



Driven by Insights
Delivered from Experience

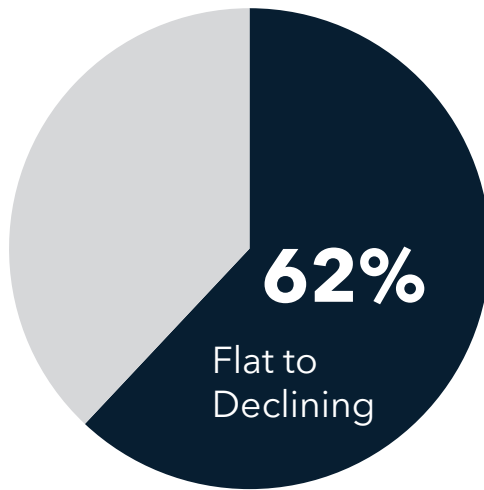
The New Era of Commercial Differentiation

Helping Buyers Make Headway In Today's Friction-Filled Environment

Buyer factors threaten commercial productivity

Commercial Productivity Is Stagnant

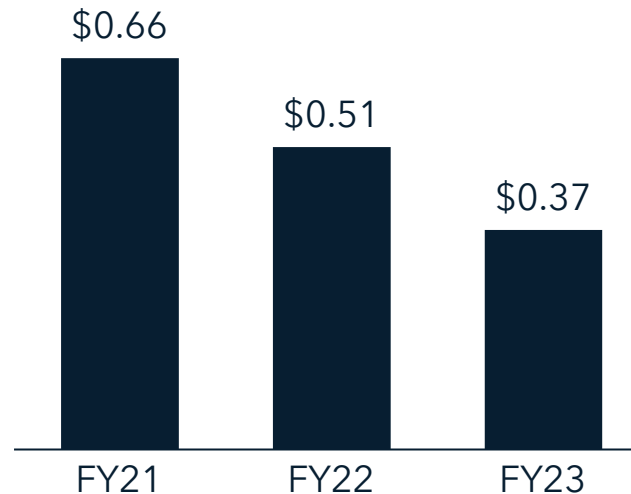
CEO characterization of seller productivity



N = 102
Source: SBI Q2 2024 CEO Survey

Sales and Marketing Investments Offer Less Return

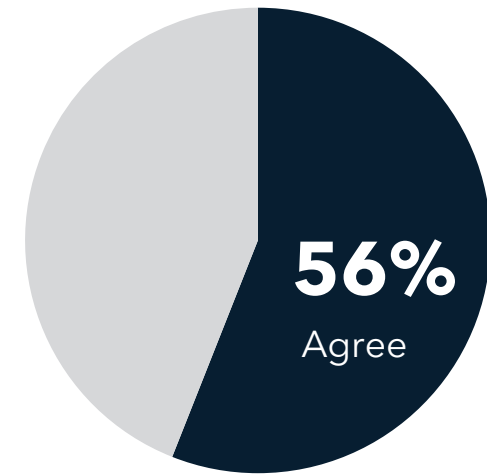
Revenue returns for every dollar spent on sales and marketing



N=237 public companies in SaaS, information technology, and commercial services with \$100M - \$5B in annual revenue and headquarters in the US and Canada

Buyer Factors are the Main Cause

CEOs identifying 'buyer factors' as the biggest cause of slowing productivity



N = 87
Source: SBI Q1 2024 CEO Survey

Three sources of buying friction undermine commercial productivity



Supplier-Created Friction

- **5** Supplier Reps
- **71%** Frustrating Vendor Experience
- **70%** Unsure What GTM Reps Even Do



Buyer-Created Friction

- **12** Decision Makers
- **71%** More Internal Bureaucracy
- **78%** More Executive Oversight



Environment-Created Friction

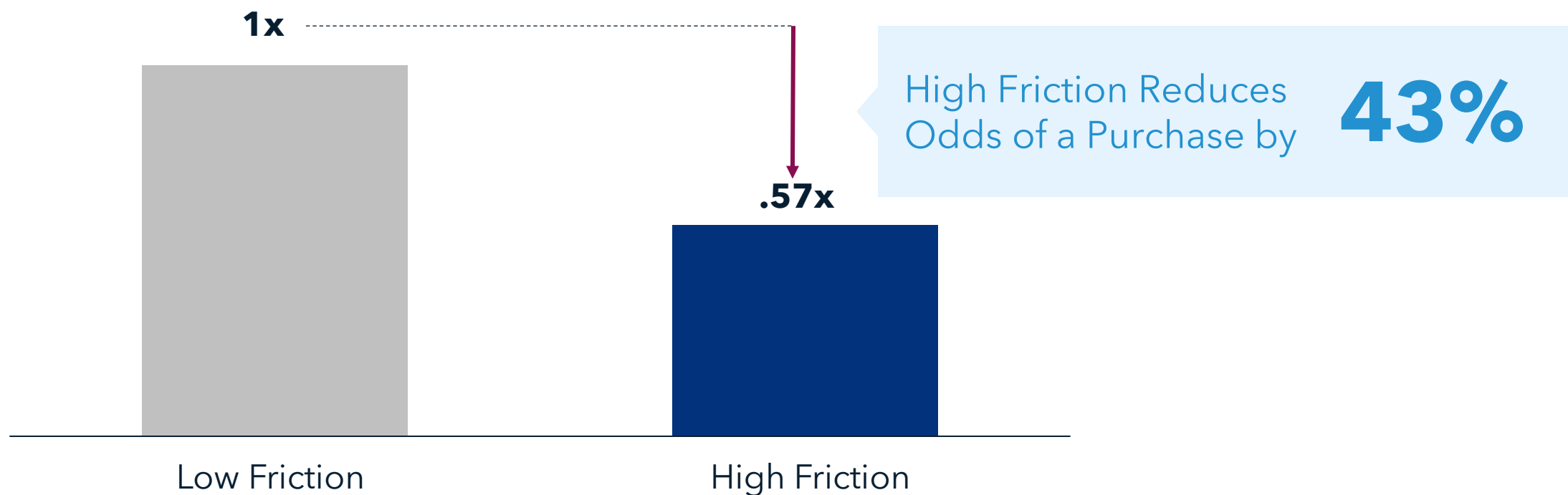
- **7** Change Events
- **75%** Constant Change
- **77%** Greater Risk

N = 643 Commercial decisions (net-new, displacement, renewal, expansion)

Source: SBI 2024 Commercial Differentiation Survey

Note: Percents indicate buyers agreeing (5-7) on 7-point scale

Buying friction is killing deals

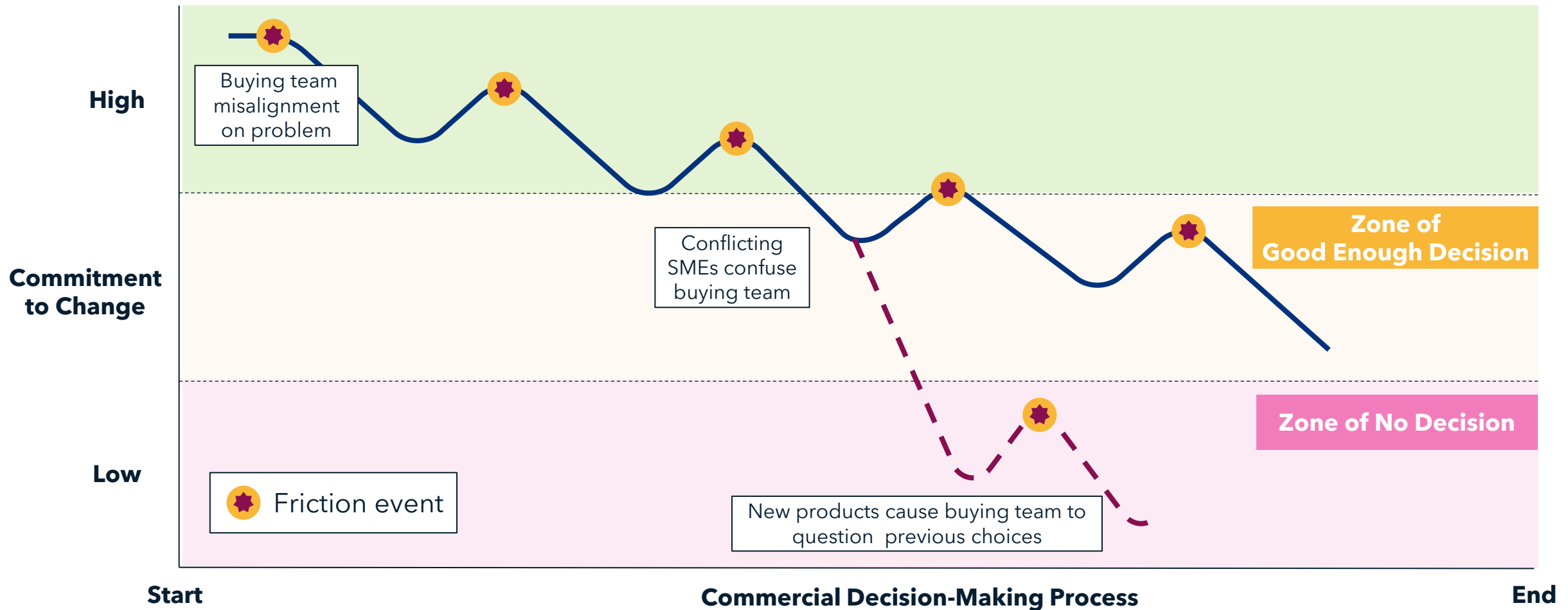


N = 643 Commercial decisions (net-new, displacement, renewal, expansion)

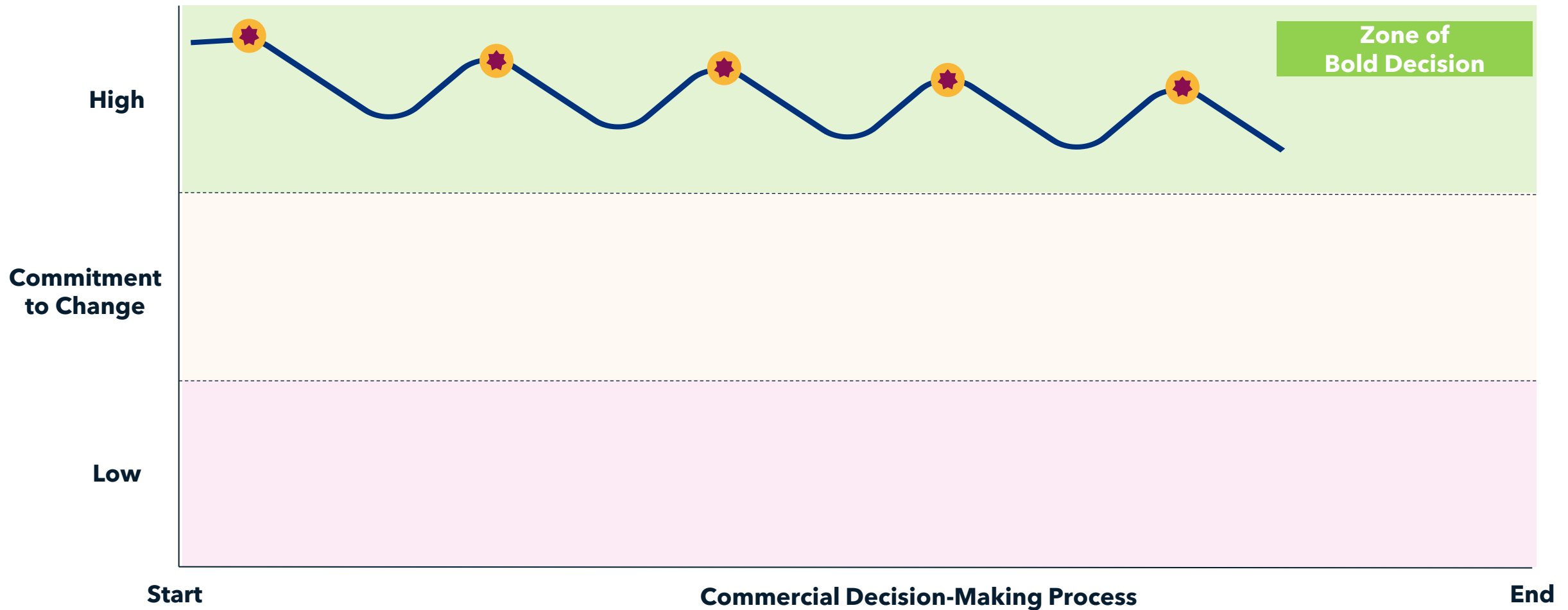
Source: SBI 2024 Commercial Differentiation Survey

Note: Percents indicate buyers agreeing (5-7) on 7-point scale

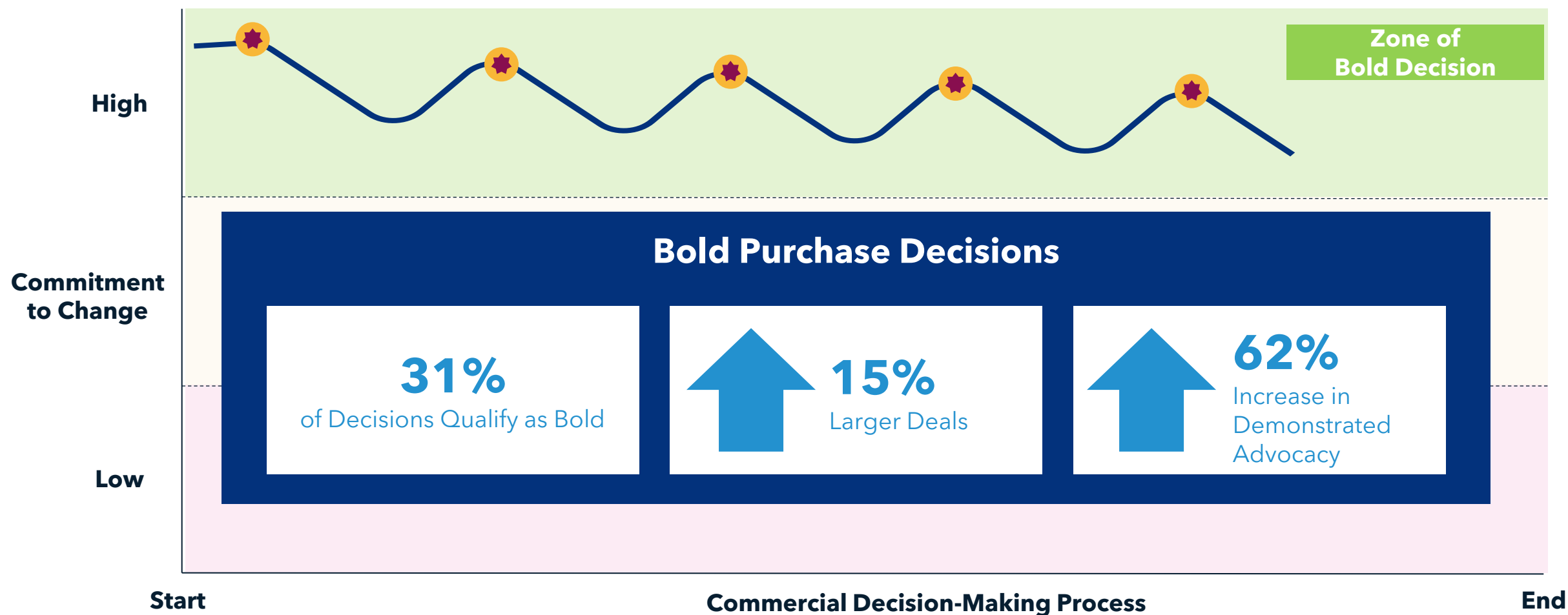
Friction erodes commitment, leading to no or “good enough” decisions



Some buyers maintain commitment and make bold purchase decisions



Some buyers maintain commitment and make bold purchase decisions





**How can we reverse declining
commercial productivity and win
bigger, bolder deals?**

How can we win bigger, bolder deals?

Buying Teams



Analyzed **643 purchase decisions**

- All GTM touchpoints
- All purchase types
- Cluster analysis and multivariate regression

Commercial Teams



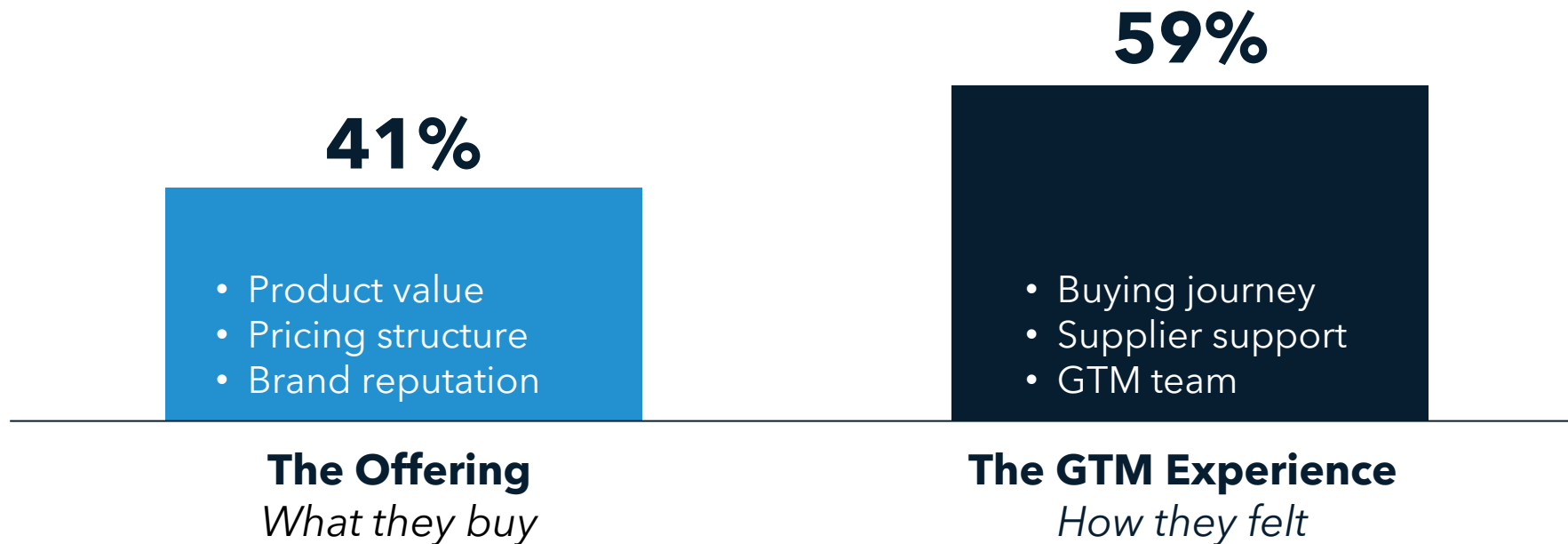
Analyzed **850 commercial team members' approach to their roles**

- Comprehensive inventory of skills and behaviors
- Factor analysis and multivariate regression

Buyers place more weight on the GTM Experience over the Offering

Relative Impact on Likelihood of Making A Bold Purchase Decision

Findings statistically significant at >98% confidence level

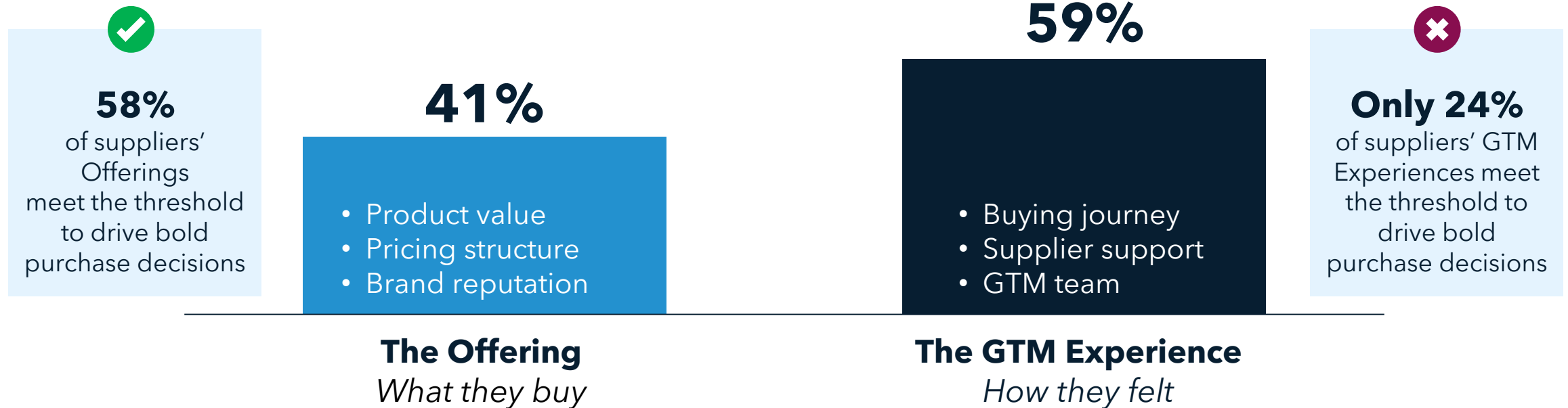


N = 643 Commercial decisions (net-new, displacement, renewal, expansion)
Source: SBI 2024 Commercial Differentiation Survey

Most GTM Experiences are falling short

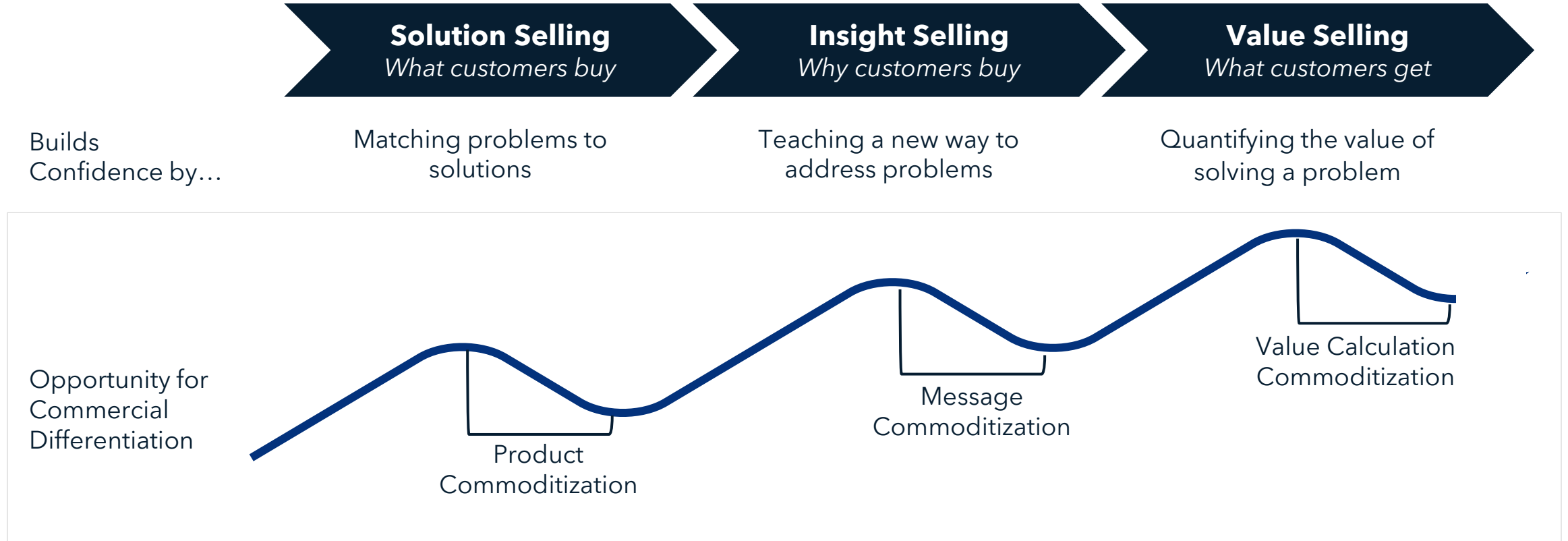
Relative Impact on Likelihood of Making A Bold Purchase Decision

Findings statistically significant at >98% confidence level



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Source: SBI 2024 Commercial Differentiation Survey

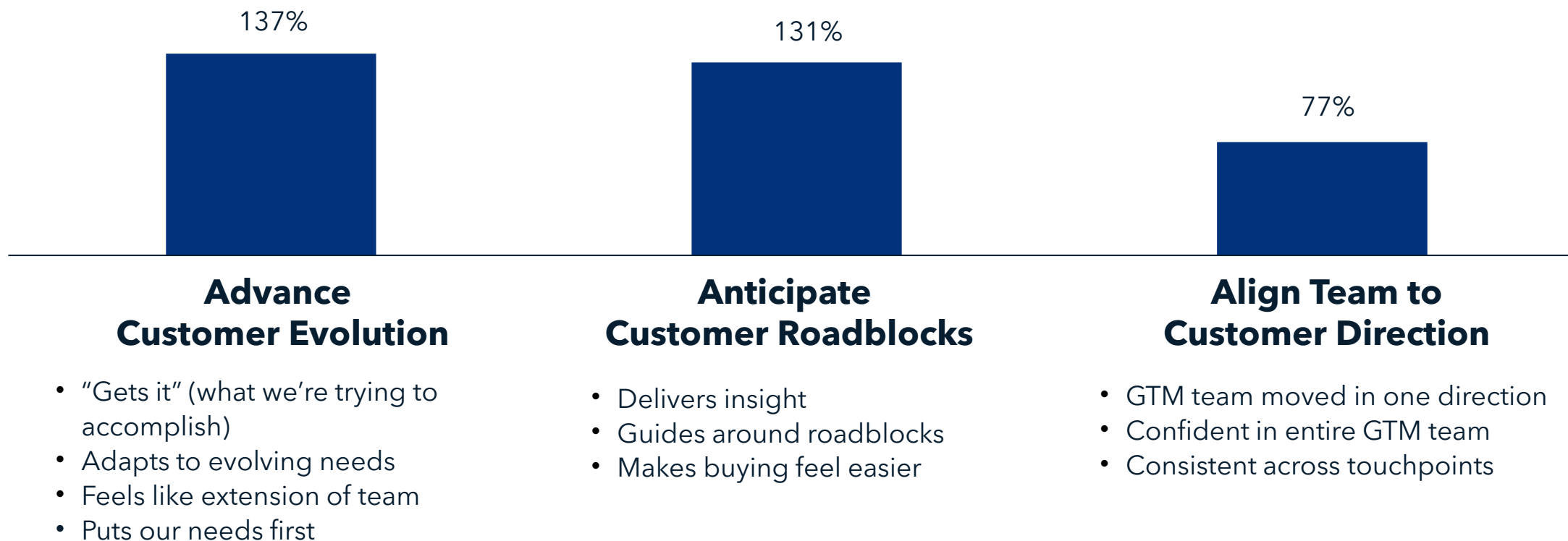
Even a good GTM experience loses differentiation over time



GTM Experiences that preserve commitment to change

Impact on Odds of Making A Bold Purchase Decision

Findings statistically significant at >98% confidence level



N = 643 Commercial decisions (net-new, displacement, renewal, expansion)

Source: SBI 2024 Commercial Differentiation Survey



Headway Selling

Build trust by demonstrating you can help customers succeed as their needs and goals evolve, and that everyone in the organization is aligned around that evolution.

Headway selling drives more bold decisions and higher win rates

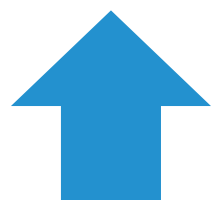
Headway Selling Impact on Odds of a Bold Purchase Decision

Findings statistically significant at >98% confidence level

Net New
+292%

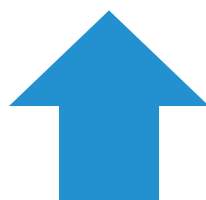
Renewal
+226%

Expansion
+100%



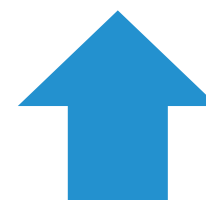
15%

Increase in Deal
Size



62%

Increase in
Demonstrated
Advocacy



33.5%

Increase in
Average Win Rate

N = 643 Commercial decisions (net-new, displacement, renewal, expansion)

Source: SBI 2024 Commercial Differentiation Survey

Note: Change represents moving from 20th to 80th percentile performance at Headway Selling

Headway Selling unlocks successful business evolution

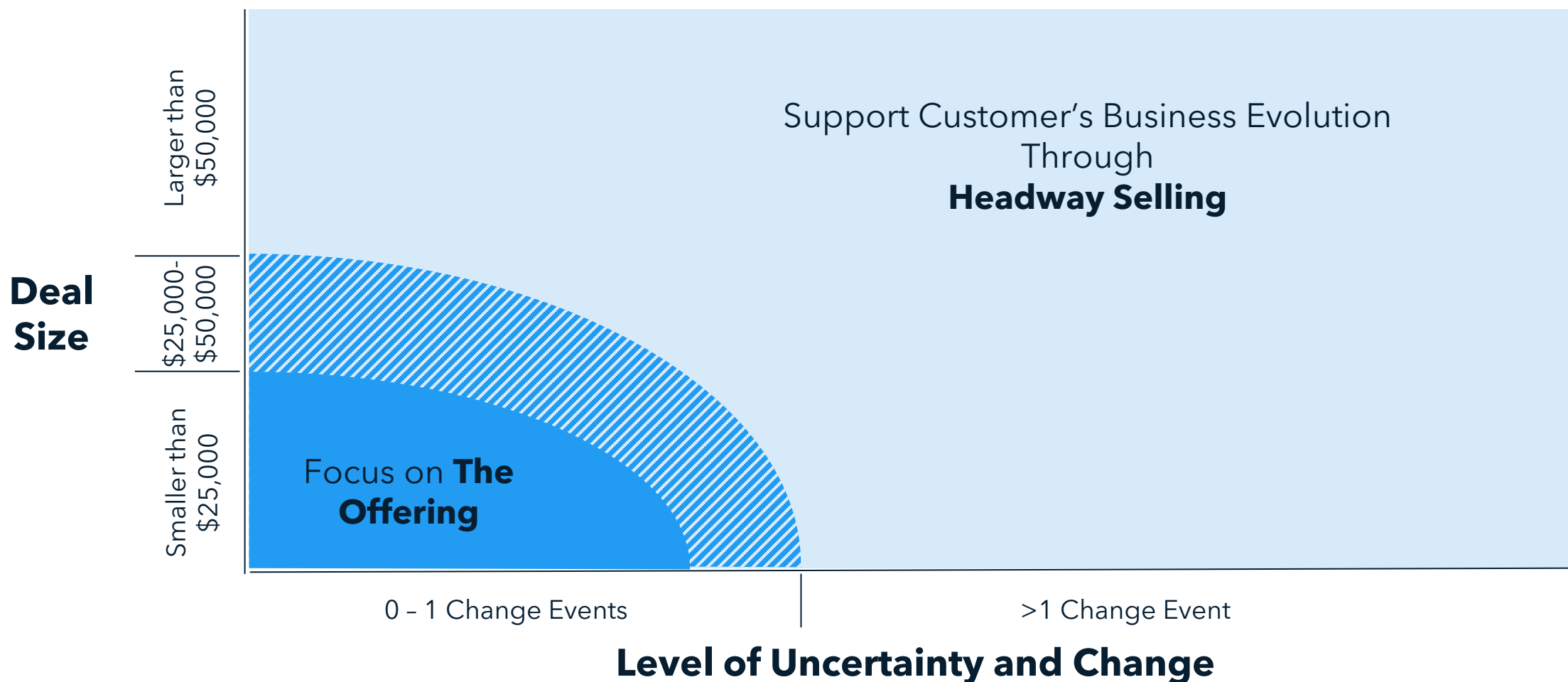
Buyer needs across an initiative



- Solution Selling
- Insight Selling
- Value Selling
- Product-Led Growth

Headway Selling

Headway Selling is critical for all but the smallest, least risky purchases



How can we win bigger, bolder deals?

Buying Teams



Analyzed 643 purchase decisions

- All GTM touchpoints
- All purchase types
- Cluster analysis and multivariate regression

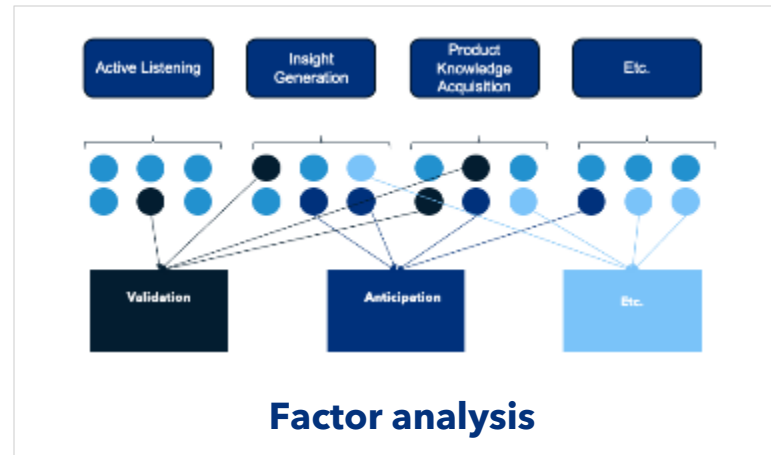
Commercial Teams



Analyzed 850 commercial team members' approach to their roles

- Comprehensive inventory of skills and behaviors
- Factor analysis and multivariate regression

Four distinct commercial approaches



Narrowing

- Prescribes buying criteria and steps
- Prevents introduction of additional “noise”
- Establishes a smooth close

Provoking

- Applies an insight-led posture
- Tailors insights to buyer
- Tightly aligns with Marketing

Translating

- “Gets it” (what buyers trying to accomplish)
- Quantifies long-term challenges and impact
- Acts as an extension of the team

Anticipating

- Orients towards the future
- Identifies and guides around roadblocks
- Makes buying feel easier

N = 498

Source: SBI 2024 Seller Skills Survey

Translating and Anticipating = Headway Selling

Narrowing

- Prescribes buying criteria and steps
- Prevents introduction of additional “noise”
- Establishes a smooth close

Provoking

- Applies an insight-led posture
- Tailors insights to buyer
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Headway Selling

Translating

- “Gets it” (what buyers trying to accomplish)
- Quantifies long-term challenges and impact
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Anticipating

- Orients towards the future
- Identifies and guides around roadblocks
- Makes buying feel easier

Translating and Anticipating the least commonly prioritized

Narrowing

- Prescribes buying criteria and steps
- Prevents introduction of additional “noise”
- Establishes a smooth close

35%

of commercial team

Provoking

- Applies an insight-led posture
- Tailors insights to buyer
- Tightly aligns with Marketing

29%

of commercial team

Headway Selling

Translating

- “Gets it” (what buyers trying to accomplish)
- Quantifies long-term challenges and impact
- Acts as an extension of the team

18%

of commercial team

Anticipating

- Orients towards the future
- Identifies and guides around roadblocks
- Makes buying feel easier

19%

of commercial team

N = 498
Source: SBI 2024 Seller Skills Survey

Translating and Anticipating drive faster deals

**Change in
Cycle Time**
When Prioritized

Narrowing

35% of Sellers

**20%
longer**

Provoking

29% of Sellers

**22%
longer**

Translating

18% of Sellers

**1%
shorter**

Anticipating

19% of Sellers

**12%
shorter**

N = 325
Source: SBI 2023 Seller Skills Survey

Translating and Anticipating drive faster deals and higher performance

**Change in
Cycle Time**
When Prioritized

Narrowing

35% of Sellers

**20%
longer**

Provoking

29% of Sellers

**22%
longer**

Translating

18% of Sellers

**1%
shorter**

Anticipating

19% of Sellers

**12%
shorter**

**Likelihood of
'Leveling Up'**
(C -> B, B -> A)
When Prioritized

**7%
likelihood**

**27%
likelihood**

**34%
likelihood**

**38%
likelihood**

N = 325

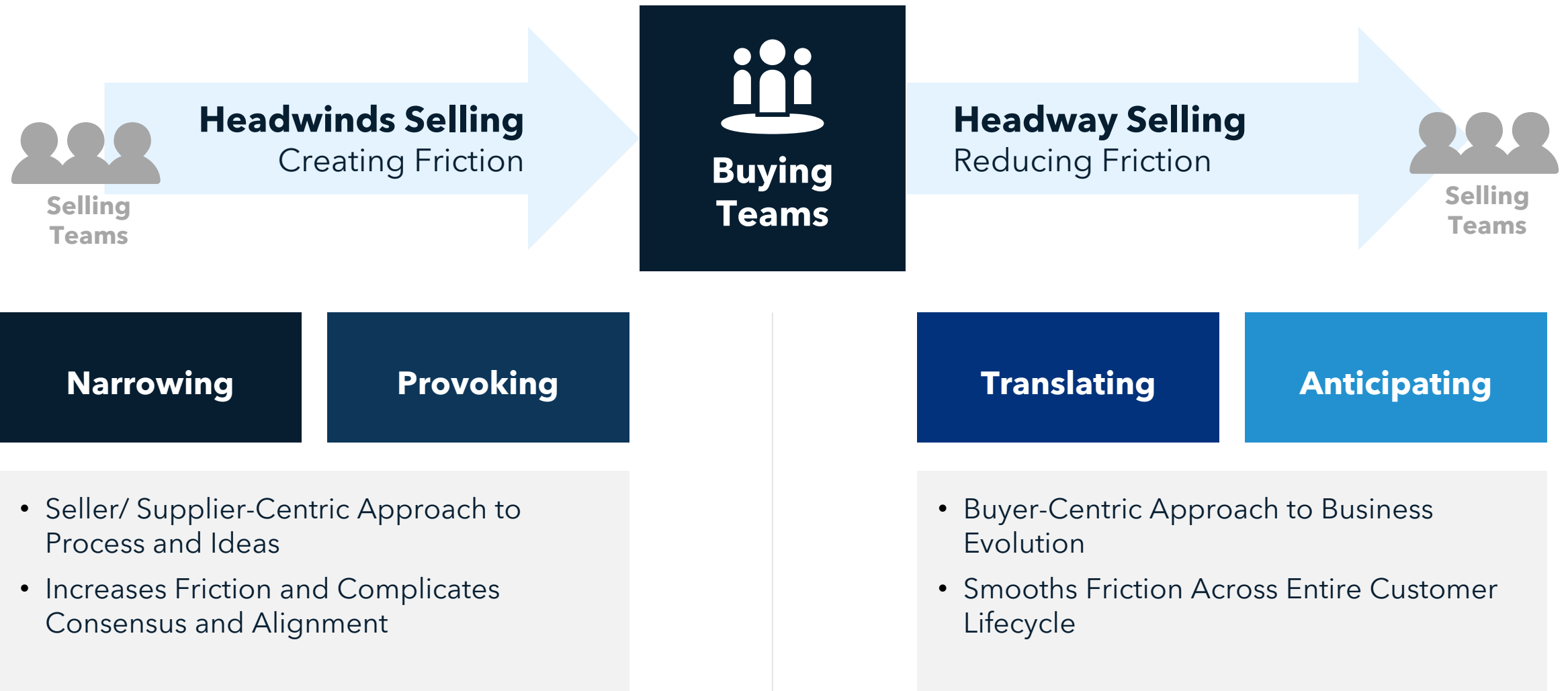
Source: SBI 2023 Seller Skills Survey

N = 498

Source: SBI 2024 Seller Skills Survey



Stop creating headwinds; start creating Headway



Remember this

Buying Teams Need...

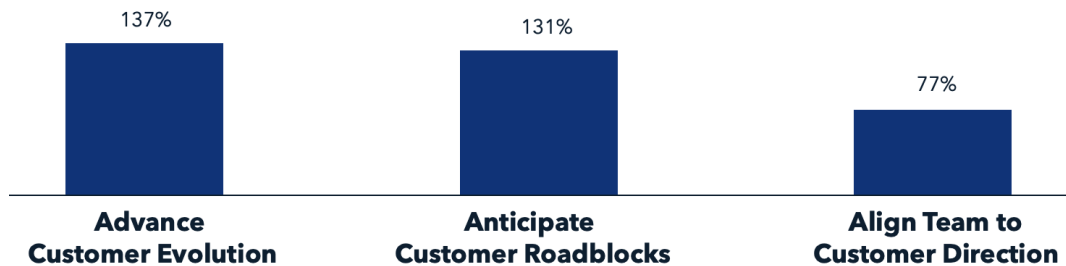
... help looking beyond their problems today to reach their goals for tomorrow

Commercial Teams Succeed By...

...adopting Translating and Anticipating to smooth friction and advance customer evolution

Headway Selling

Reducing Friction



Translating

- "Gets it" (what buyers are trying to accomplish)
- Quantifies long-term challenges and impact
- Acts as an extension of the team

Anticipating

- Orients Towards the Future
- Identifies and Guides Buyers Around Roadblocks
- Makes Buying Feel Easier