B2B DIGITAL TRANSFORMATION CASE STUDY

Transforming Sales Technique in the Tech Industry
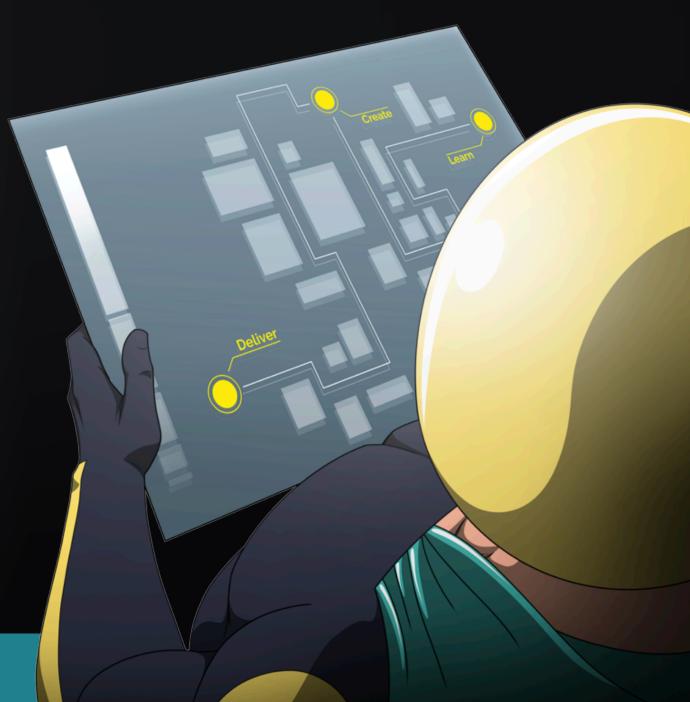
Specification

- Industry: Global Enterprise Technology Company
- Company Size: >250,000
- Department: Enterprise Sale
- Location: London, UK
- Ionology Solution: 2 day, "Digital Transformation Sales Development Course"
- Outcome: Transformed Sales Approach
- Impact: Significant Increase in Sales

THE SITUATION

Consultancy Based Selling isn't What it Used to Be.

In the 2000's challenger selling came into vogue, and out went competing on features and benefits. Everyone has good products, on-premise and cloud, but being technically good is an expectation; not a differentiator.

Furthermore, the idea of selling a large multimillion-dollar mainframe, on-premise technology solution has disappeared. In new models, the customer gets to pick the features they want, only pay for it when they use it and the risk of underperformance or poor utilisation has shifted back from the client to the vendor.

Using web-based research, the customer is now highly informed, reducing the power the technologist once had.

- Traditional sales force selling enterprise technology solutions

- Relying heavily on features and benefits

- Globally recognised and trusted brand helps open doors

- Using 'land and expand' techniques to maximise customer yield over time

- Seek to build longterm, trusted, relationships

- Typically asked to pitch against other industry competitors

- Price is the major influential factor when it comes to vendor selection

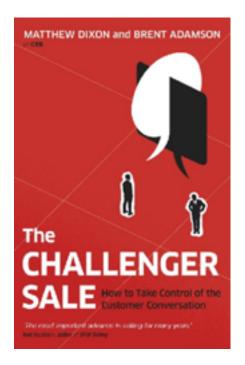- The vendor is reactive to market trends.

THE PROBLEM

Their Sales Pitches were Forgettable.

Sales professionals in this company typically arrived at their chosen profession because of their love of technology. Challenger selling, however, demands fresh business insights that challenge the customer's understanding of themselves.
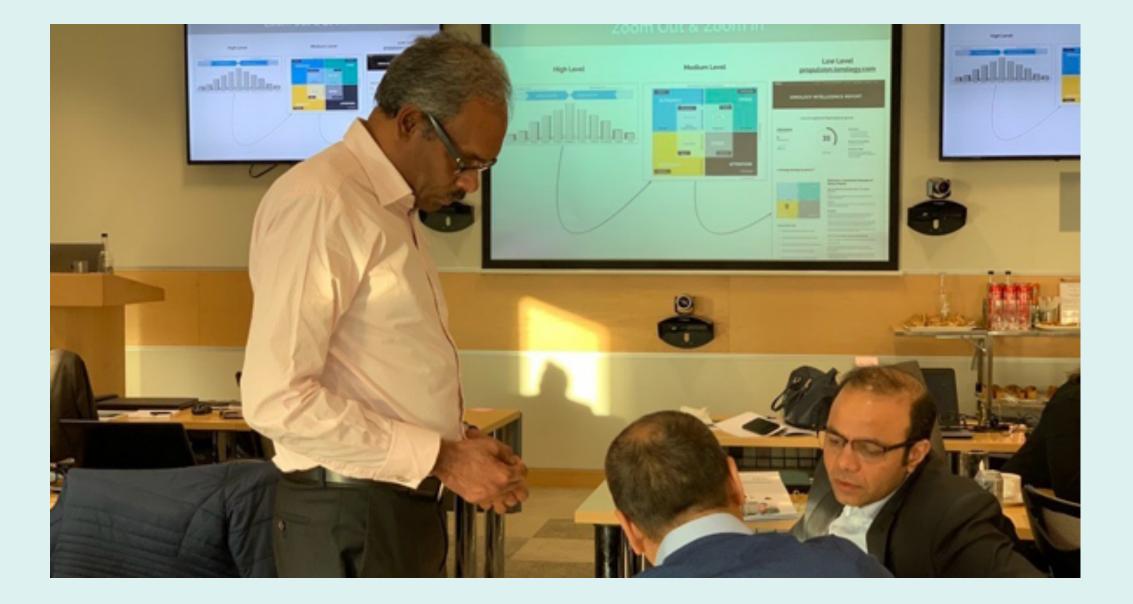
But where do we get a steady, reliable stream of new business insights that are unique to each individual customer?

"It's nice to have a business conversation about profits and capabilities, or a relationship conversation around sports and kids, but unless you frame your conversation around an edgy or unique insight, the customer will forget everything you said as soon as you walk out the door. Being different sounds risky, but it's better than being forgettable" - Challenger Selling; Dixon & Adamson

CHALLENGES

- The desire to move to challenger selling was hampered by the ability to find unique insights

- Quarterly sales targets provided little room for risk, experimentation or finding new ways of working

- Breaking free from the 'old reliable' way of selling required a lot of convincing.
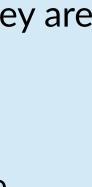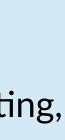
THE INSIGHT

Data-Driven Insights add Great Value to the Sales Process.

Every customer-facing business unit has a digital footprint. It is possible to look at the digital footprint of a business and score their innovation, penetration and sentiment versus that of competitors. This provides compelling insights.

- The creation of new data-driven, challenger insights can be automated for the sales professional and the organisation they are selling into

- The conversations quickly move away from talking about the vendor's products/services to the customer's perceived market problem

- The scores provided are not a measurement of digital marketing, but rather a holistic view of the business' standing in the digital economy

- The customer assumes the sales person's technology will solve the problem without even needing to be explained.

THE SOLUTION

Build Faster, Deeper and more Profitable Relationships, by Providing Compelling Analysis of the Digital Landscape and the Customer's Position in it.

From slide #1 of the sales professional's pitch, they talked about the customer, not themselves. This could be a customer they've never met before, yet they seemed to have a deep understanding of their business challenges.

The sales professional needed to abandon the safe space of talking about what they know (technology) and the leadership needed to create capacity for the sales team and provide support.

Transforming the sales process and learning to trust the data had knock-on effects that transformed the entire sales experience.

THE OUTCOME

- The relationship changed from being a provider of technology to becoming a supplier of compelling business insights that can be solved leveraging technology

- The value of the salesperson increased dramatically

- Sales increased, as did the depth of the relationship

IONOLOGY ASSISTANCE

On-Premise Training and Insight Generation Software

Ionology worked with close to 100 sales professionals within this company to help them change their sales techniques. We delivered 2 days of customized, practical training, as well as assistance with any subsequent sales pitches.

It is common that we get involved in helping reshape the pitch deck of a business, help them spot new 'white space' and create a series of new sales opportunities.

In the early stages of the sales process, we attend the sales meetings with the sales guys in order to give them confidence and coaching in how to improve their performance and better interpret the data to provide maximum "WOW" moments.

PRACTICAL STEPS

- Take our course in Data-Driven Challenger Selling

- Use our Ionology Propulsion platform to gain insights into your client's punching weight in the market and how they should compete

- Receive coaching and support in the early stage of transformation.