

Escaping the Pain of Commercial Complexity

Brent Adamson

A **Selling** Story

A Selling Story

A **Buying** Story

A Human Story

What drives account growth?

What Drives Account Growth?



Customer Satisfaction

- Overall satisfaction with supplier
- Belief that supplier is better than competitors
- Likelihood to recommend the supplier



Motivation to Change

- Belief that change is an opportunity to improve business performance
- Belief that the purchase is the right thing to do
- Clear understanding of why we need to make this purchase
- Eagerness to complete the purchase quickly



Decision Confidence

- Confidence that we determined the right questions to consider
- Confidence that we identified which information matters most
- Confidence that we anticipated any necessary changes
- Confidence that we are making the right choice

Not Satisfaction

Impact on Likelihood of a High-Quality Account Growth Purchase

Among Buyers Considering a Growth Decision



n = 271 B2B customers

Status Quo vs. **Change**

And Not Motivation to Change

Impact on Likelihood of a High-Quality Account Growth Purchase

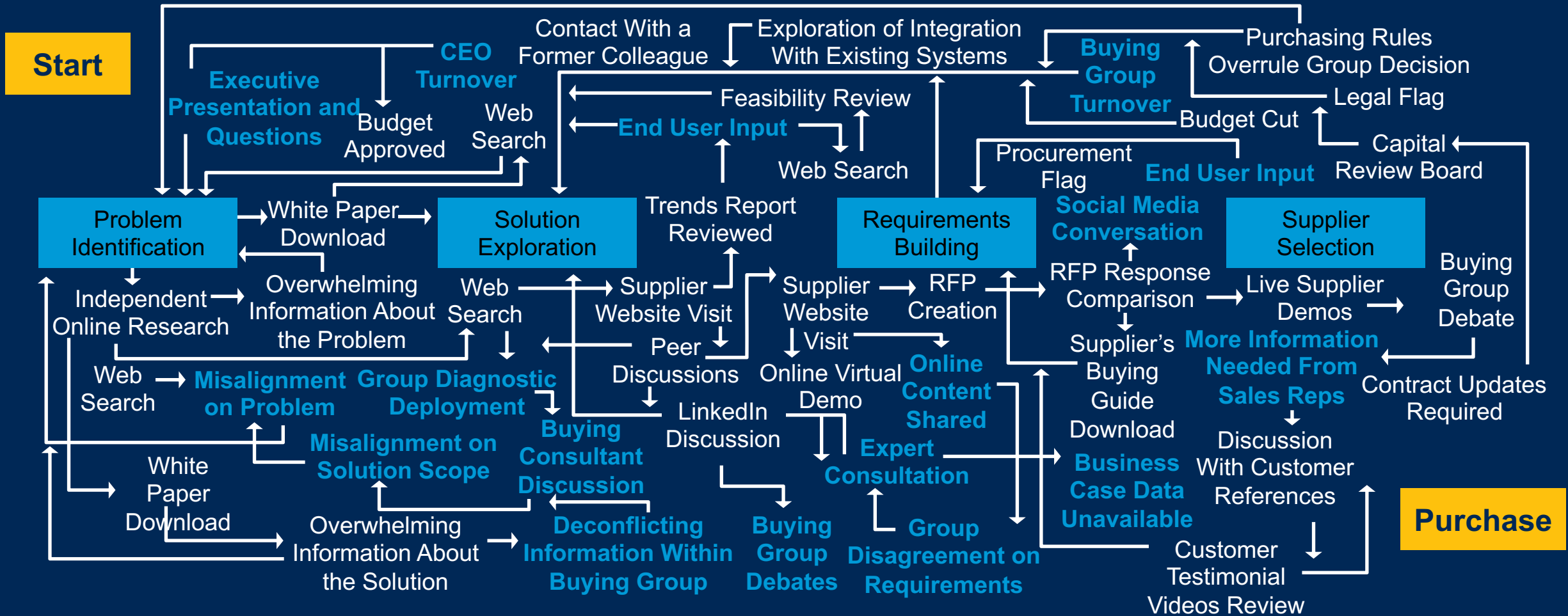
Among Buyers Considering a Growth Decision



n = 271 B2B customers

A Long, Hard Slog

Illustrative B2B Buying Journey



Decision: Confidence Matters Most

Impact on Likelihood of a High-Quality Account Growth Purchase

Among Buyers Considering a Growth Decision



n = 271 B2B customers

Enablement Drives Confidence

Buyer Enablement

- ✔ Information that helps customers advance across a purchase
- ✔ Information that is highly consistent



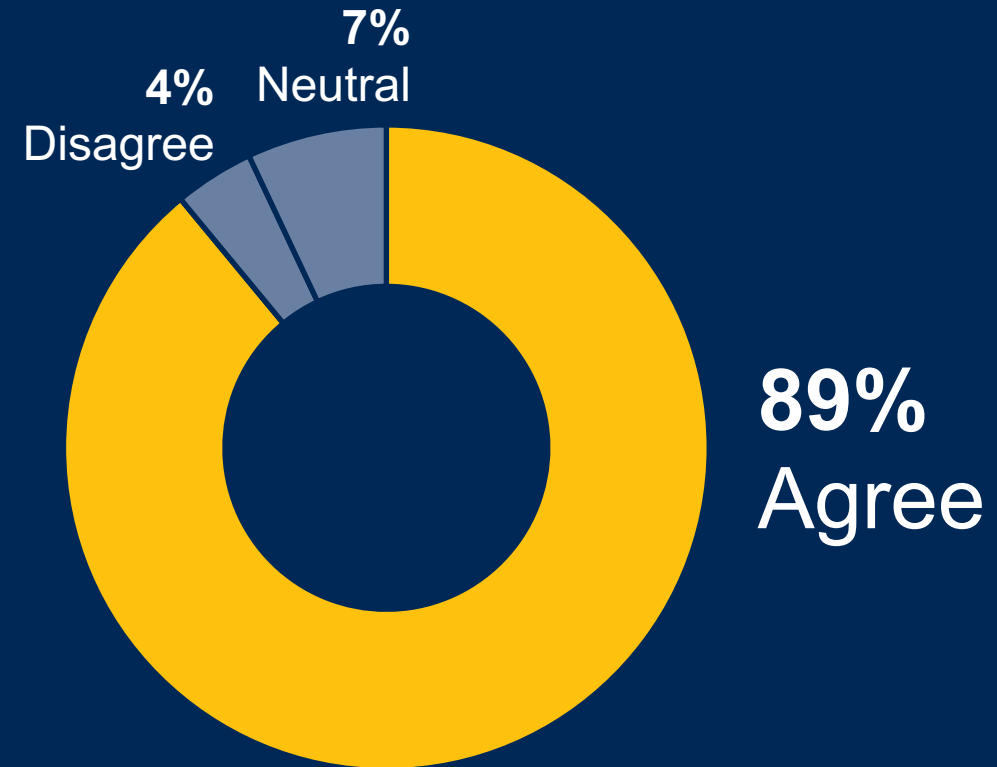
Impact on Decision Confidence

4x

**Which sales approach
wins in today's
information era?**

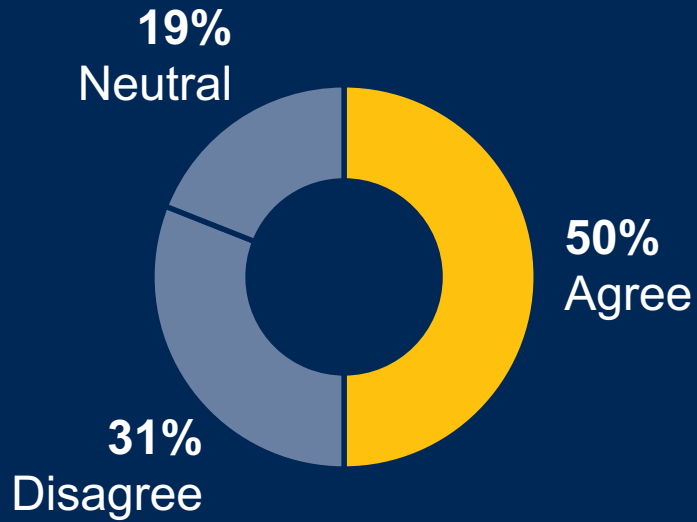
So Much Quality Information

“The information we encountered as part of this purchase was generally of high quality.”



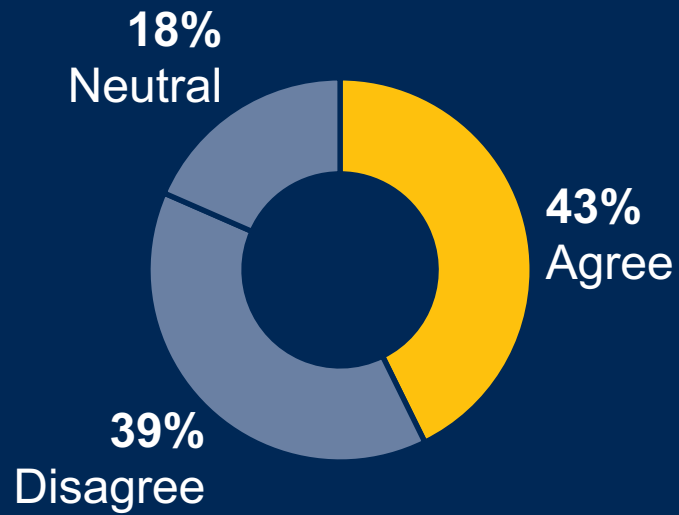
n = 1,174 B2B Buyers

Amount of Trustworthy Information Was Overwhelming



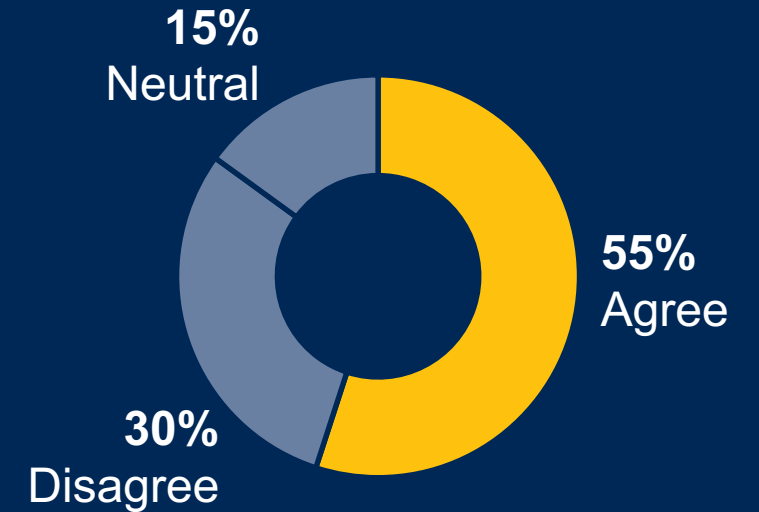
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Supplier Information Was Trustworthy but Contradictory



n = 1,174 B2B Buyers

Making Informed Trade-Offs Between Vendors Was Difficult



n = 1,174 B2B Buyers

The Problem With Too Much Information

Relationship Between Volume and Value of Information

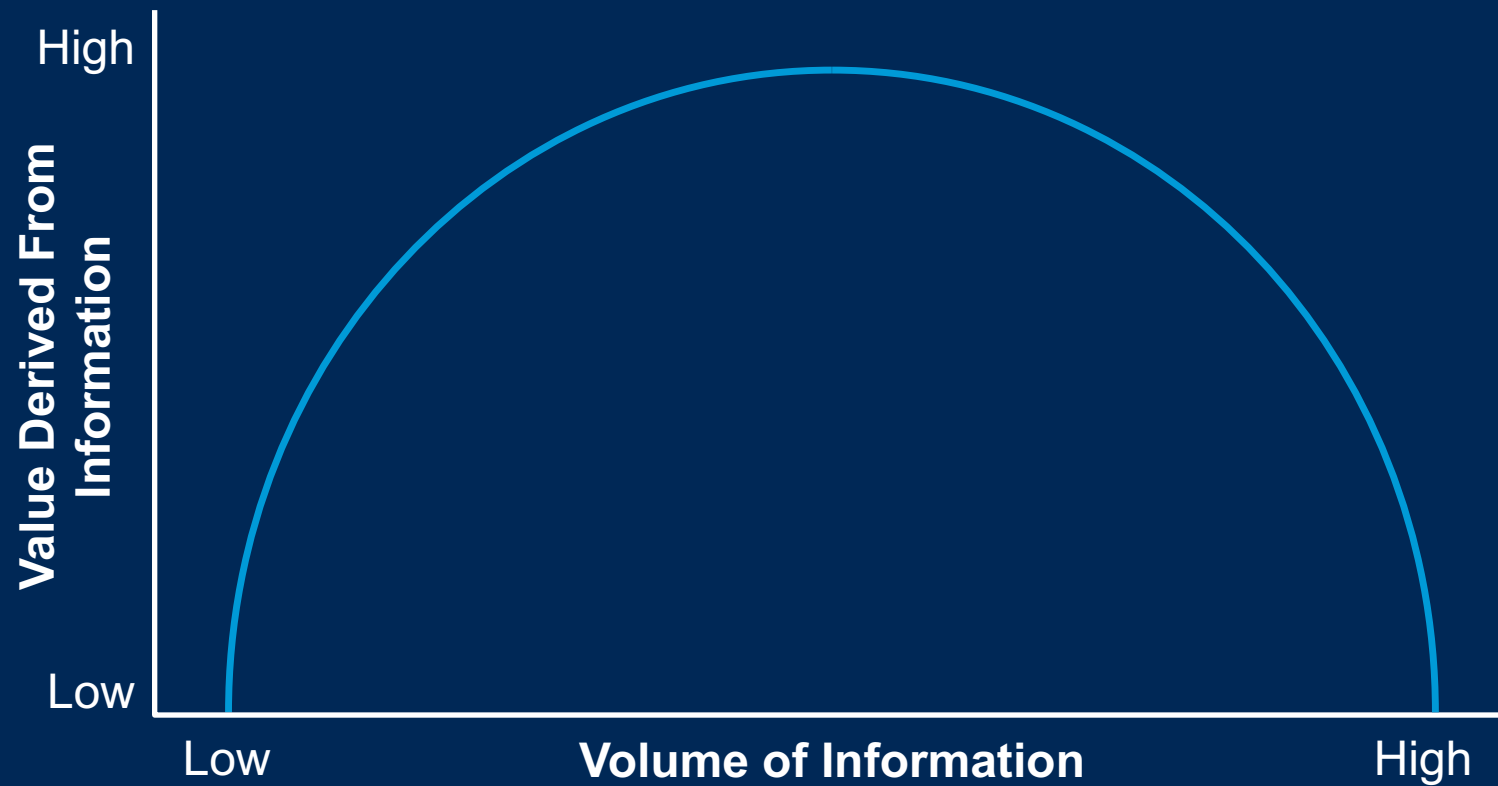
Illustrative



The Problem With Too Much Information

Relationship Between Volume and Value of Information

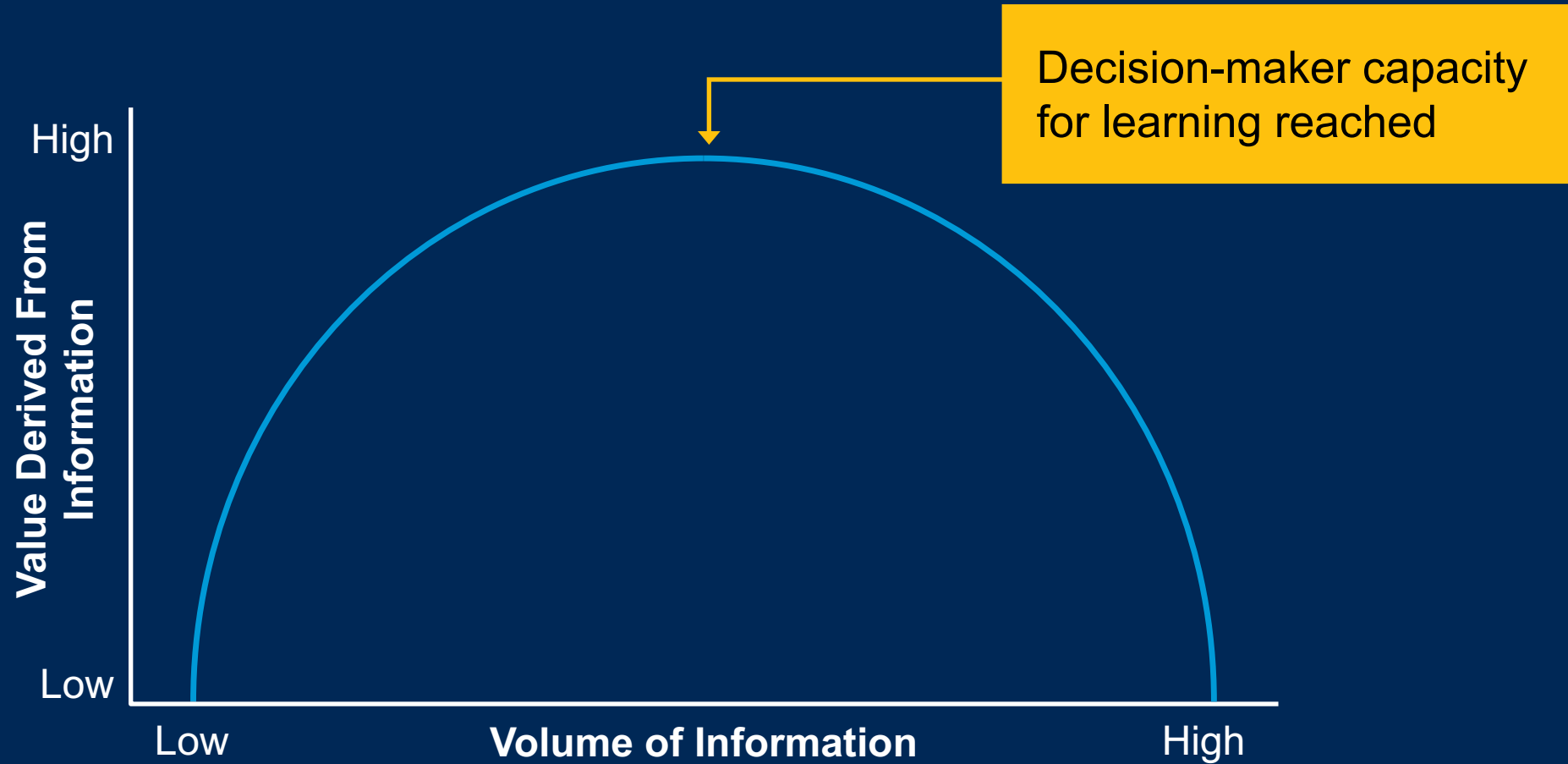
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The Problem With Too Much Information

Relationship Between Volume and Value of Information

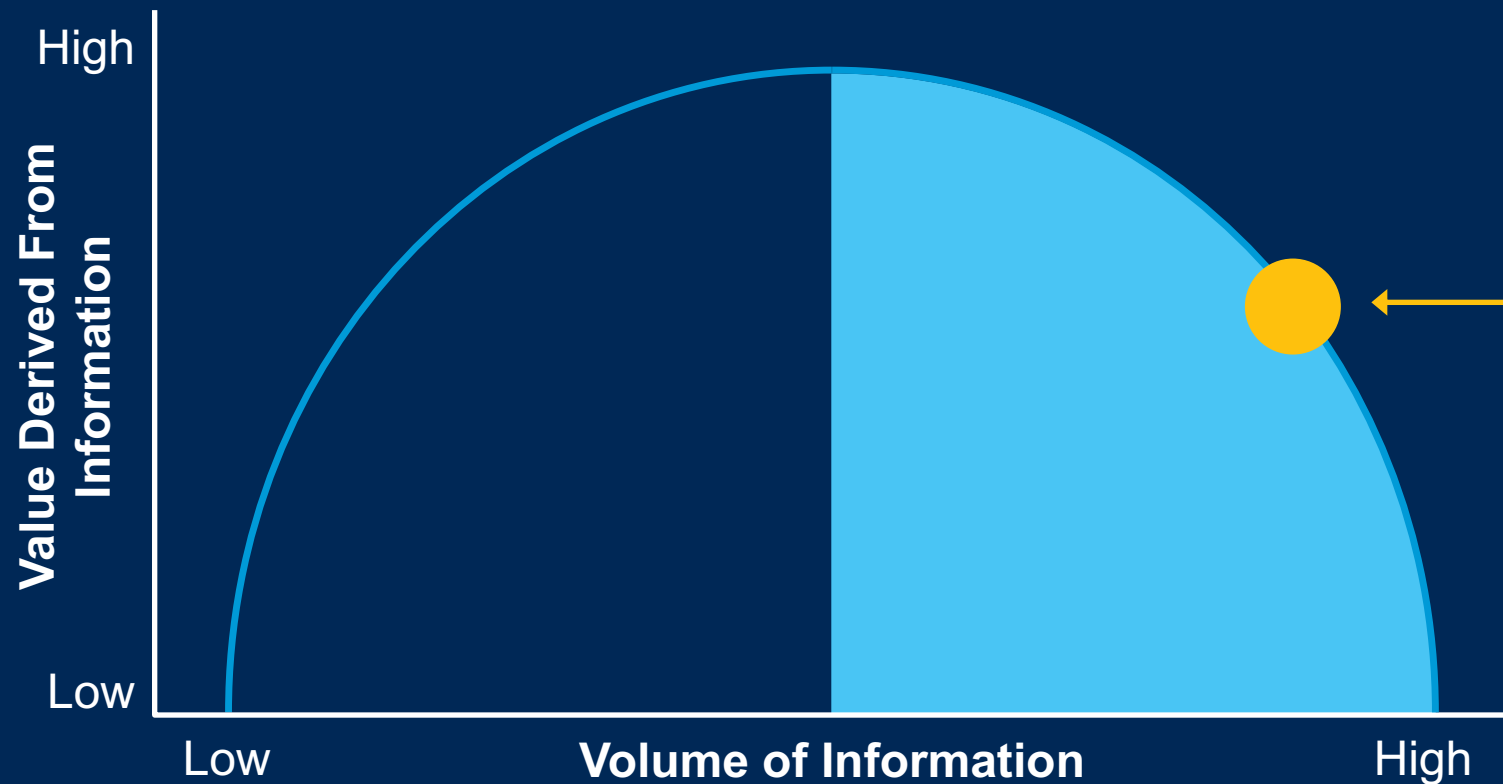
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The Problem With Too Much Information

Relationship Between Volume and Value of Information

Illustrative



Human Coping Strategies When Facing Too Much Information

- Anchoring Bias
- Confirmation Bias
- Selective Exposure Bias
- Belief Perseverance
- Status Quo Bias

How Reps Approach Information

I can get you a lot more information on that.



Giving

Let me tell you what you need to know.



Telling

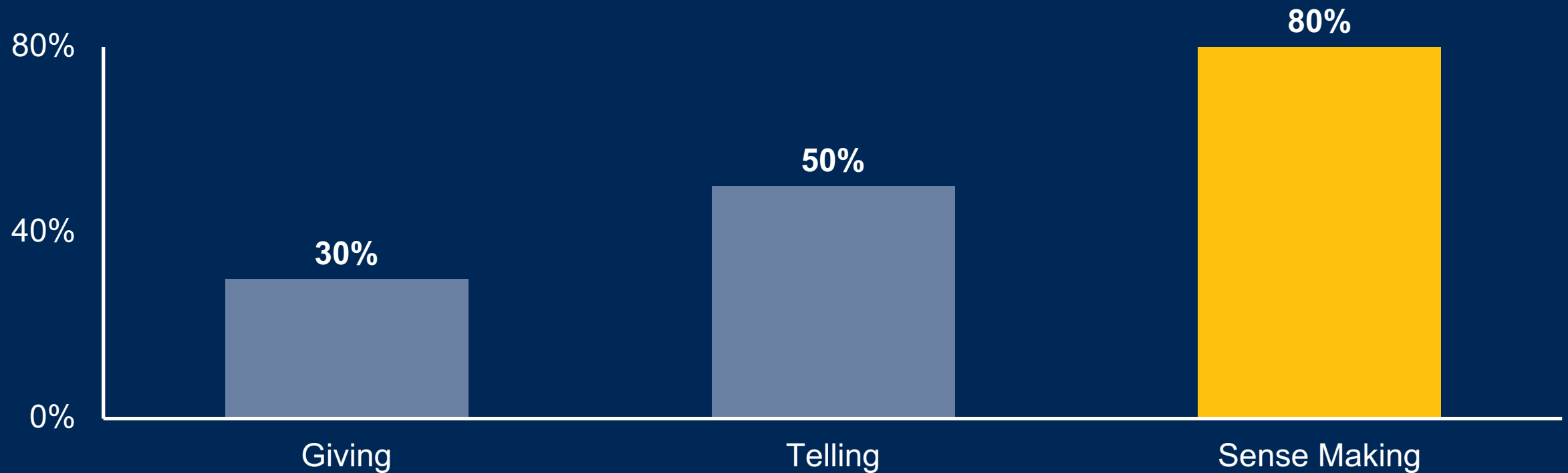
There is a lot of information out there — let me help you make sense of it.



Sense Making

Sense Making Wins

Percentage of Sellers Closing a High Quality, Low Regret Deal
By Seller Approach



n = 1,174 B2B Buyers

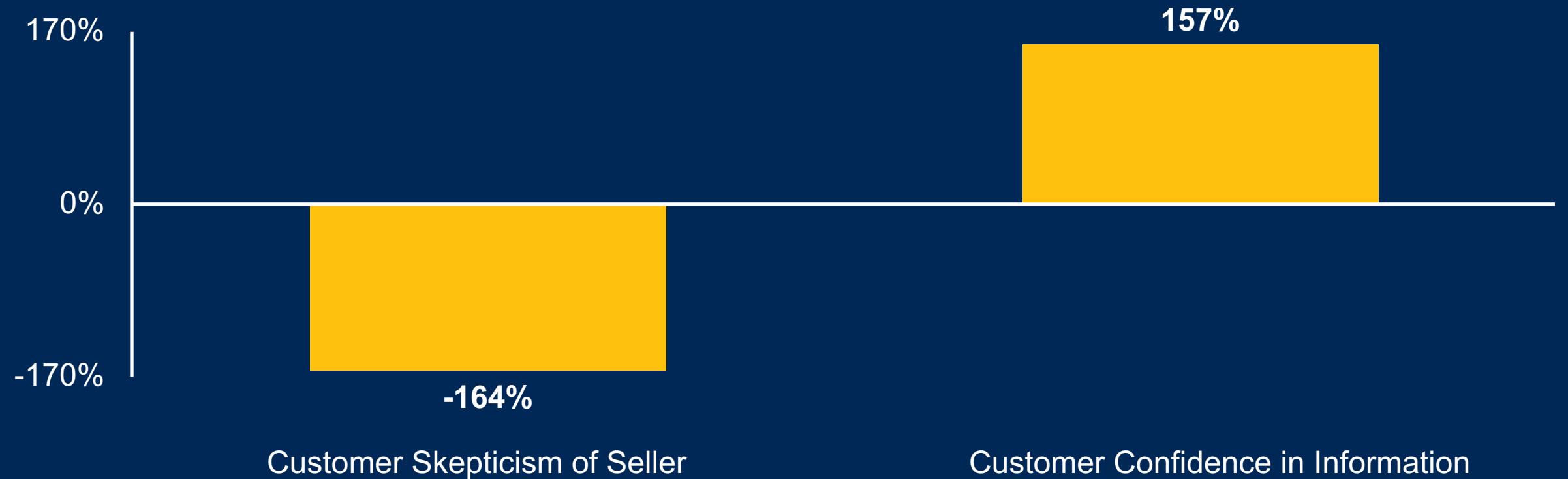
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Again, Confidence Matters

Impact on Closing a High Quality, Low Regret Deal
Logistic Regression



n = 1,174 B2B Buyers

A Human Story

Confidence

What Is Customer Confidence?

Confidence that we:

- ✓ Determined the right questions to consider
- ✓ Identified which information matters most
- ✓ Anticipated any necessary changes
- ✓ Are making the right choice

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What you know

How you feel

Confident

Not:
Are customers
confident
in you...?

But:

Are customers

confident

in themselves?

What is a **confidence-creation** sales strategy?

**Buyer
Enablement**

**Sense
Making**

**To what degree is your
customers' **struggle to buy**
impacting your company's
ability to grow?**

**Are your current
commercial efforts
making things worse?**

**Have you identified where
your customers are
least confident?**

**Have you mapped
all the other content
your customers are
likely to encounter?**

**Are you solving for
customers' confidence
in you, or customers'
confidence in themselves?**

**I'm happy
because I
chose you.**

**I'm happy
because I
chose you.**

**I'm happy
because I
chose well.**