



THE MODERN SALESMAN

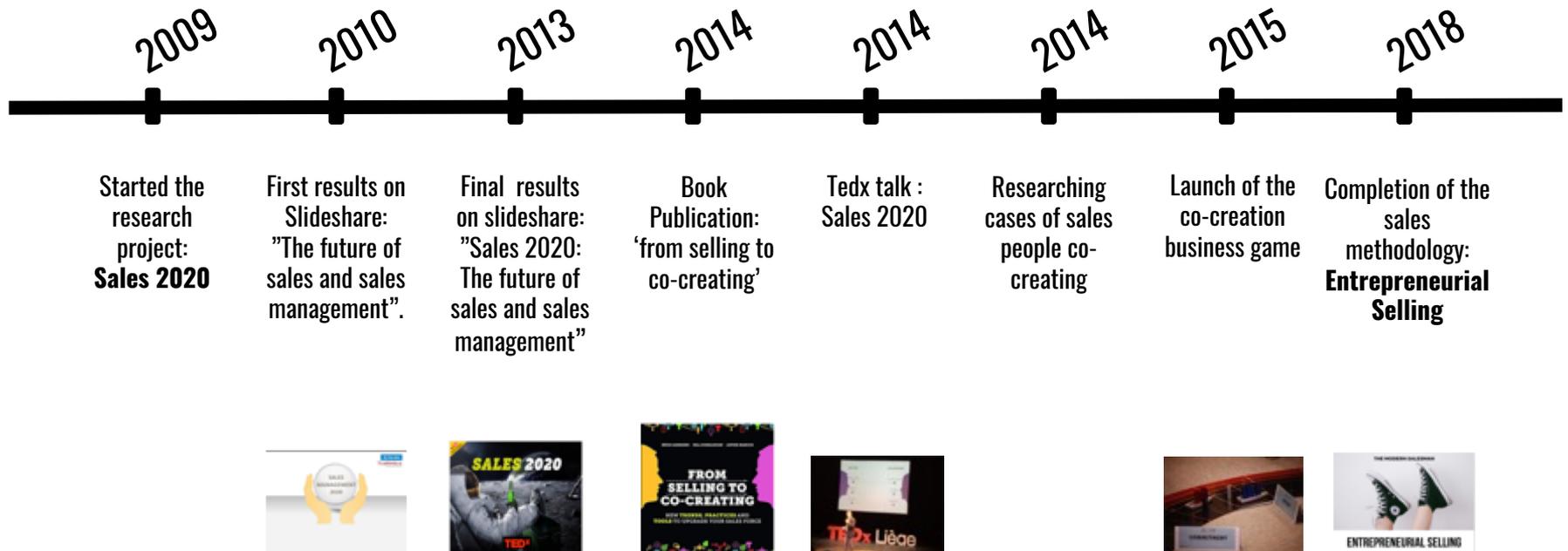
**ENTREPRENEURIAL
SELLING**

BASED ON 10 YEARS OF RESEARCH



Hi,

I am **Prof. Dr. Régis Lemmens** from the Antwerp Management School. I have been researching the future of sales for the past 10 years. All of this led to the development of a **new sales approach we witnessed successful sales people and entrepreneurs using.**



A person wearing a light blue, long-sleeved button-down shirt is sitting at a desk. A laptop is open in front of them. The background is softly blurred, showing what appears to be an office or home workspace with warm lighting. A large white question mark is centered on a black square background on the left side of the image.

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**WHY DOES THE WORLD
NEED ANOTHER SALES
METHOD?**



PACE OF

INNOVATION



**We are witnessing an
ever increase pace of
technological
innovation.**



**New technologies are often ahead
of the needs in the market.**

As a result, traditional sales methods are no longer applicable because **customers do not know what their problems nor their needs** are for these technologies.



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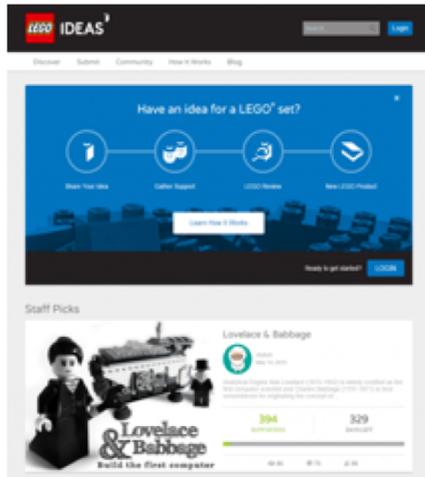
The background features a warm sunset gradient from light blue at the top to orange and yellow at the bottom. A hand is shown in silhouette, holding a glowing globe composed of interconnected white nodes and lines. The globe is positioned on the right side of the frame. The text is centered within a white and black rectangular box.

IMPACT OF

GLOBALISATION



Globalisation has led to a rise in competition in many markets.



Therefore, suppliers are increasingly involving their customers in the development of new products.



The role of sales is evolving from selling products and services to driving innovation projects with customers.

An aerial view of a city with digital overlays. The image shows a dense urban landscape with numerous skyscrapers and buildings. Overlaid on the city are several white location pins and a network of white lines connecting various points across the city, suggesting a digital or data-driven context. The overall color palette is warm, with a golden-yellow tint.

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WHAT DOES THIS MEAN?

HIGH TECH MARKETS

**Sales People must help their
customers to keep up with the
pace of innovation.**

MATURE MARKETS

**Sales People must involve their
customers in the search and
development of innovation.**

This requires a new sales methodology that focusses on **finding and managing co-innovation opportunities.**

A person in a light-colored shirt is pointing at a document on a table. The table has a pair of glasses and some papers on it. The background is bright and out of focus.

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**WHAT IS
ENTREPRENEURIAL
SELLING?**



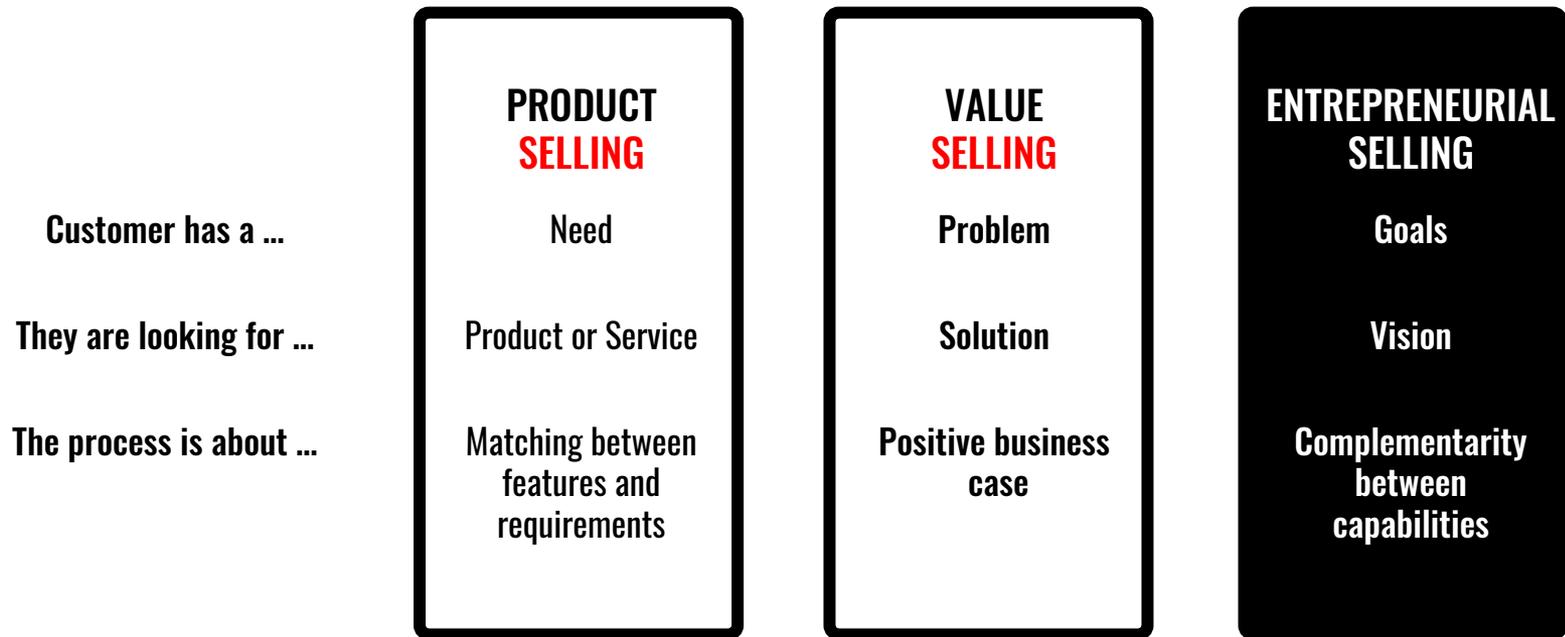
‘Entrepreneurial Selling is the process of acquiring and retaining customers by jointly and proactively developing new business opportunities in order to create customer value.’

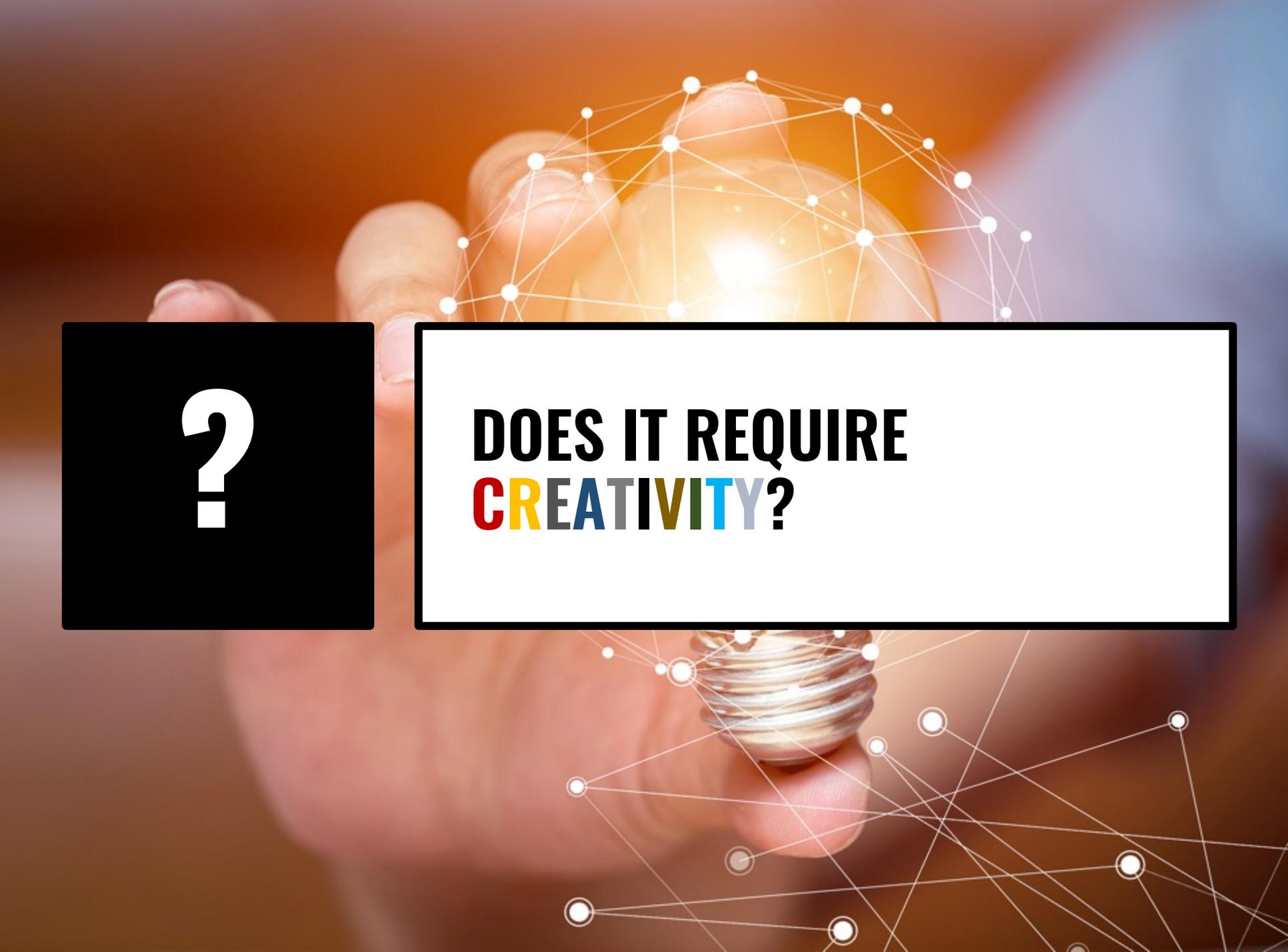
A group of people are gathered around a table, looking at documents and papers. One person is pointing at a document with a pen. The scene is a professional meeting or collaborative work environment.

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**HOW DIFFERENT IS IT
FROM TRADITIONAL
SALES METHODS?**

The focus is not on solving problems or meeting needs but on helping customer to achieve their goals.



A hand holding a glowing lightbulb with a network overlay. The background is a warm, orange-toned gradient. A hand is holding a glowing lightbulb, and a network of white dots connected by thin lines is overlaid on the scene. The lightbulb is the central focus, emitting a bright glow. The network lines are scattered across the image, creating a sense of connectivity and technology.

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**DOES IT REQUIRE
CREATIVITY?**



The creative part of Entrepreneurial Selling is about how resources and capabilities are leveraged to create customer value.

#1

MLP

**STRETCHING
EXISTING
CAPABILITIES**

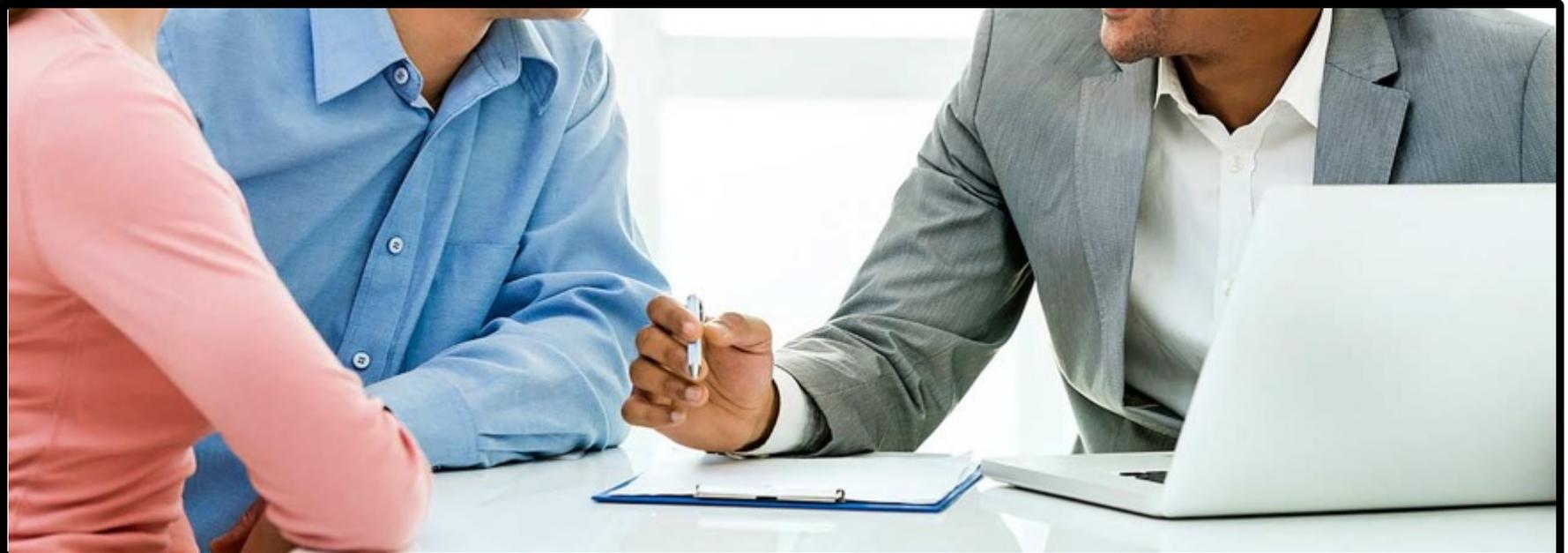




**MLP is German
financial institution
who uses
their internal HR
expertise to provide
career advice to their
customers.**



Young graduate customers are coached by MLP on how to manage the recruitment process when applying for a job.



Their financial advisors are specialized by industry sector and region enabling them to provide career advice throughout the life cycle of the customers.

Why do they do it?

Because the more successful their customers are the more they **will need banking services** and the more they **will remain loyal**.

A group of people are seated around a light-colored wooden table in a bright, modern office setting. They appear to be in a meeting, with some looking at documents and others at a tablet. A large, bold white question mark is superimposed on a black square on the left side of the image. A white text box with a black border is positioned in the center-right, containing a question about internal capabilities.

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**WHAT INTERNAL CAPABILITY
DO YOU HAVE THAT YOU
COULD OFFER AS A SERVICE
TO YOUR CUSTOMERS?**

#2

**BARRY
CALLEBAUT**

**FINDING NEW
USES FOR
EXISTING
CAPABILITIES**





Barry Callebaut is a chocolate producer who uses their academy infrastructure and their research to help their customers to innovate their own products.



Once a year they conduct a market research on future consumer trends in chocolate consumption.

A close-up photograph of a typewriter. The words "Food Trends" are printed in a classic serif font on a white sheet of paper that is partially inserted into the machine. The typewriter's keys and the curved metal carriage are visible in the foreground, slightly out of focus. The background is a plain, light-colored wall.

Food Trends

They share this information with all their key customers in order to inspire them to innovate their own products.



They invited their customers to come to their academy and use their premises and their expertise to innovate their own products.

Why do they do it?

Because it helps their customers to be
**more successful, order more
chocolate and remain more loyal.**



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**WHAT CAPABILITY DO YOU
HAVE THAT COULD HELP YOUR
CUSTOMERS TO INNOVATE /
IMPROVE THEIR BUSINESS?**

#3

IT INTEGRATOR

**Utilising Third
Party
Capabilities**



A system integrator introduces start-ups to their customers in order to inspire them and create new joint business opportunities.



Once a year they screen a number of start-ups and select those which have products that could be of interest to their customers.



Their sales people contact their customers to present these start-ups in order to inspire their customers and create new business opportunities.

Why do they do it?

This enables the integrator to **inspire their customers**, position themselves as an **innovative partner** and **create new business opportunities**.



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**WHO DO YOU KNOW THAT
COULD COME AND HELP
YOU AND YOUR CUSTOMER
TO INNOVATE?**

#4

SAP

**COMPLEMENTING
CAPABILITIES**





SAP embeds their technology within the solution of customers and partners in order to create a new innovative value proposition.



This is how SAP and BARCO co-developed a new solution the 'Control Room' of the future.

A man in a dark suit and tie is holding a glowing fiber optic cable in his right hand. The background is a soft, out-of-focus light blue and white. A white question mark is on a black square to the left of the text box.

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**HOW COULD YOU INNOVATE YOUR
CUSTOMER'S VALUE PROPOSITION
BY EMBEDDING YOUR CAPABILITIES
INTO THEIR PRODUCTS?**



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**What is the
Entrepreneurial Selling
Method?**



STEP 1

AWARENESS



The process starts with people becoming aware that something needs to change.



Organizations typically do this by scanning their environment and their own business in the form of an audit or benchmarking exercise.



Sales people can add value by helping their customers to become aware of how internal and/or external issues are impacting their business.



Sales People can add value by accelerating the process by showing how other organizations are dealing with the change.

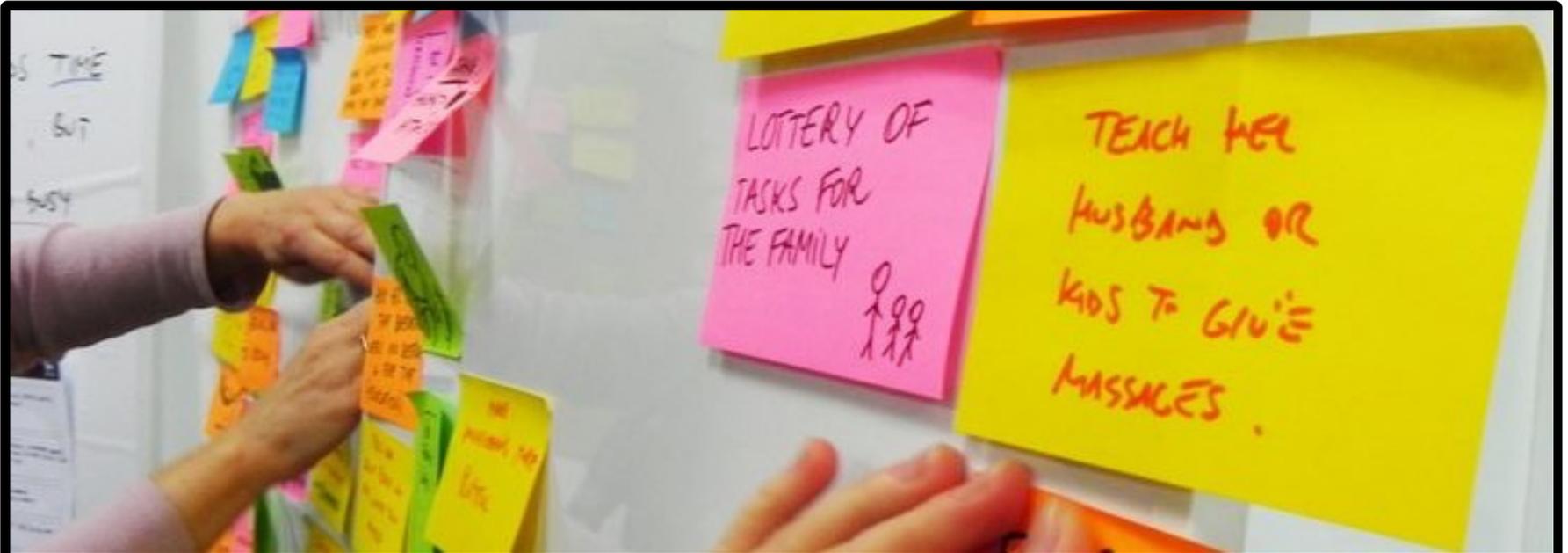


STEP 2

VISION



Once people within an organization are aware they need to change, they start building a vision of how the organization should respond to the challenges they are facing.



Sales people can add value by helping their customers to develop their vision by inspiring or by providing them with a method to define their vision.



STEP 3

COMMITMENT



The vision is transformed into a business case and is presented to everyone within the organization.



Sales People can add value to their customers by helping them to translate their vision into a solution and business case.



Sales People can add value to their customers by communicating and persuading the stakeholders about the vision and the solution.



STEP 4

ACTION



Sales People can add value for their customers by actively influencing all the stakeholders to translate their commitment into action.



This is the stage where contracts are signed with suppliers, people are allocated to projects and pilots or smaller parts are identified as the first steps in the project.



STEP 5

IMPLEMENTING



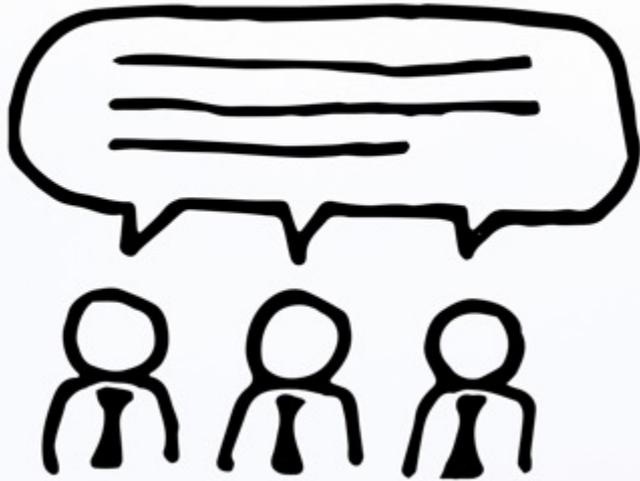
During the implementation phase people need to be kept motivating and all the key stakeholders need to continue support the project.



Sales people can add value by demonstrating early wins and keeping all the stakeholders fully committed behind the initiative.



...and by ensuring the project achieves the value the customer is actually looking for.



STEP 6



LEARNING



Sales person can add value by evaluating and reviewing the value created by the initiative and generalizing what has been learned in order to capture anchor this in both organizations.

In a nutshell

1. What are the goals of your customer?

2. How can you help them to achieve their goals?

1. **Stretching existing capabilities**
2. **Finding new uses for existing capabilities**
3. **Utilising third party capabilities**
4. **Complementing capabilities**

3. What will you learn out of it?

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