

THE RISE OF SMART SHARKS



AuctusIQ

Building an intelligent sales force
through a reimagined way of thinking,
working, and selling.

AUTHORED BY AUCTUSIQ CO-FOUNDERS, DR. COURTNEY MCCASHLAND AND TROY KANTER



Of all the sharks swimming in the ocean, great white sharks are deemed the most intelligent. Before they strike, they analyze their environment, their prey's behavior and their success rate. (Yes, they deftly take into account their success rate.) They understand time and space, and have been observed swimming around bait for a long time in order to study the situation. They can even tell how invisible they will be by the position of the sun over the ocean. They're the epitome of smart sharks.

GARTNER EXPECTS THAT BY 2025...

80%



of B2B sales interactions between suppliers and buyers will occur in digital channels.

60%



of B2B sales organizations will transition from experience- and intuition-based selling to data-driven selling: merging their sales process, applications, data and analytics into a single operational practice.

Today's sales force has a lot to learn from these shrewd swimmers. Sellers want to be smart sharks, but they continue to approach selling in an antiquated way, doing the same things day in and day out, spinning their wheels, hindering growth and remaining dumb sharks. They dive, head first, into the feeding frenzy, getting scraps here and there without any substantial sales. So what does it take to turn hungry sellers into successful sellers? It starts with a new way for organizations to think about their sales force that incorporates a breakthrough methodology housed on a platform that uses real-time data to deliver a customized road map that outlines the exact steps needed to close the deal and reach success — no guessing, no wasted efforts and no frustrating outcomes.

TIMES HAVE CHANGED. SO WHY HASN'T THE SALES FORCE?

What we're about to say isn't groundbreaking, but it warrants repeating: Selling isn't what it used to be. Today's buyers are smarter, more elusive, and even more skeptical than in the past. The products and services being sold are less differentiated and more sophisticated than ever, making it challenging for buyers, armed with smart devices and a WIFI connection, to know which products will truly meet their needs.



The selling tactics that used to work in the past have become outdated, futile efforts leaving sellers feeling defeated, and CEOs and sales managers frustrated. For sellers to succeed, there needs to be a fundamental change in how top management views the sales team and how the sales team views selling. Only then can there be a seismic shift in the success of the team and the companies they serve.

SMART VISION LEADS TO SMART SHARKS.

Up until now, there have been various services and programs that promise to increase a sales force's success. Organizations invest in them, one by one, hoping it will be the magic bullet that drives growth, only to find them lacking in various functionalities and components, falling short of expectations. That's because they're all separate solutions that focus on only one aspect or another of selling, whether that's training, enablement or deal strategy. You can't have one without the other two.

At the moment, businesses want their CRMs to perform in ways they're not designed to do—support internal coaching, predict successes and increase performance. We also can't ignore the fact that their sales force is following the same tired sales playbook that feels more comfortable than effective. If you're doing the same things day in and day out without seeing positive results, you will never experience exponential growth. Ever.



of companies say their top sales priority is closing more deals.



of prospects chased by salespeople are not a good fit.



of sales people believe selling is getting tougher than it was five years ago.

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For sharks to become smart, they need a smart tool and an even smarter way of conducting sales. They need company silos to be torn down and leaders to view the sales department as an important added value to their customers. Intelligent solutions are centered around algorithms, deep insights and artificial intelligence that deliver precision and accuracy like we've never seen. Working with a cutting edge platform that provides real-time data, predicts outcomes, prescribes relevant actions and reinforces talent is the foundation on which to build an intelligent sales force.



THE SCIENCE BEHIND SUCCESS.

The use of data to drive sales has always been a large part of the sales community. After all, who doesn't like to be armed with compelling information that can guide deals? But the data at a seller's disposal is a combination of past experiences, hunches and best guesses. It's like playing darts while blindfolded and still

believing you're going to hit the bullseye. The inaccurate numbers produced by this flawed data result in forecasts that are continuously wrong, which places the business in a situation of poor assumptions of growth and revenue. That's not how to run a smart business, or any business for that matter.



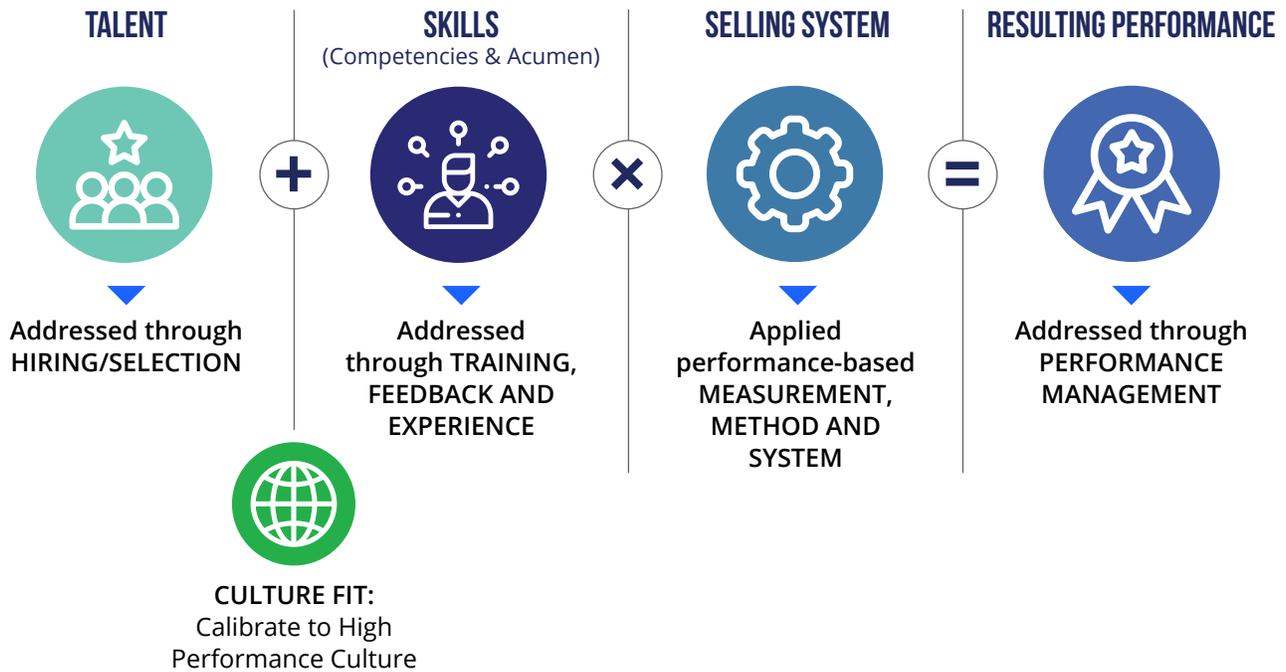
The AuctusIQ platform delivers real-time data proven to increase an organization's and its sales force's level of intelligence. The integrated platform is designed to work with your existing CRM's data to measure results, deliver feedback and track improvements. Part of its accuracy is in how it evaluates a company's **GrowthIQ** by tracking its **TalentIQ**, **CoachingIQ** and **DealIQ**. The science behind it comes from more than 25 years of performance-based data analytics and benchmark information to accurately predict success and prescribe customized strategies to drive sales. Knowing how smart you are can only help you get smarter.

BOOST YOUR TALENT INTELLIGENCE

Common sense tells us that hiring the smartest sellers, in turn, makes the sales force smarter. This is only partially true. Recruiting a superstar from a competitor seems like a win, but if that superstar is arrogant, uncoachable and stuck in his or her ways, then you're looking at a real loss. You also need to consider that even the best sellers don't produce immediately, so if your new hire is a mismatched fit, the time you invest in attracting, onboarding and coaching will be lost, or worse, your investment can become an advantage to the guy down the street.

So how can a business know if a candidate has the "right stuff" and is the right personality for the organization?

First, businesses have to know what defines a good fit for them. They must have key insights into what individuals are like at their very best—what inherent talent, skills, and experiences make the right recipe for success.



KEY QUESTIONS EMPLOYERS NEED TO ASK INCLUDE:

- Do you know what most contributes to success within the role and how to measure it?
- Does this person have the right talent—the innate DNA to be a sales superstar?
- Are they ready? Have they developed the critical skills and knowledge needed to sell our product or service at the level required?
- Does this person fit what matters most in our culture to mix well with the rest of the team?
- Will this hire make our team more intelligent?
- Will this hire bring value to the organization?
- Can this hire be coached into becoming a smart shark?

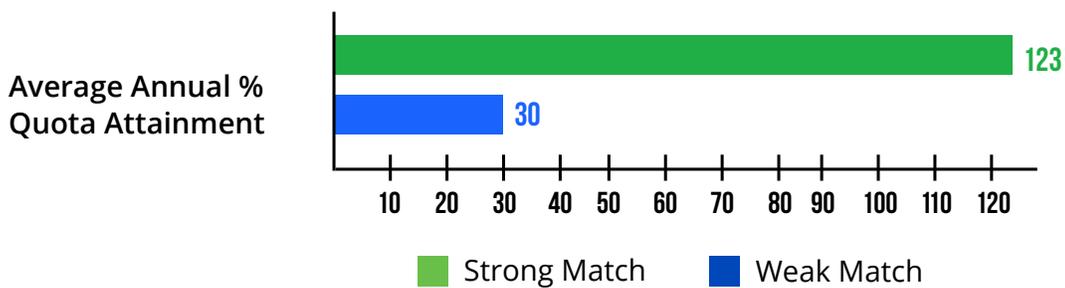
If the answer to any of these questions is “No,” or “I Don’t Know,” and you want to improve your sales force results, stop the process and find an assessment system to accurately evaluate the match to the target role at your company.



Let us explain. Below are two studies that compared the sales results of Strong Match candidates and Weak Match candidates evaluated on the *TalentIQ* Complex Seller Profile. Empirical studies show that you're fighting an uphill battle when you hire Weak Match candidates. Any sales force with a large proportion of Weak Match candidates will most likely lose against a competitor with greater talent market share.

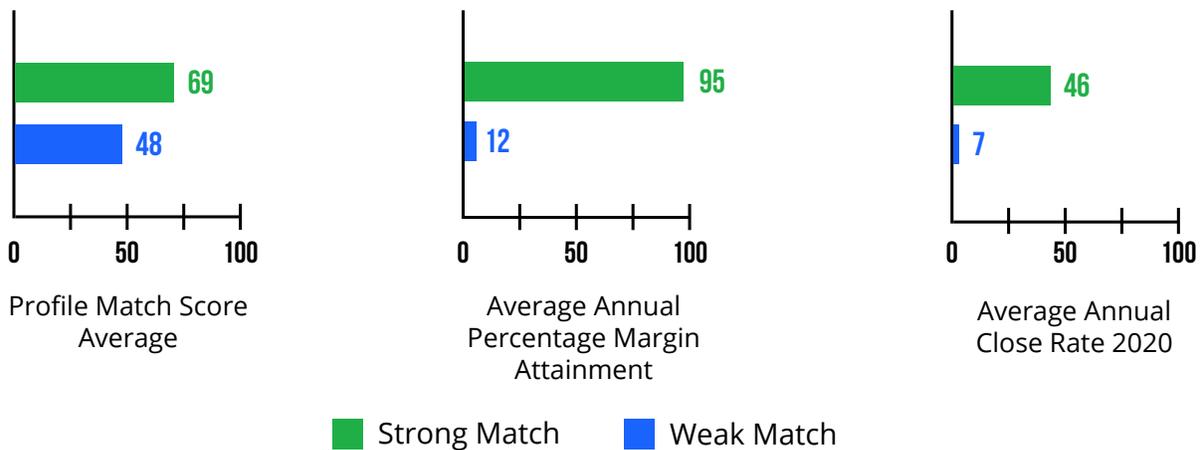
STUDY #1: COMPLEX SELLER ROLE: SAMPLE SIZE = 107

TalentIQ Profile Match



STUDY #2: COMPLEX SELLER ROLE: SAMPLE SIZE = 129

TalentIQ Profile Match



We've put science and intelligence behind our *TalentIQ* solution to go beyond a traditional behavioral and talent-only assessment, to present a proven method to source, select, train and develop an intelligent sales force.

By asking the right questions and applying the AuctusIQ match analytics, you're measuring all the things that matter most to performance and you can distinguish between the best and the worst sharks for your organization.



IMPROVE YOUR COACHING INTELLIGENCE

The reality is that most sales leaders never received the proper training to become effective managers. They don't have the know-how and tools to help them coach and grow their teams while improving wins. What they need to know is very simple, yet highly effective.



Developing people begins with identifying each team member's talent, knowing how to help them build on their competencies, and managing them effectively so they can increase their performance. We're not talking in just single increments, but weekly, monthly and quarterly performance increases with measured results throughout.

Regular, sustained coaching is one of the most important practices sales leaders can do for their teams. Even the most talented salespeople need to be coached. Too often, it's thought that the "best sellers" already know everything. What more can they learn? Think about it this way, throwing a four-star athlete on the field without any guidance, technique or a playbook will not result in a win. Same holds true for your superstars.

The most effective sales teams are those that create business value throughout the sales process. But they will never get there if they don't have an effective feedback loop with data and insights that reveal their strengths and weaknesses. They also need to be open to learning modernized, proven techniques that work and drive performance. Each seller needs to understand how their results are measured, and what they can do to continue to improve.

BUT HERE'S THE THING, COACHING ISN'T A ONE-SIZE-FITS-ALL ENDEAVOR. HAVING PREDICTIVE ANALYTICS OF EACH SELLER'S HIGH-IMPACT TALENTS AND SKILLS INFORMS LEADERS ON THE RIGHT COACHING STYLE THAT LEVERAGES STRENGTHS AND DEVELOPS SKILLS AND STRATEGIES TO MITIGATE THE GAPS THAT INHIBIT SELLER SUCCESS.

The AuctusIQ performance coaching process (*CoachingIQ*) and technology guides sales leaders through the daily dialog, rhythms, actions and cadences that convert the potential of each seller into elite sales performers. It's a simple, effective way to turn your average shark into a smart shark.



ENHANCE YOUR DEAL INTELLIGENCE

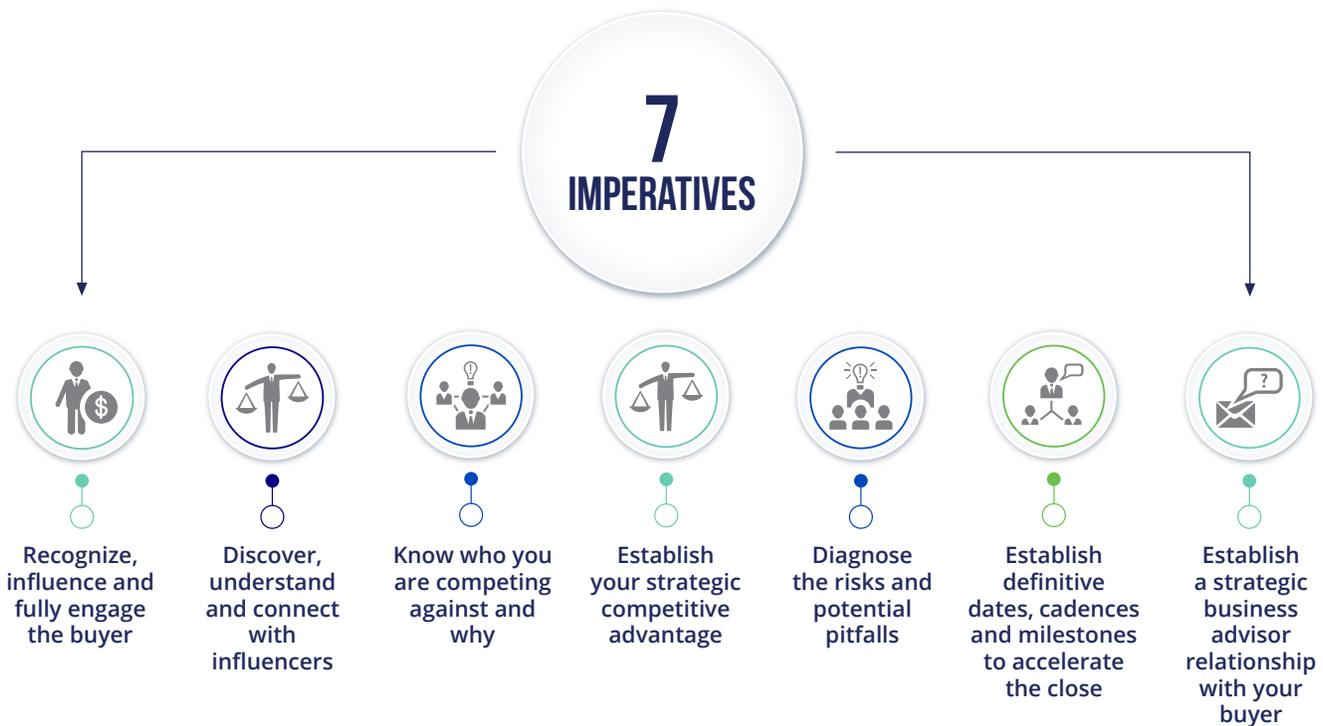
The old adage, “deals close on the golf course” is a thing of the past. It’s no longer only about creating a personal relationship with your buyer. Buyers don’t want a seller. They demand an advisor. They want the added value and consultation with their business to be so great that they would pay for it.

Nowadays, there are more buyers and influencers in the sales process, deals take longer, and revenue is slowed. 2020’s turbulence and uncertainty only accelerated the complexity of deals. There are no lowered expectations or middle ground — it’s high value or nothing.

In a world of “transactional sales,” buyers want two options:

- 1) Let me transact on my own and self-serve my needs
- 2) Let me interact with a trusted advisor who will add value to the buying process, the solution and my business.

Behind the scenes, sales leaders must guide sellers as they work through deals while ensuring buyers are being educated. Sellers need to be taught, supported and led within the parameters of their skills and abilities. Those who lack both will be left behind. Missing anyone of these elements can cause a buyer to walk away.



The Seven Imperatives (utilized in the *DealIQ* solution) outline how to bring the buyer into the conversation, when to listen, and when to ask critical questions that make them think, strategize, and drive you to the win. It takes into account every nook and cranny of every deal; it measures every detail and it uses that information to predict the outcome of everything in your pipeline. This level of deal intelligence will set sales teams apart from the competition.



GENERATING SMART GROWTH

Once organizations begin to take a data-driven business process approach to hiring, coaching and dealmaking, their *GrowthIQ* will begin to climb and the path to an intelligent sales force will be underway.

Businesses that have already implemented the AuctusIQ platform and raised their *GrowthIQ*, have been able to drive revenue growth upwards of 20, even 30 percent, while dropping their selling costs as much as 20 percent, as shown in the chart below.

COMPANY	 <p>VC Backed, HCM SaaS software platform.</p>	 <p>PE owned company in a highly competitive employee engagement, recognition, sales incentive, talent acquisition business.</p>	 <p>Mid-Market tech-enabled service provider in the legal process outsourcing space.</p>
SITUATION	<p>Early-stage emerging tech innovator. They engaged AuctusIQ to operationalize and scale its sales force. Implemented the entire AuctusIQ Growth Platform for <i>DealIQ</i>, <i>TalentIQ</i>, and <i>CoachingIQ</i>.</p>	<p>First utilized AuctusIQ for deal strategy to lower selling costs and drive revenue. Then, it implemented <i>TalentIQ</i> and <i>CoachingIQ</i> to improve individual seller production.</p>	<p>The company needed a data-driven system that allowed it to scale globally, quickly absorb acquisitions and operationalize the sales force.</p>
RESULT	<p>OVER 10X Increase in ARR in less than four years.</p>	<p>DOUBLED NEW BOOKINGS In two years while reducing sales costs by more than 20%.</p>	<p>DOUBLE REVENUE In three years while achieving the highest organic growth rates in the industry.</p>

AN INTELLIGENT SALES FORCE COMPRISED OF SMART SHARKS

When a company's competitive edge, strategic advantage and prosperity are bolstered by the performance of its sales force, then that company needs to commit to arming its sales leaders and sales teams with the analytics, data and support they need to succeed. With all of the right tools, strategies and deal components in play, a company's sales force will transform from a group of dumb sharks to great whites — analyzing their environment, assessing the marketplace, employing their skills and closing deals one after the other.



ABOUT AUCTUSIQ

Our name is derived from the Latin word (Auctus) meaning “growth” and paired with high-growth, predictive analytics to improve the “intelligence” (IQ) for your business. We’ve walked in your shoes, perfected new ways to sell and successfully implemented sales practices and growth strategies that work. It’s why we built this company—to take what we’ve learned and come alongside CEOs and CSOs like you, to provide you data, insights and a business process to improve your salesforce’s effectiveness.



TROY KANTER

Co-Founder & CEO
of AuctusIQ

CEO of Auctus/Q Troy’s first growth story was Kenexa (NYSE: KNXA). He was cofounder of one of the platform companies and served as President/COO where Kenexa went from start up to IPO to over a 30% seven-year CAGR resulting in a \$1.48 acquisition by IBM.

Troy then served as the President and CEO of the holding company of the world’s largest sales training businesses that included brands such as Miller Heiman, Spin Selling, Achieve Global, Forum and CSO Insights. Now, as the CEO and Co-Founder of AuctusIQ has combined data science, technology and learning to create an innovative, data driven approach to transforming sales forces.



DR. COURTNEY MCCASHLAND

Chief of Science &
Strategy & Co-Founder
of AuctusIQ

Courtney served as president of Kenexa’s Global Assessment Division and subsequently as Global Head of Science and Strategy for IBM’s Smarter Workforce, where she worked with executive leaders of Fortune 500 companies architecting predictive assessment systems to hire for fit and turn talent into performance.

An entrepreneur at heart, Courtney founded then merged or sold five successful companies. Through these innovative ventures, she has served on the executive team for seven fast-growing organizations with a focus in talent research, analytics and financial services.

During her career, Courtney’s talent assessments have been published in best-selling books, including *The Survivors Club*, by Ben Sherwood and *StandOut* and *Go Put Your Strengths to Work* by Marcus Buckingham.

She completed her master’s degree in qualitative and quantitative research at the University of Nebraska-Lincoln and her doctoral degree in organizational leadership at the University of Southern California, where she graduated summa cum laude.

Sales Excellence as a Service



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