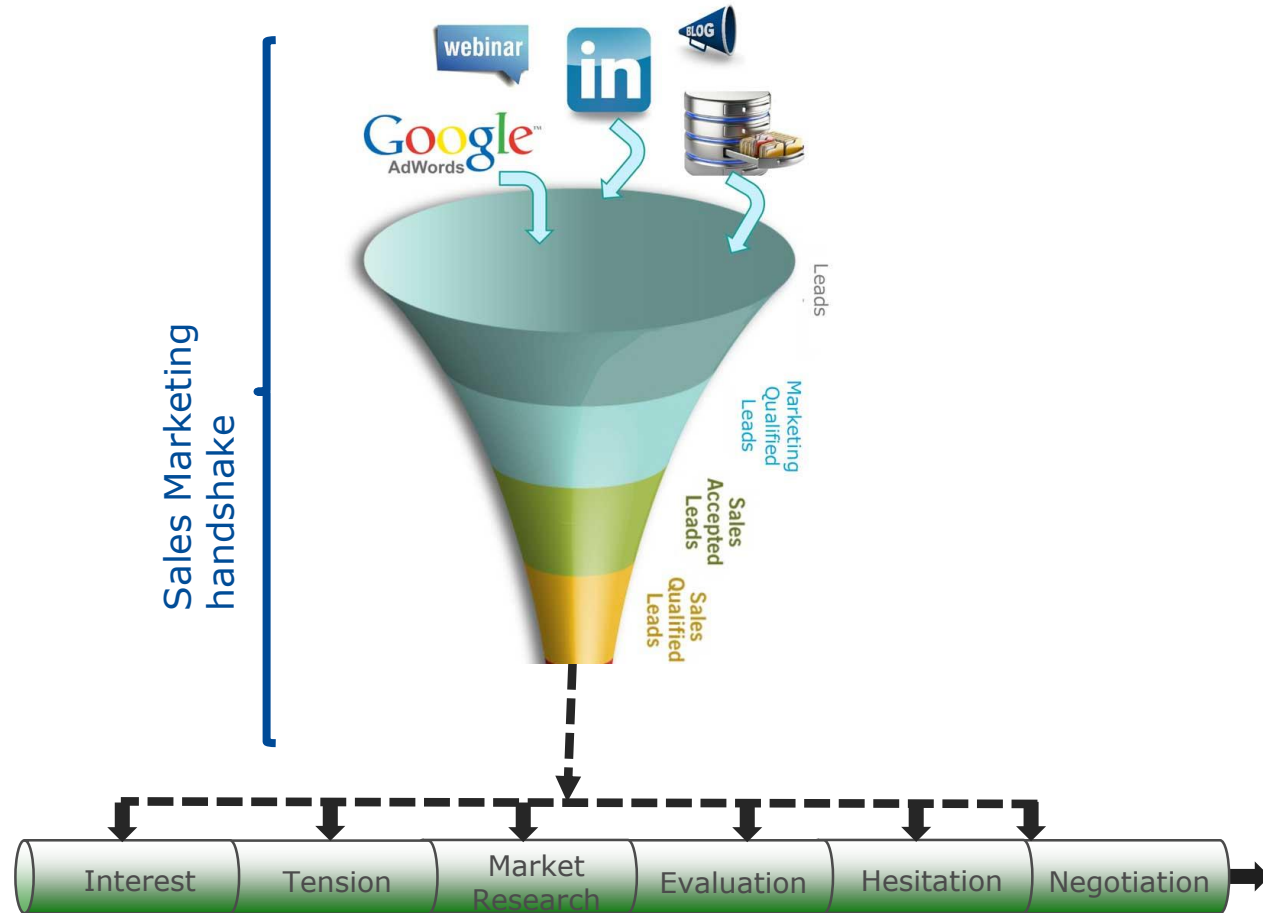
SIMPLIFIED DEMAND GENERATION PROCESS



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Source: Pascal Persyn, CEO Perpetos- www.Perpetos.com

BUYING CYCLE – SALES ACCELERATION SUPPORT



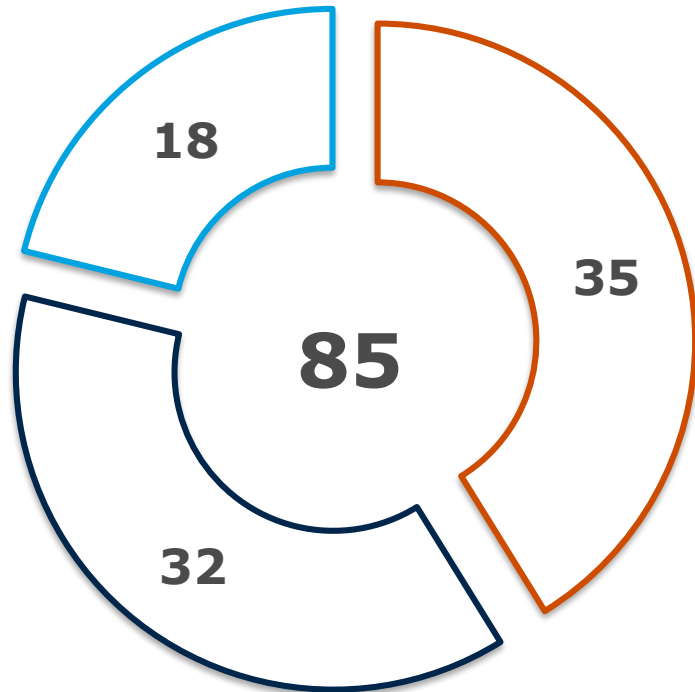
Source: Pascal Persyn, CEO Perpetos- www.Perpetos.com

RESEARCH FINDINGS

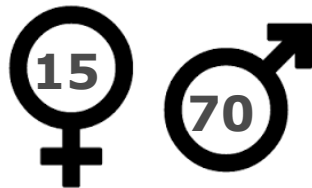
VLERICK SALES BAROMETER

- List of 40 questions
- Focus on procurement trends, structuring the sales effort, role of marketing, sales force enablement, sales force performance management

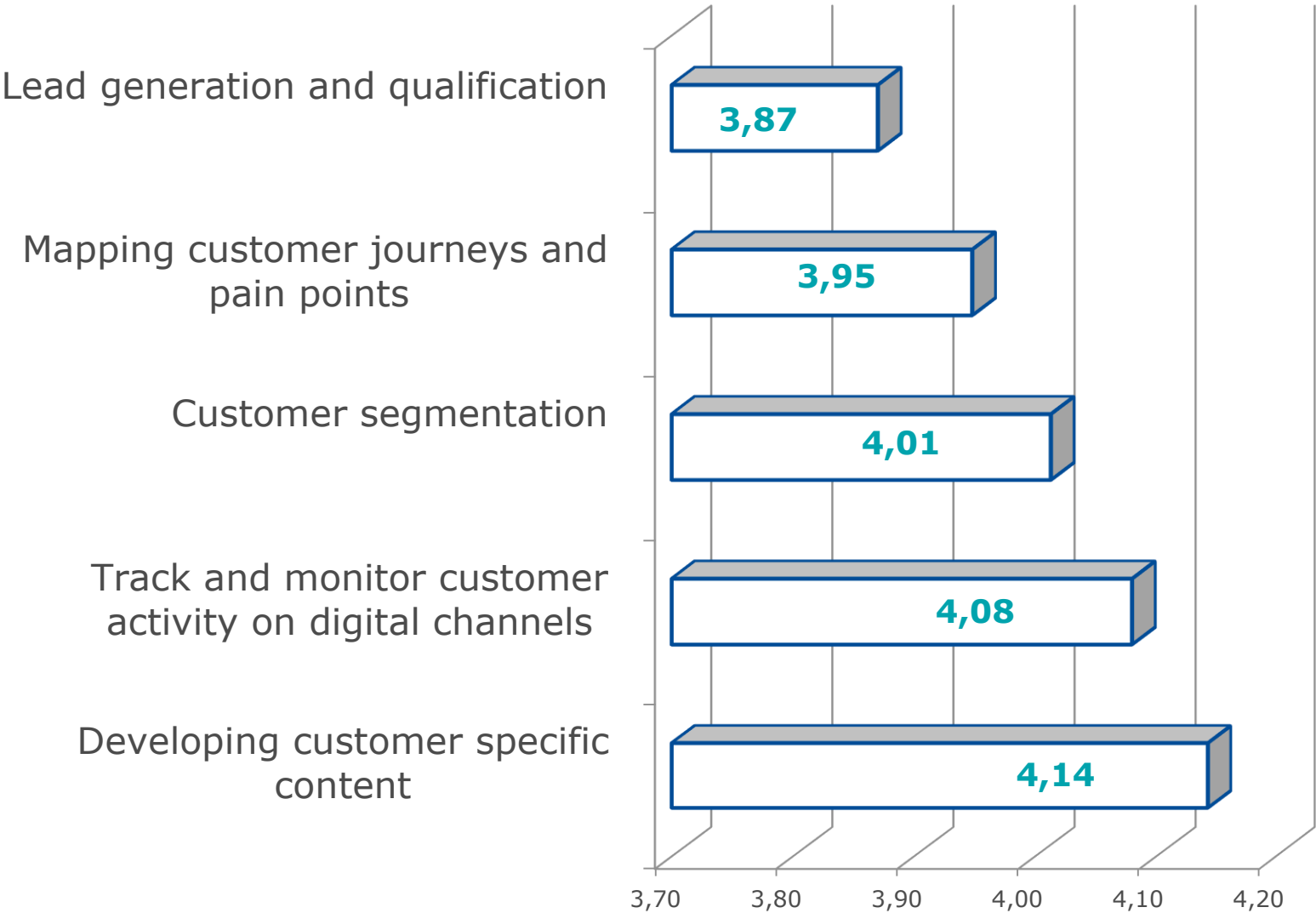
DISTRIBUTION OF RESPONDENTS



- SME
- Multi-National
- Other

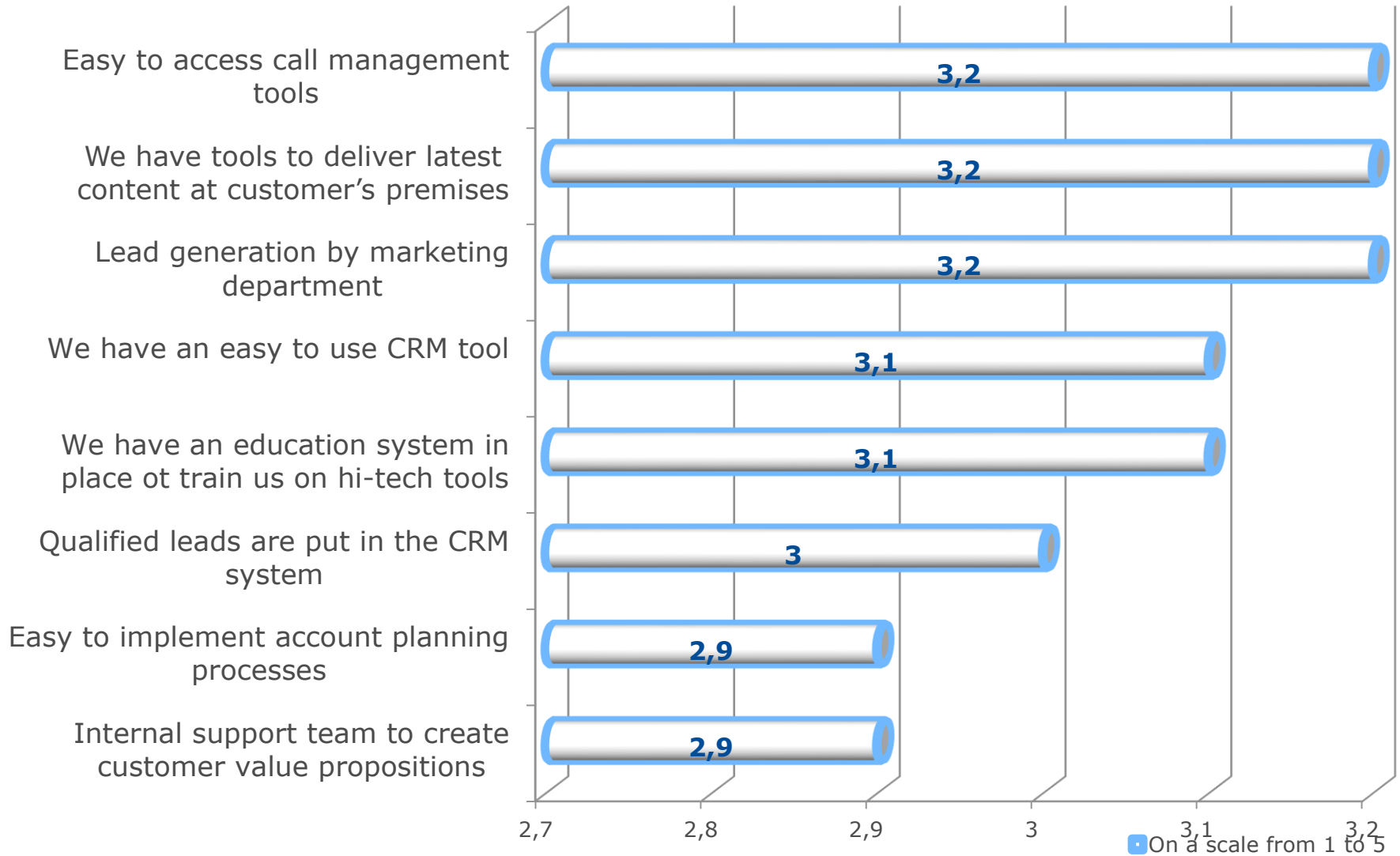


WHAT ROLE SHOULD MARKETING PLAY



□ Averages on a scale from 1 to 5

WHAT DO SALES PEOPLE NEED



CONCLUSION

SUGGESTIONS

- Take opportunity selection out of the hands of the salespeople
- Involve marketing and marketing tools in opportunity selection
- Persona based sales enablement tools is the way forward
- Develop clear strategies to manage multichannel marketing efforts
- Upgrade the sales enablement efforts



THANK YOU!

EMAIL: DEVA.RANGARAJAN@VLERICK.COM

LINKED IN: [BE.LINKEDIN.COM/IN/DEVARANGARAJAN](https://www.linkedin.com/in/devarangarajan)

WEB: [HTTP://WWW.VLERICK.COM/SEC](http://www.vlerick.com/sec)