



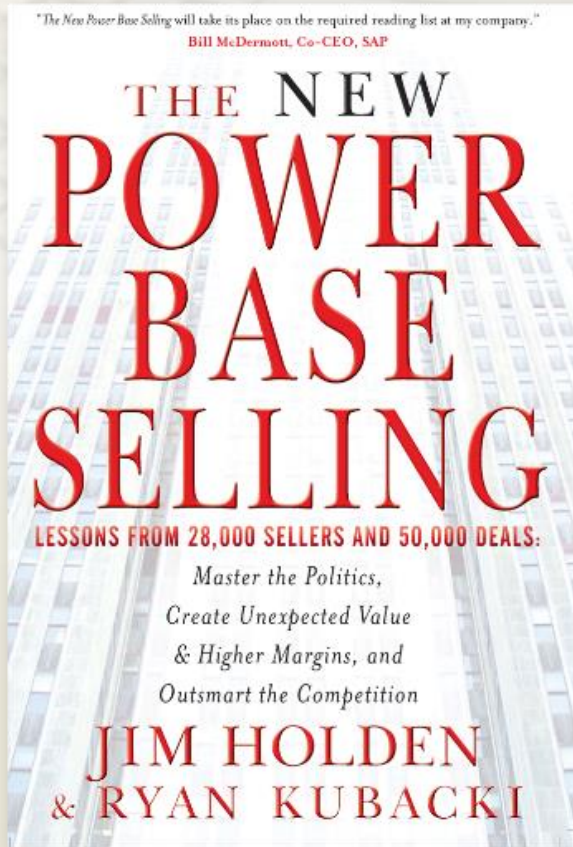
Sales Training is Over: Is Your Team The Last To Get The Message?

Ryan Kubacki, CEO

WWW.HOLDENINTL.COM



Welcome: Today's Presenter



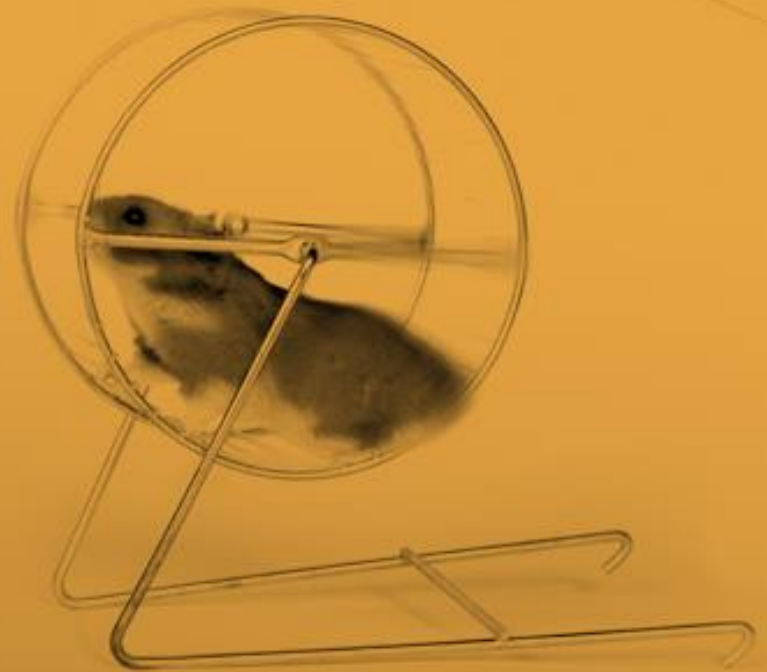
Ryan Kubacki,
CEO, Holden

- Co-Author and Thought Leader
- Harvard Business School
- Microsoft Sales Leader
- 1,000,000 Sellers in 65 Countries

Download Chapter One at:
<http://www.holdenintl.com/the-new-power-base-selling>



What Has Sales Training Accomplished?



A group of people riding bicycles on a yellow background. The image is a collage of several people riding bicycles, arranged in a circular pattern around the central text. The background is a solid, warm yellow color. The people are dressed in casual to business-casual attire. The bicycles are standard road or hybrid bikes.

**95% of companies invest
in sales training.**

**Only 9% of companies
see behavioral changes in trainees.**



75% of sales reps think their approach differentiates them from their competitors.





3% of their customers say the same.



Poll Question

**Are you getting the results
you want out of your current
Sales training?**

- A) Yes**
- B) No**



Good News. Sales Training **is Over.**





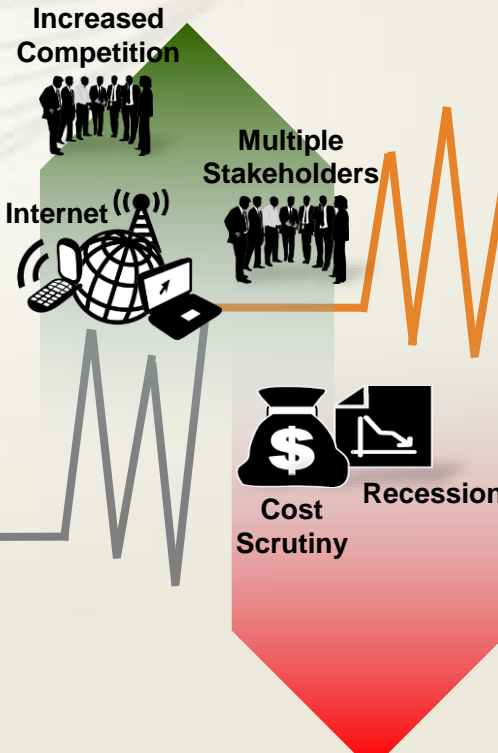
Relevance Revolution






Customer Advisor

PERSONAL SELLING

- ✓ Objection Handling & Closing
- ✓ Insightful Questioning
- ✓ Motivating Conversations



-  Gain Political Alignment
-  Provide Unexpected Value
-  Formulate Compete Strategy

Information Provider



Personal and ORGANIZATIONAL SELLING

1990's

2000's

TODAY



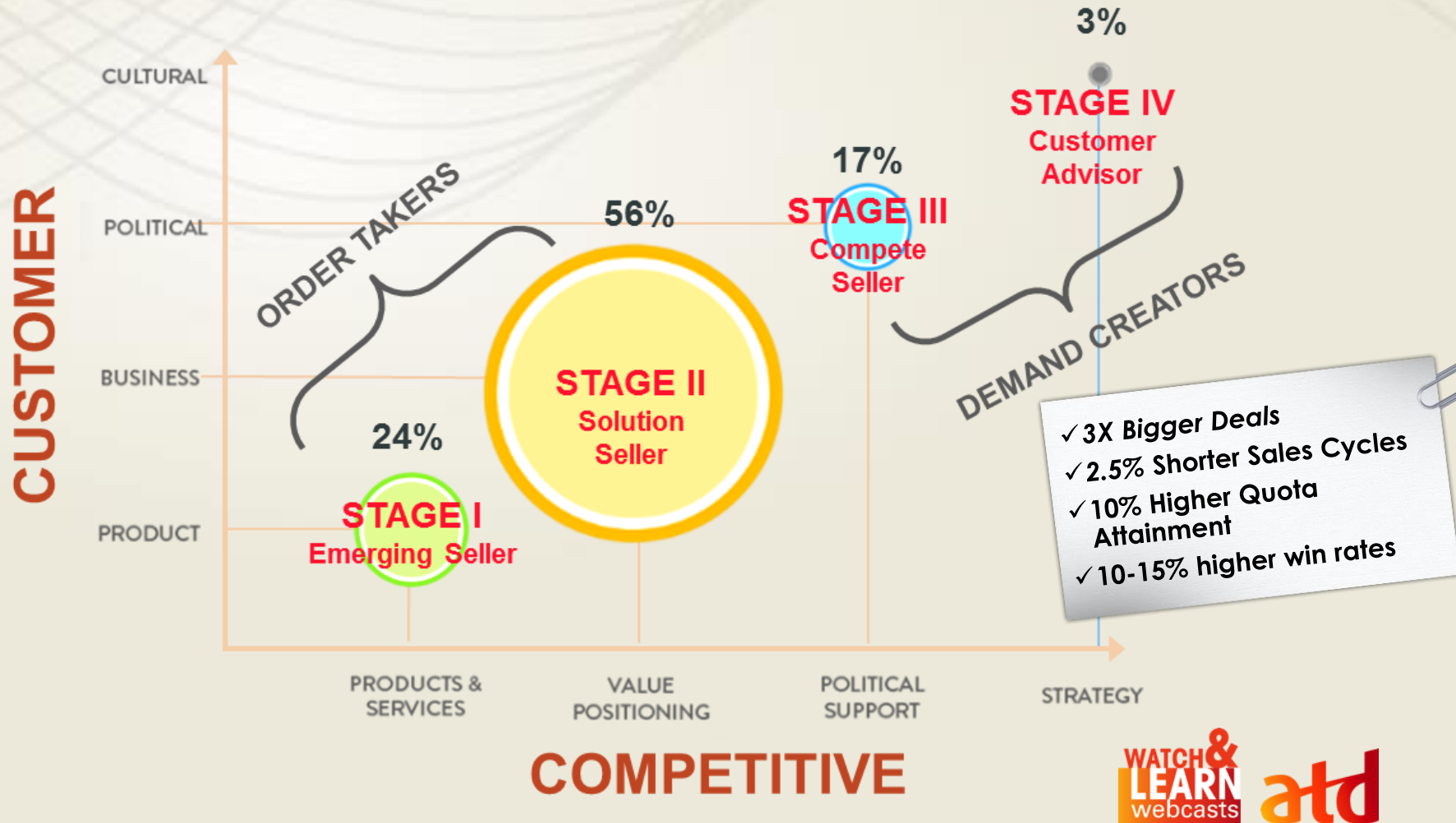


Time to Catch Up with Buyers



Holden Four Stages of Sales Proficiency

Research: 28,000 Sellers & 50,000 Deals





Poll Question

If you had to guess, which stage is your company's sales force?

- A) Stage I**
- B) Stage II**
- C) Stage III**
- D) Stage IV**



Game-Changing Sales Habits

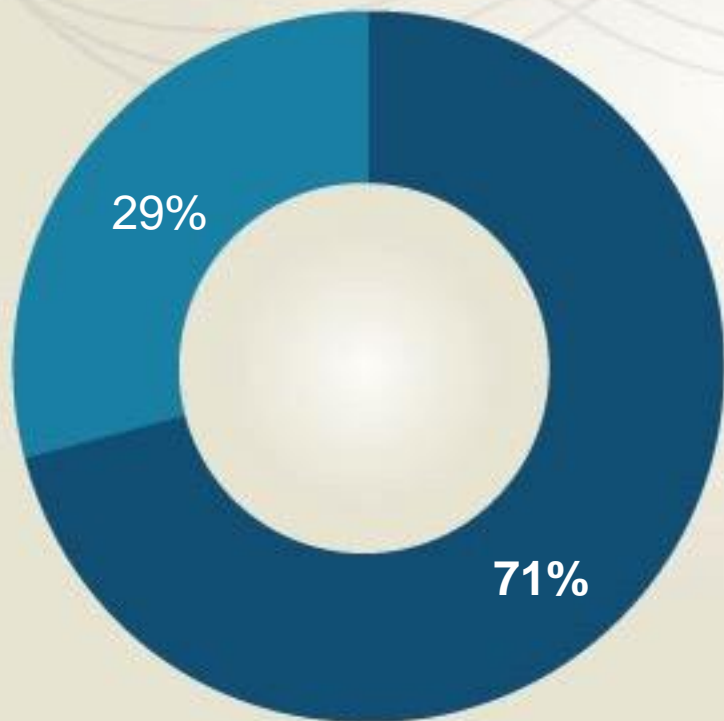
Turning Sellers into Demand Creators







Habit #1: Gaining Political Alignment



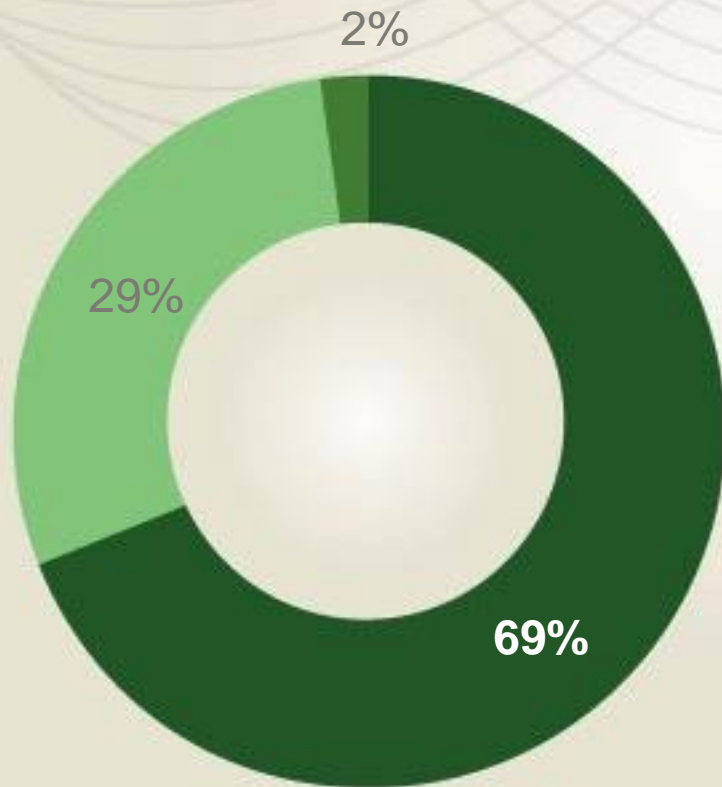
Holden Research Results:
71% did not correctly identify
29% correctly identified

Sellers need help identifying
influence (Power Bases)



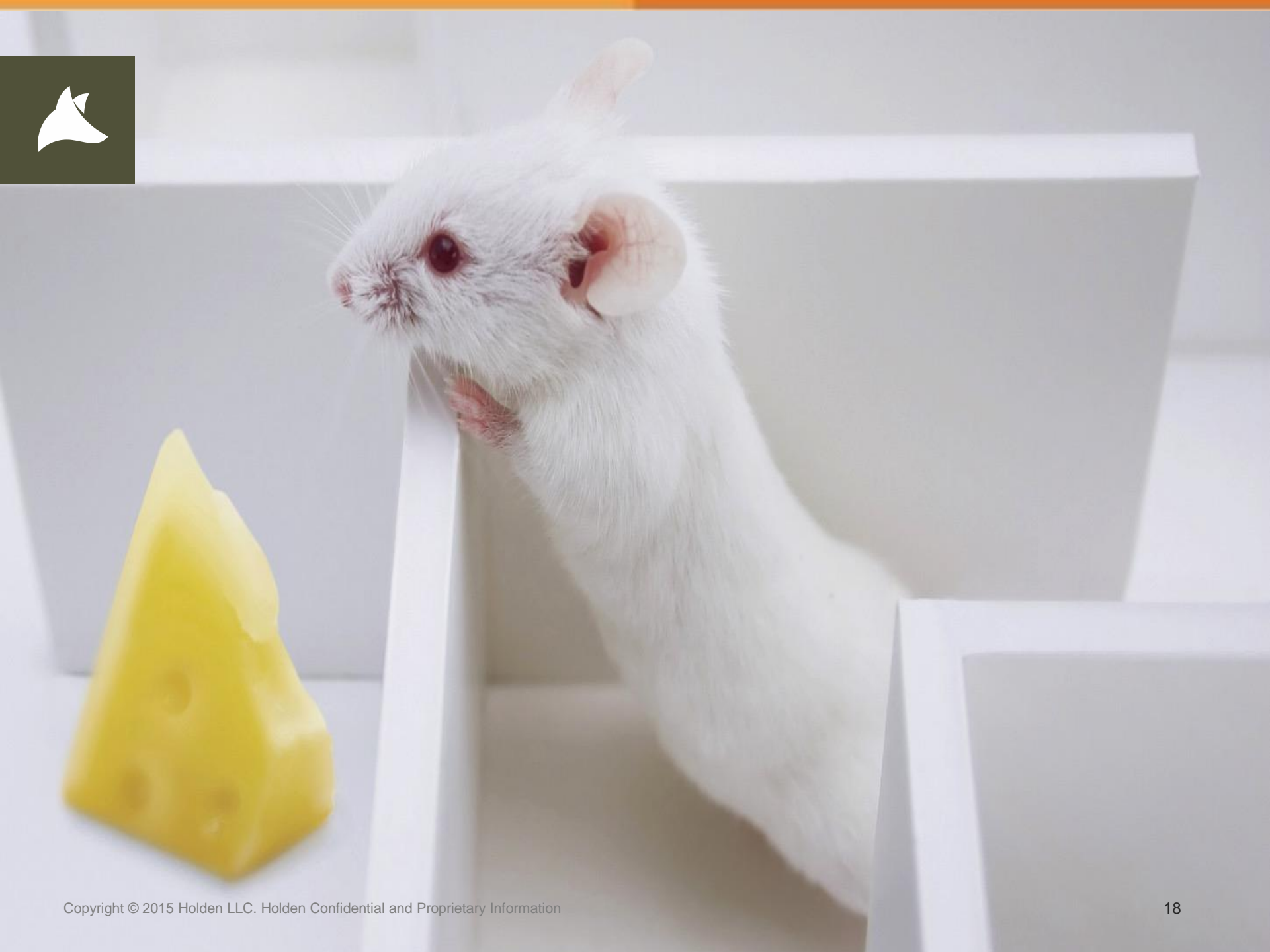


Habit #2: Providing Unexpected Value

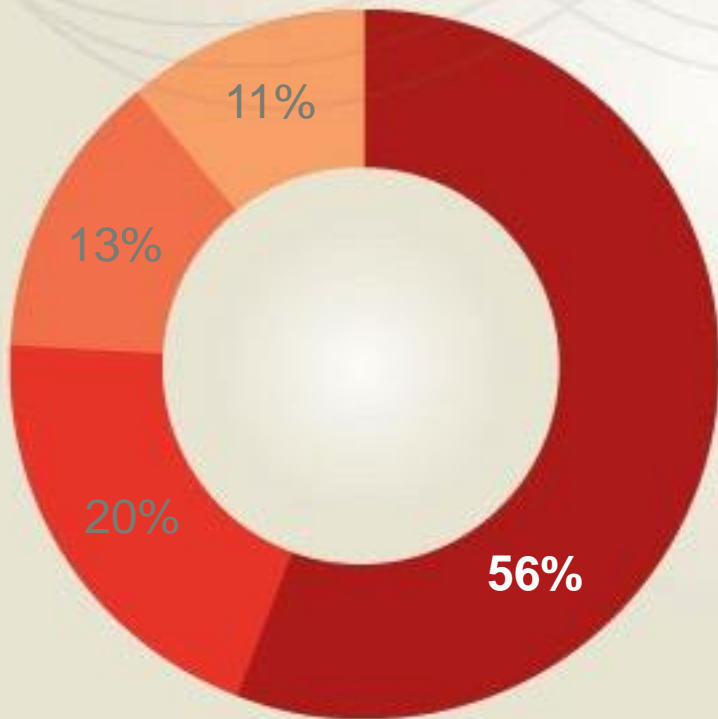


Holden Research Results:
69% needs improvement
29% excellent
2% good

Sellers Need Help Providing
Unexpected Value



Habit #3: Formulating Compete Strategy



Holden Research Results:
56% needs improvement

20% average

13% good

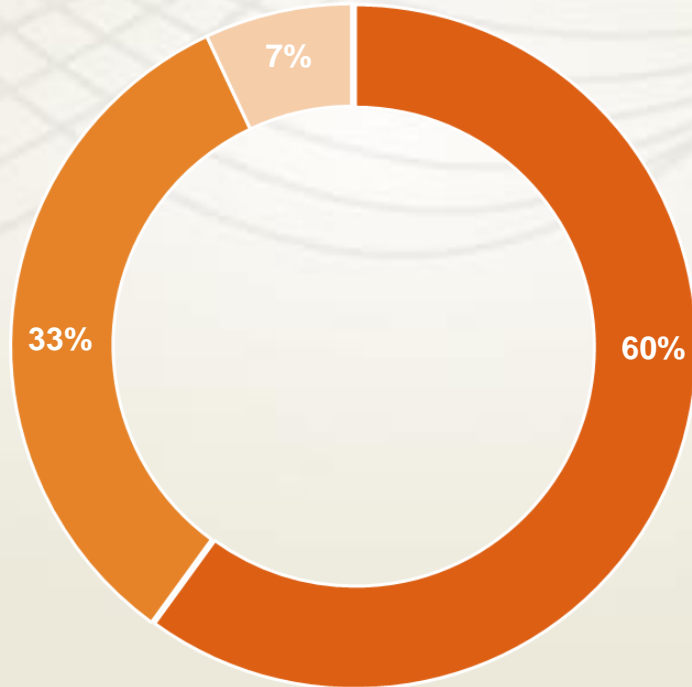
11% excellent

Sellers Need Help Conducting
Competitive Differentiation



Huge Opportunity Lost

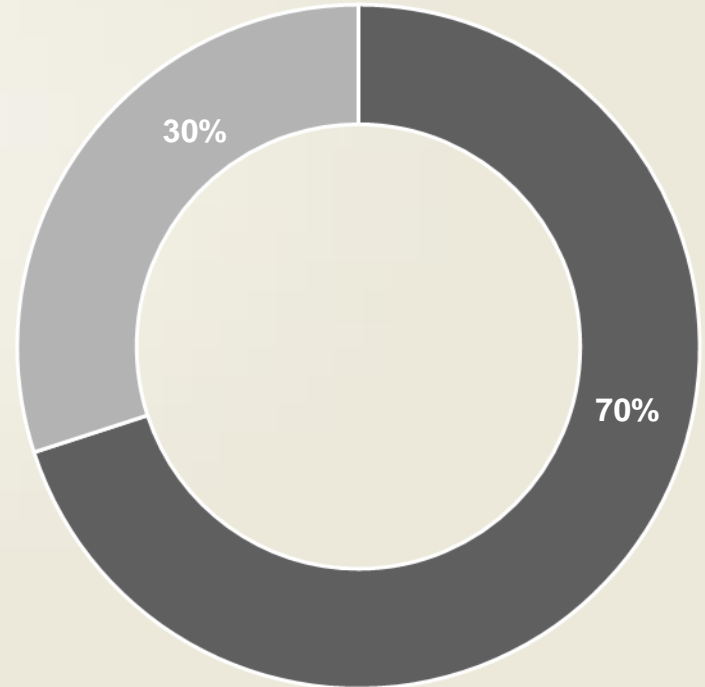
Lower Customer Satisfaction



60% needs improvement
33% average

7% good
0% excellent

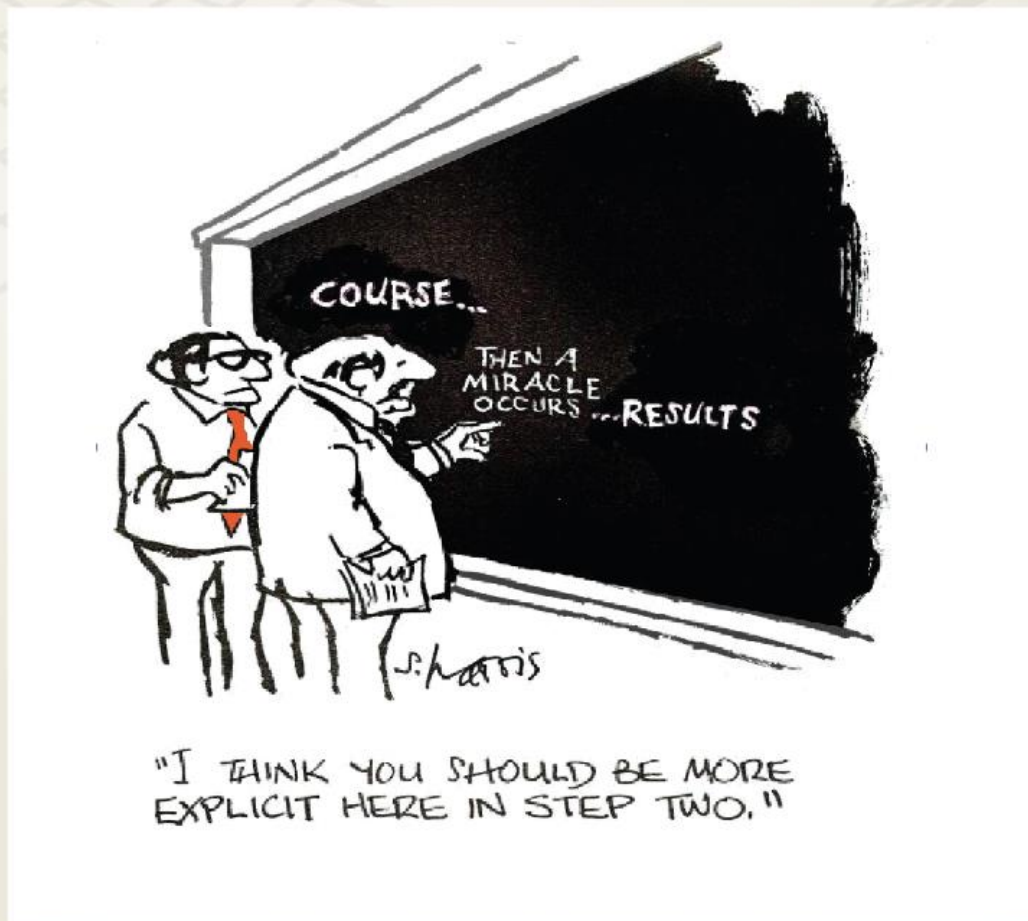
Leads to Lower Deal Size



70% deal size remained the same
30% deal size increased



Traditional Methods Are Not Working





Poll Question

**Does this fairly represent
your current B2B sales training?**

- A) Yes**
- B) No**



Research Recommends New Methods

FORRESTER

For Sales Enablement Professionals

Overhaul Sales Training To Win And Retain More Customers

by Mark Lindwall, March 5, 2015

KEY TAKEAWAYS

Customer Obsession Demands New Sales Training
Current approaches to sales training leave sellers unequipped to meet the expectations of executive-level decision-makers who are looking for help to identify and solve their business problems. Sales enablement professionals must adopt new sales training methods to rapidly change knowledge, skills, and behaviors to accommodate these needs.

Tailor Learning Programs To Sales Roles And Individual Needs
An effective way to improve the capacity of a sales force is to implement training programs that identify the competencies buyers require of a specific sales role and then focus on developing each rep. Sales enablement pros must plan, design, track, and measure continual improvement of their reps' competency to ensure alignment with buyers.

Support Continuous Learning With New Methods And Technology
New technologies — including mobile just-in-time learning, gamification, and assessment — provide excellent platforms for continuous learning, application, and reinforcement. These technologies, coupled with Forrester's Sales Training Solution Framework, help ensure accountability and measurable impact for training programs.

- Required adoption of **new sales training methods**
- **Traditional one-size-fits-all** sales training models do not prepare all for success
- **Outdated training platforms and CRMs** don't address the ways people learn today

*2015, Forrester, "Overhaul Sales Training to Win and Retain Customers"





How Are Habits Developed?

Sales Savvy --- Psychology --- Technology







The Holden Adaptive Platform™



online simulations



deal coaching
and consulting



sales software
suite

SITUATIONAL LEARNING



Poll Question

How does your company use e-learning?

- a) Awareness & knowledge (e.g. new policy, product)
- b) Basic skill development (e.g. new system)
- c) Complex skill development and practice (e.g. B2B selling)
- d) We don't use e-learning



Situational Learning On-Demand

Insightful Software and Online Simulations

The image shows a Salesforce CRM interface with a tablet overlay. The Salesforce interface includes a search bar, navigation tabs (Home, Chatter, Files, Leads, Activities, Accounts, Contacts, Opportunities, Reports, Dashboards, Products), and a sidebar with 'Recent Items' and 'Recycle Bin'. The main content area displays an 'Opportunity' record for 'POS Solution' owned by Ryan Kubacki, with an amount of \$4,000,000.00. A 'Winning Sales Plan' button is visible. The tablet overlay displays the 'HOLDEN ONLINE SIMULATIONS' interface, which is divided into four quadrants: 'Simulations' (top-left), 'Analytics' (top-right), 'Games' (bottom-left), and 'Practice' (bottom-right). The 'Analytics' quadrant shows a pie chart with segments for 22, 25, 35, and 60. The 'Games' quadrant shows a 3D building simulation. The 'Practice' quadrant shows a man on a phone. The 'Simulations' quadrant shows a man in a suit. The tablet also features a 'LEADERBOARD' and a 'Sign Out' button.





Based on Adult Learning Research

Designed for how adults learn

Awareness & Knowledge

Skill Development & Habit Formation



Videos & Infographics



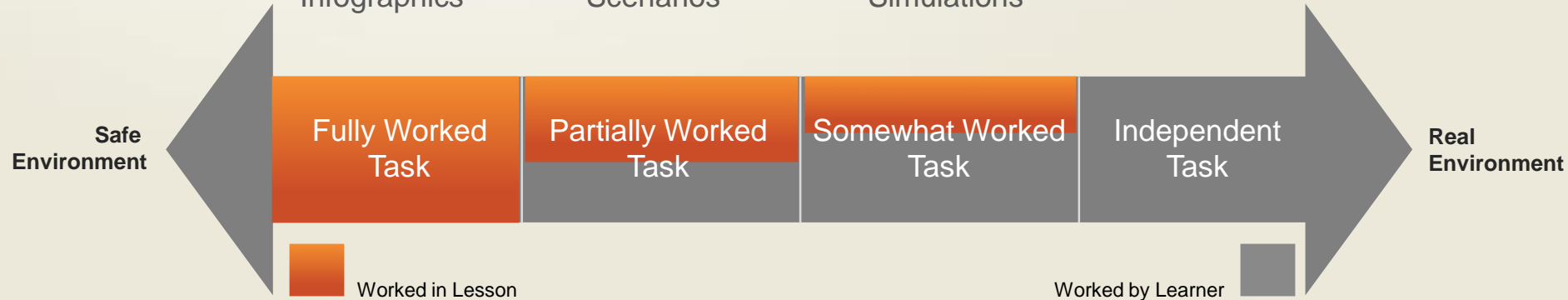
Practice Case Scenarios



Realistic Simulations



Live Deals

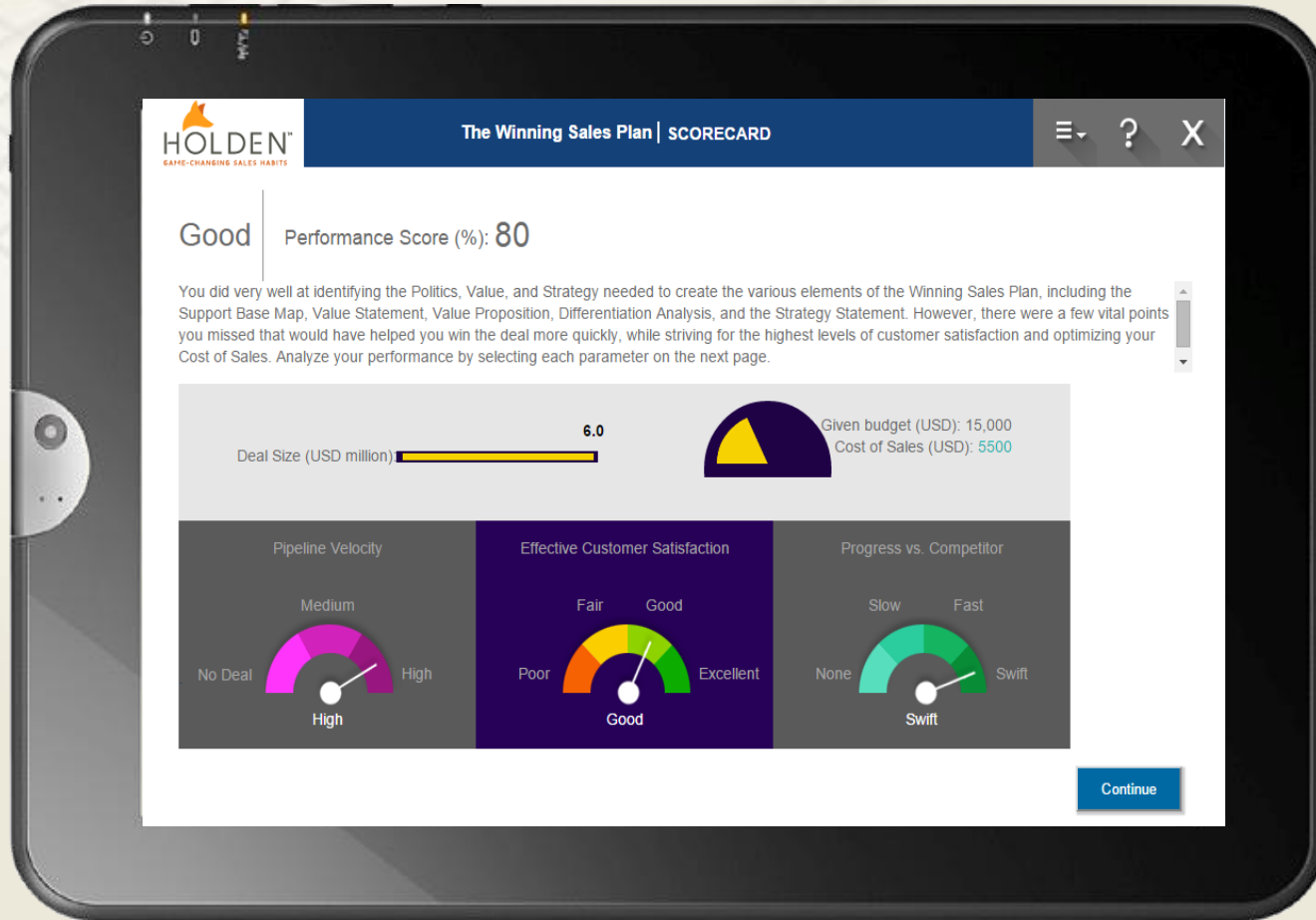


Source: Adapted from Clark, Nguyen, and Sweller (2006)





Behavioral Analytics





Poll Question

How would you use these behavioral analytics?

- a) Help sellers open and close more deals**
- b) Improve forecast accuracy**
- c) Inform sales training curriculum decisions**
- d) Develop hiring profiles**



Demand Creators Deliver Results

3X



the average deal size



15% higher win rates



10% higher goal attainment



5% higher renewal rates



2.5% shorter cycle (YOY)



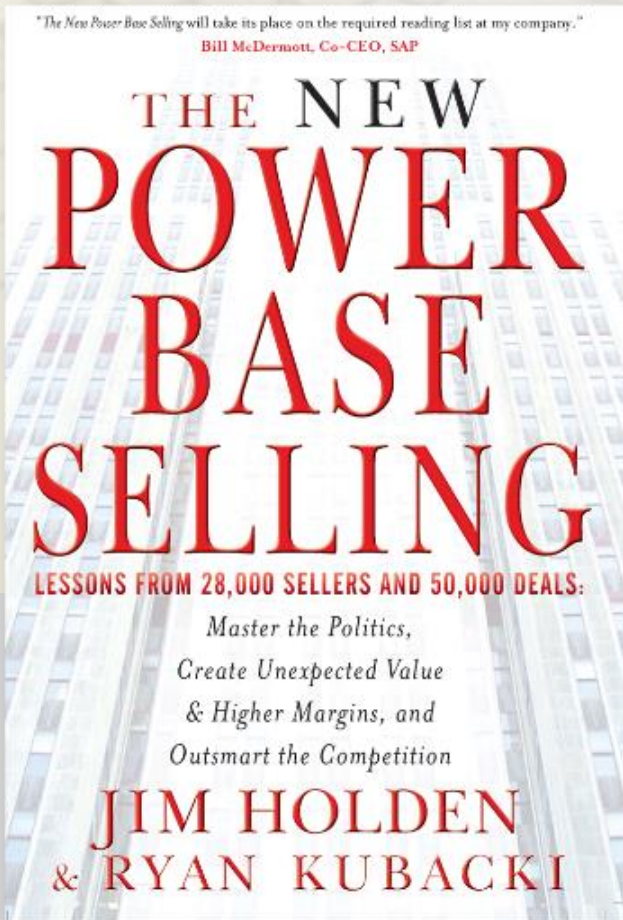
15% higher client satisfaction







Holden is a Pioneer in Sales Performance Development



- Industry pioneer founded 1979
- Created 1 million+ high-performing sellers
- 700+ organizations
- 65 countries
- 10 languages

Holden's research-based strategies are summarized in our book, *The New Power Base Selling: Lessons from 28,000 Sellers and 50,000 Deals*, with a foreword by Bill McDermott, CEO of SAP.





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