Strategy to Win Enterprise Business

#RaiseIoTQuotient

#IoTSummit

@jillofall

Supporting modern, global sales organizations through long-term partnerships.

Industry-leading sales performance company

Scalable IP, services, research and tech for an evolving sales landscape

Powerful sales technology platform with a unique value proposition

Trusted partner to a global client base of marquee brands

Established international footprint to support global customer base

Our mission:

Build winning, world-class sales and service organizations

Our vision:

Become the undisputed key resource to sales and service leaders globally

As the company that defined modern selling, Miller Heiman Group empowers sellers to move the deal. The top sales organizations in the world embrace our solutions because they deliver results, no matter what comes next

What We Believe

01

The most important decision we make as sales and service professionals, managers and leaders is how to connect with our customers.

02

Talent is one thing, but a scalable, consistent selling methodology is everything.

03

Customers expect a perspective, not a sales pitch.

04

The best are always looking for ways to improve.

05

Those who prepare, win more — and win more consistently.

Putting the Customer at the Center

The Miller Heiman Group Sales System

Marketplace Disruption

Artificial-Intelligence
Gig-economy
Chatbots
Machine-Learning
No-collar-workforce
Digital-Disruption
Internet-of-things
GenZ Virtual VUCA
Collabots
Millennials

Revenue is Up. Performance is Not.

- Revenue attainment is up for 3rd year to 93.9%.

- % of sellers making quota moved minimally from 53.0% to 54.3%. (Still well below high mark of 63%.)
- Win rates were completely flat at 47.3%.
- Conversion rates in initial stages were flat.

- 15 of 16 seller capabilities (e.g., present ROI, reach decision-makers) rated lower than five years ago.

Solving complexity with more complexity

External complexity

5+ months buying cycle

6.4 decision-makers

Markets blurring

More competition

Internal complexity

9% more sellers

10 (+ 4) tech tools

+ Roles (SDR, Cust. Success)

+ Functions : Enablement **3x**

How do Buyers Feel About Salespeople?

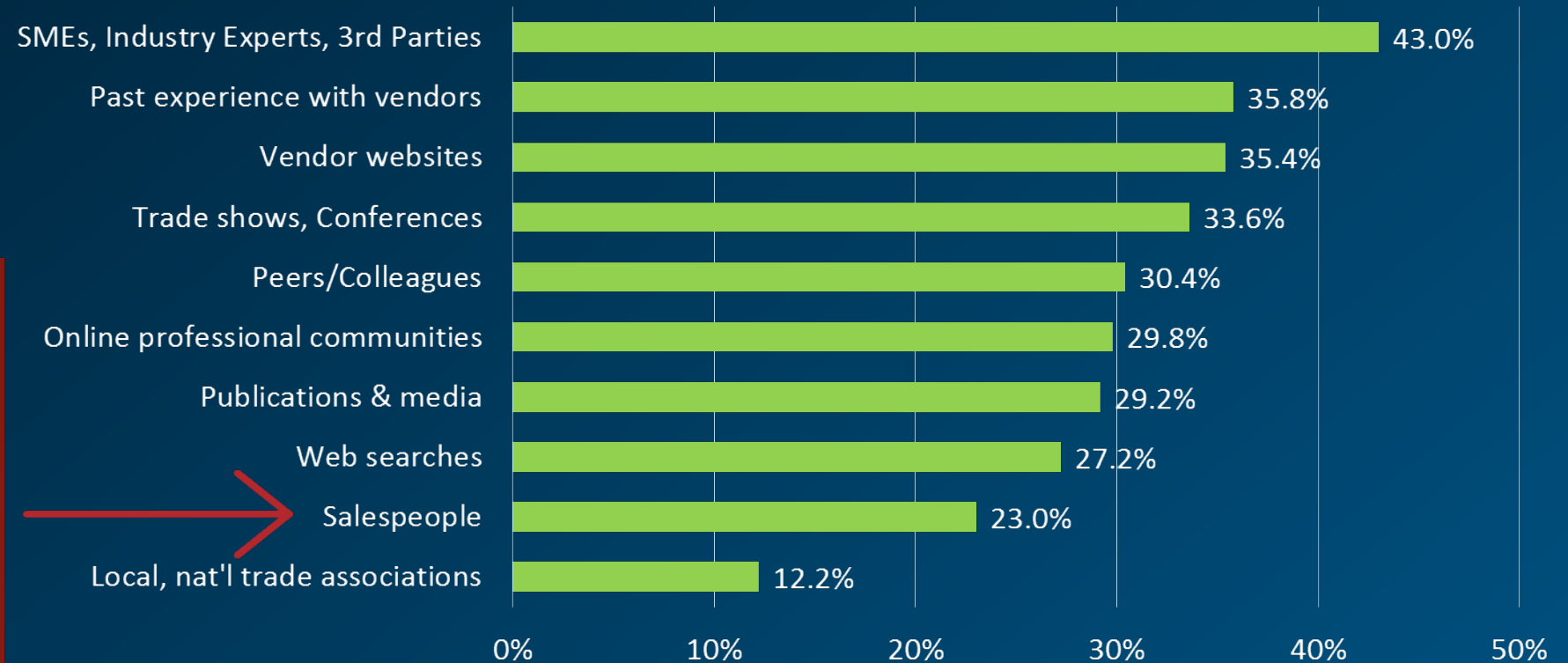Buyers don't have a strong bias against salespeople

65% said
"I find **value in discussing** my situations with salespeople."

Only 3% said
"I can't wait until I can buy B2B online and **not work with sellers ever again.**"

However, buyers are twice as likely to say that sellers <u>meet</u> (62%) their expectations vs. <u>exceed</u> (32%) them.
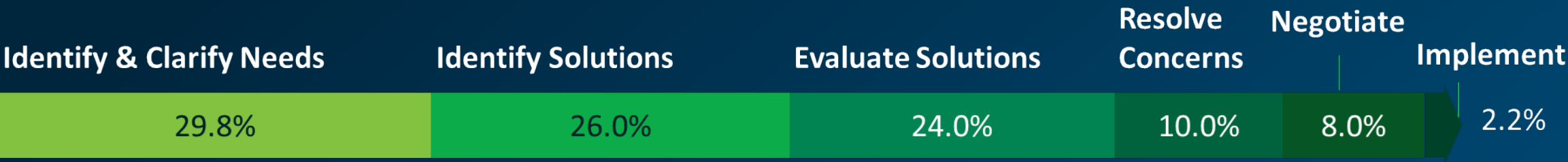
Where Buyers Go for Help

Preferred Resources to Help Solve Business Problems

Resource	Percentage
SMEs, Industry Experts, 3rd Parties	43.0%
Past experience with vendors	35.8%
Vendor websites	35.4%
Trade shows, Conferences	33.6%
Peers/Colleagues	30.4%
Online professional communities	29.8%
Publications & media	29.2%
Web searches	27.2%
Salespeople	23.0%
Local, nat'l trade associations	12.2%

Just meeting expectations translates into little value for buyers

When do Buyers Engage Sellers?

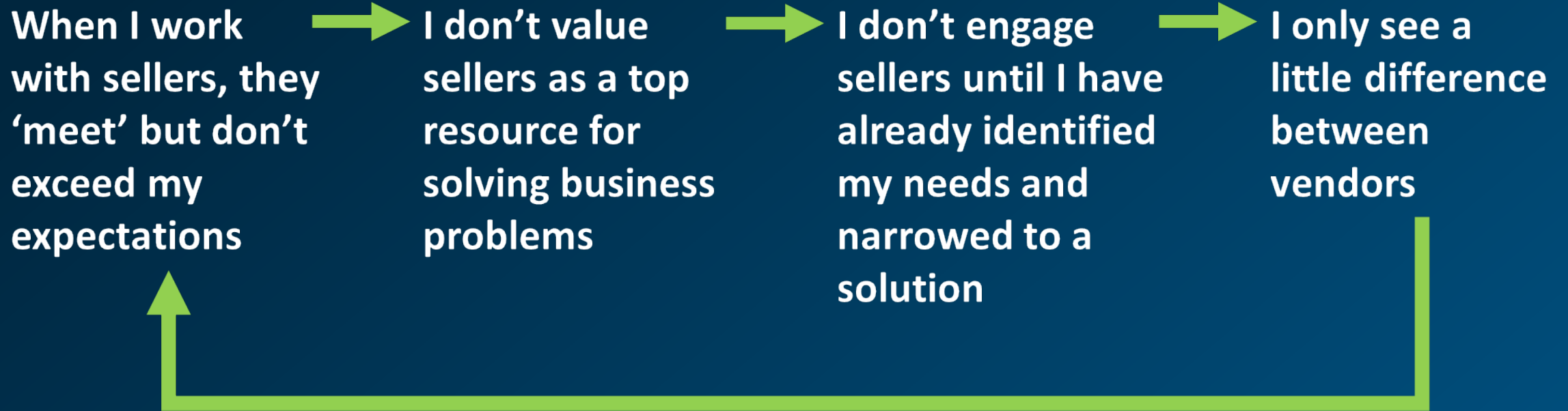| Identify & Clarify Needs	Identify Solutions	Evaluate Solutions	Resolve Concerns	Negotiate	Implement
29.8%	26.0%	24.0%	10.0%	8.0%	2.2%

Over 70% wait **until <u>after</u>** they have fully defined needs

Almost half (44%) identify solutions first

20% prefer only to lock down the details

A Self-Fulfilling Prophecy

When I work with sellers, they 'meet' but don't exceed my expectations → I don't value sellers as a top resource for solving business problems → I don't engage sellers until I have already identified my needs and narrowed to a solution → I only see a little difference between vendors

What are the Expectations?

What seller behaviors make you more likely to buy?

What do you wish sellers would do differently?

Four items were highly rated on <u>both</u> lists

01

Understand my business

02

Excellent Communications

03

Focus on post-sale

04

Provide insights and expertise

Business-to-Consumer

- Personalized
- Enhanced
- Immediate

Business-to-Business

- Generic
- Disconnected
- Time-consuming

Ignorance?
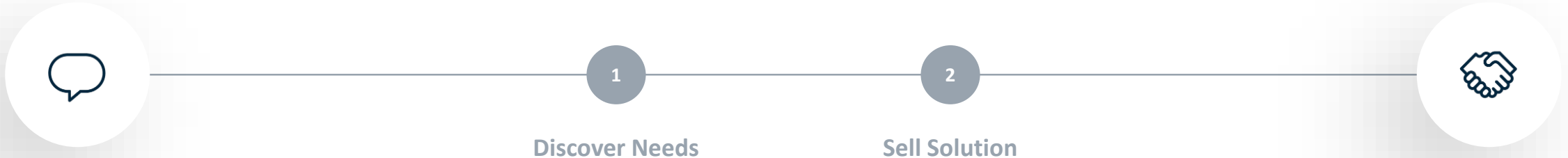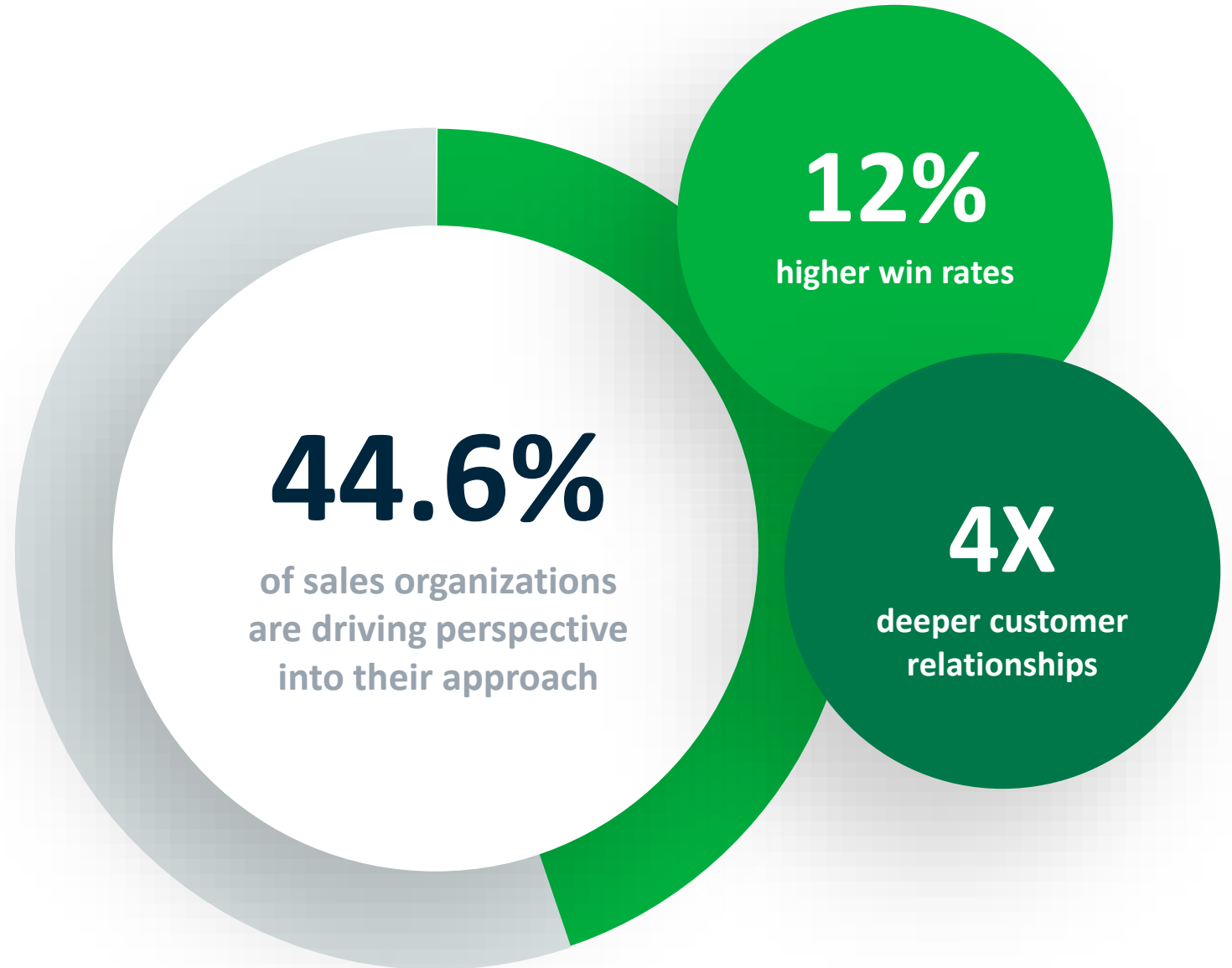
Ineptitude?

It used to be simple:
❶Discover needs,❷sell the solution

Discover Needs   Sell Solution

But there's a new requirement:
Provide perspective

Competition

Growth Drivers

Your Customer's World

1

Discover Needs

3

Sell Solution

Customers

Differentiation

Provide Perspective

In thinking about customer's world, sellers can provide perspective by identifying one of four value drivers:

Unrecognized problem, unanticipated solution, unforeseen opportunity, broker of capabilities

**Perspective is
the differentiator.**

44.6%

of sales organizations
are driving perspective
into their approach

12%

higher win rates

4X

deeper customer
relationships

Evolving the way you sell takes a robust approach.

Formal methodologies outpace informal by +13.1% higher quota attainment.

Perspective is not …	Perspective is …
a "bolt on."	the way you sell.
about tactics.	relationships.
contrived.	deliberate.

METHODOLOGY

FRAMEWORK

SKILL

EXECUTION

+

A system of methods used in a particular area of study or activity

The ability to do something well; expertise

Buyer decision journey

- Who decides?

- What is the competition?
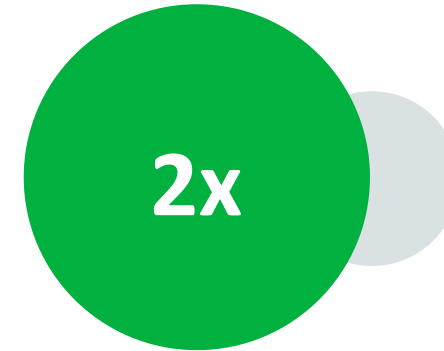
- How do you prioritise?

Miller Heiman Group™

Complexity creates time issues

SELLERS

MANAGERS

2x

Only spend 1/3 of their time selling

Spend 2x time on internal navigation and reporting vs. coaching

Journey to World Class

Growth is never by mere chance, it is the result of forces working together
– *J.C.Penny*

Miller Heiman Group™