

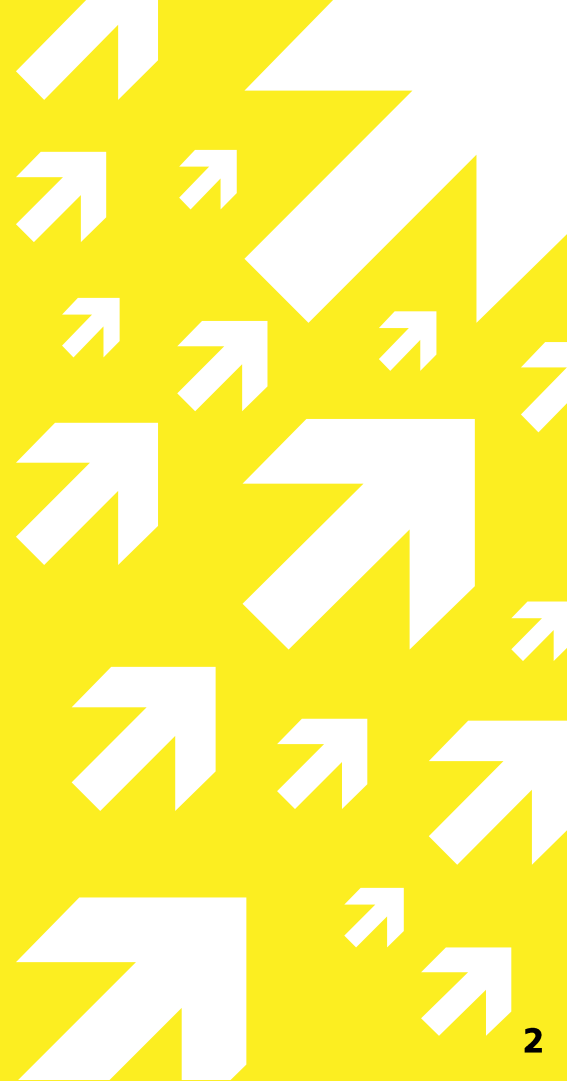
A large, bright yellow arrow graphic pointing upwards and to the right, starting from the bottom left and extending towards the top right, partially overlapping the text.

Selling innovation

5 ways to screw it up!

Chalmers 260219
Peter Gustafsson

Entrepreneurs?



REVENUE JOURNAL
By Upsales

THE CEO'S ULTIMATE GUIDE TO

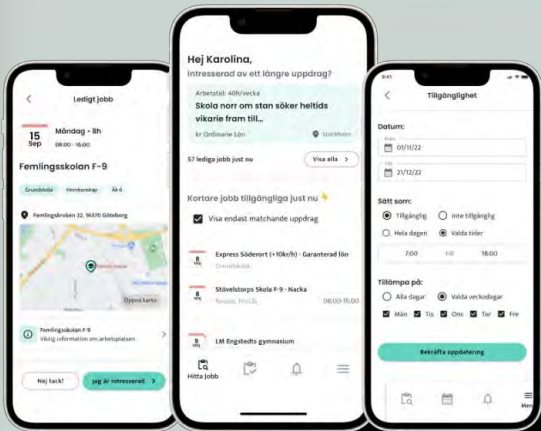
Complex sales

- ✓ MSc CS
- ✓ B2B Enterprise Sales
- ✓ 0.2-1 M€ – 5-25 M€
- ✓ Entrepreneur
- ✓ Investing – early stage
- ✓ SaaS/AI + marketplaces
- ✓ Go-to-market Strategy

humly

We Want To Save Education Worldwide.

For teachers. For Schools. And most of all, for kids.

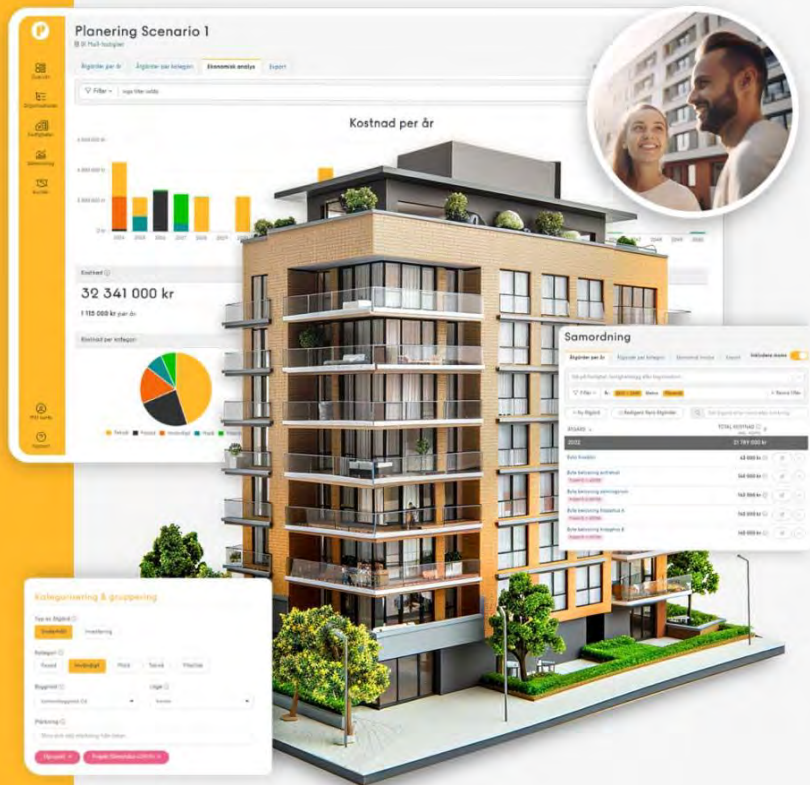


Få överblick och jobba proaktivt med dina fastigheter

Det enkla planeringsverktyget för fastigheter. Som underhållsplanering, fast smartare!

→ Prova gratis

→ Boka demo



The screenshot displays the 'Planering Scenario 1' interface. At the top, it shows navigation tabs for 'Egenheter per år', 'Jämför och jämför', 'Ekonomisk analys', and 'Expert'. Below this, there's a section for 'Kostnad per år' with a bar chart showing costs from 2024 to 2028. A large number '32 341 000 kr' is prominently displayed, with '1 125 000 kr per år' below it. A pie chart is also visible. To the right, a 3D architectural rendering of a modern multi-story building is shown. In the top right corner, there's a circular inset image of a smiling couple. Below the 3D model, there's a 'Samordning' (Coordination) section with a table of tasks and their statuses. At the bottom left, there's a 'Kategorierna & grupperna' (Categories & Groups) section with various filters and options.

Sell better with Garba

Garba's AI agents proactively extract hidden sales calls—auto-drafting emails, enriching, detecting churn risks, and providing actionable insights to boost your sales team's effectiveness.

[Free Trial](#)[Book Demo](#)

Product



Call Summaries

Automatically summarize your calls and meetings



Auto Update CRM

Keep your CRM up to date automatically



AI Sales Coaching

Get personalized sales coaching from AI

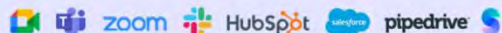


Strategic Insights

Get strategic insights from your calls

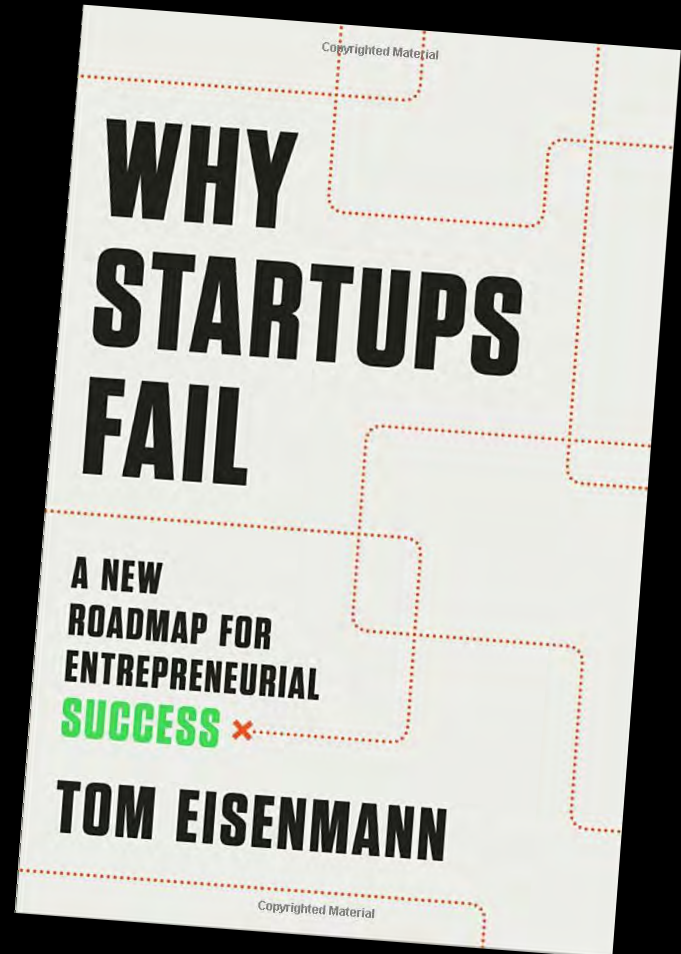
[Free Trial](#)[Book Demo](#)

Works with the tools you are already using:



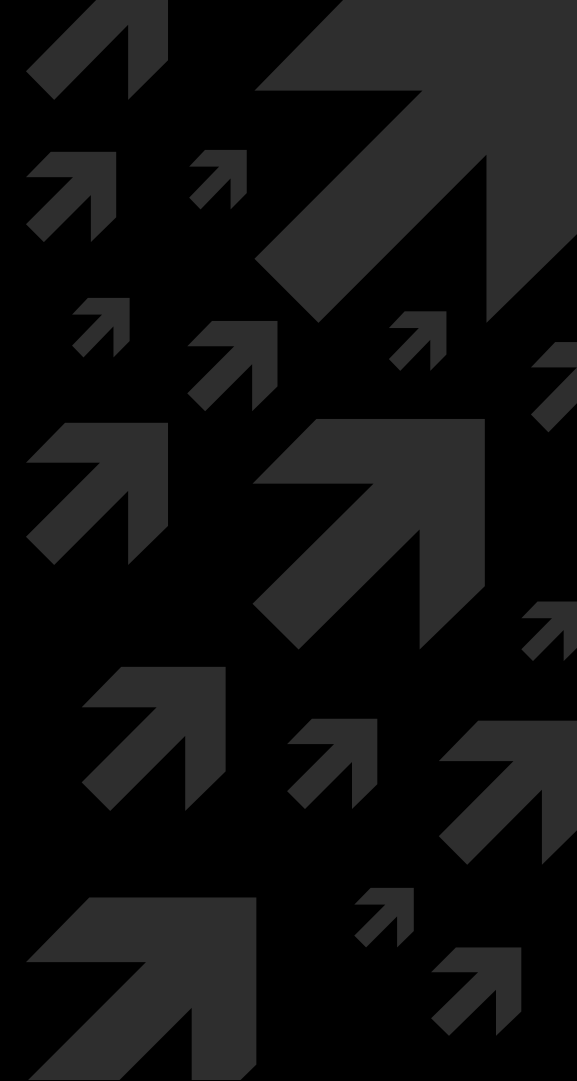


How to win vs

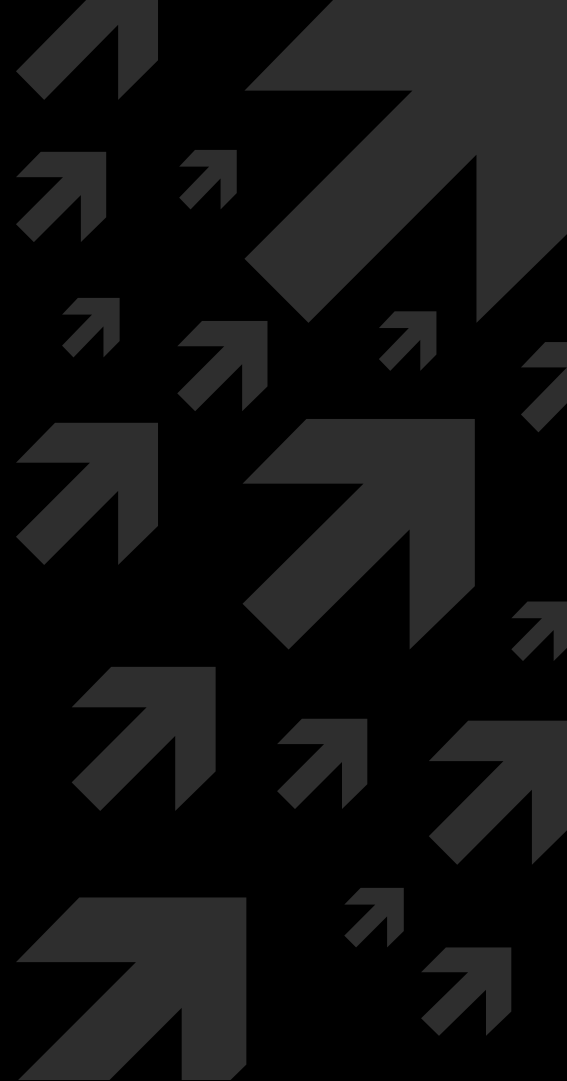


5 common failure patterns when selling innovation.

Your job is to recognize which pattern you're in and run the correct play.



1. **Bad bedfellows.**



Co-founders
Team
Advisors
Investors
"Partners"
Customers
...



Time

Learn the problem

Learn your ICP

Learn to sell

Learn to grow

MVP

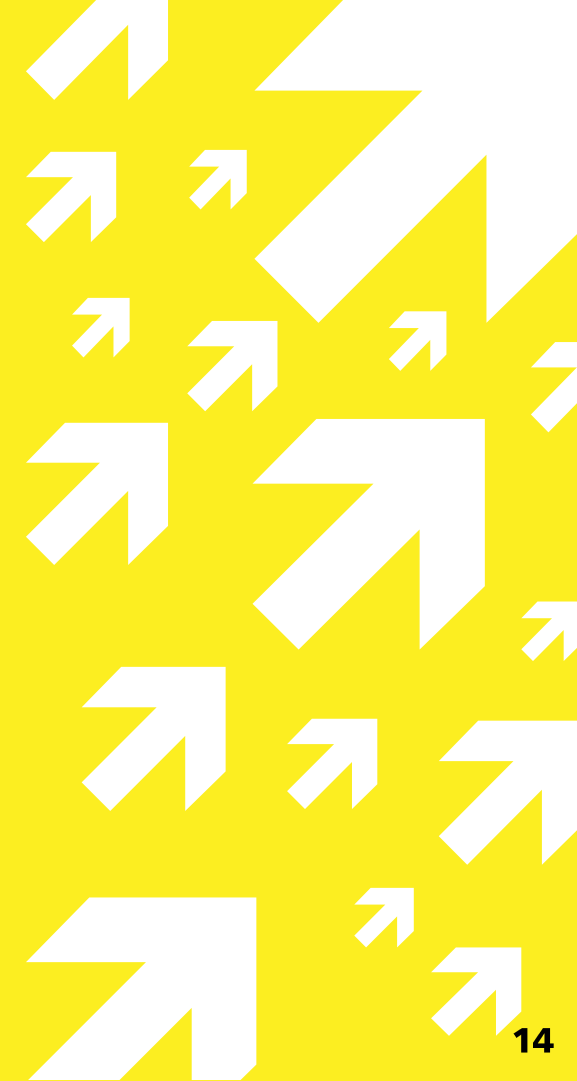
Product-market-fit

Go-to-market-fit

Scale Up

Most innovation ventures don't lose because the product is weak - they lose because control of key resources (data, distribution, credibility, capital) sits with someone whose incentives are orthogonal to your success.

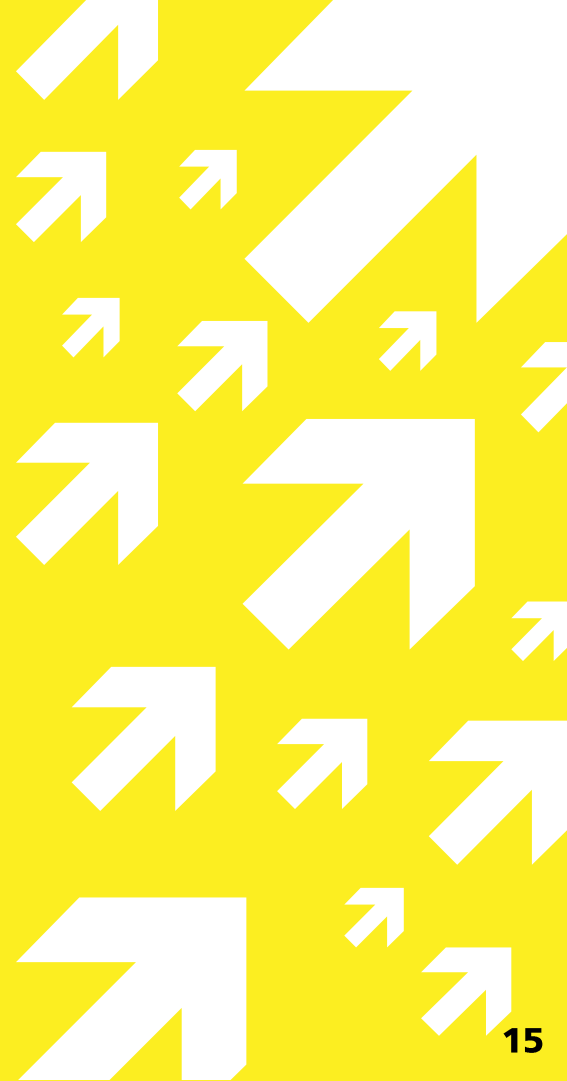
You can execute perfectly and still lose.



Why are you doing this?

Understand ***exactly*** what
you need to get to your
next milestone.

Minimize distractions
& strings attached.



2. Trying to sell the
innovation – instead
of the **outcome!**

The background of the slide is black and features a pattern of grey arrows of various sizes, all pointing in the same direction: up and to the right. The arrows are scattered across the right side of the slide, creating a sense of movement and progress.

What I need to sell



My potential customer



our product



**what they really want
- who they want to become**



Jen Abel 

@jjen_abel

A big mistake early-stage Founders make when they go to market is ...

I need the market understand this ...

- VS -

What don't I know that the market does?

The startup that understands the customer best, wins. pull don't push.

**Great salespeople are
value architects
- not product pushers.**





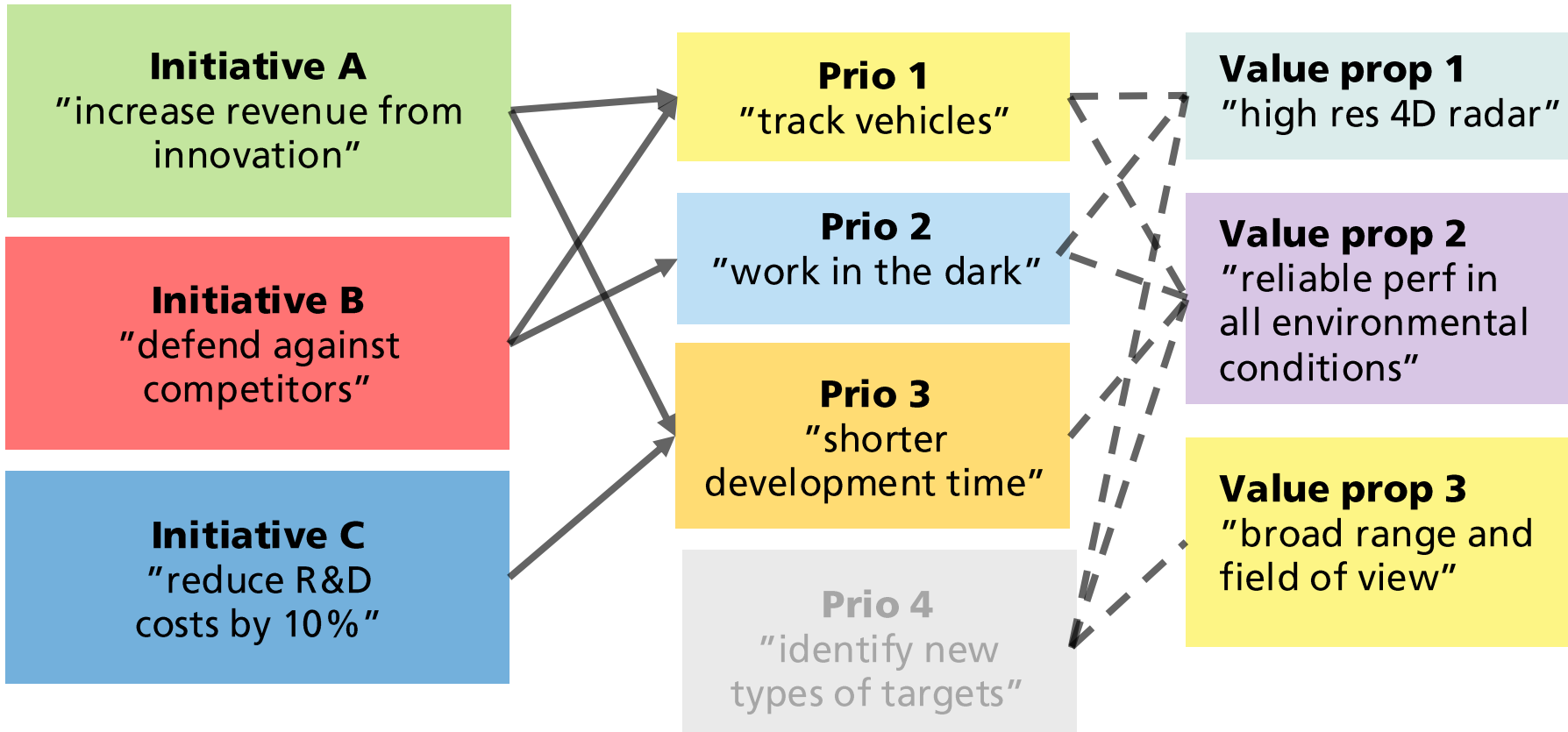
Sensrad

FIRST RADAR SERIES
POWERED BY ARBE'S CHIPSET
**DEFENSE & SMART
INFRASTRUCTURE PROJECTS**

STRATEGIC INITIATIVES

MY CONTACT

US

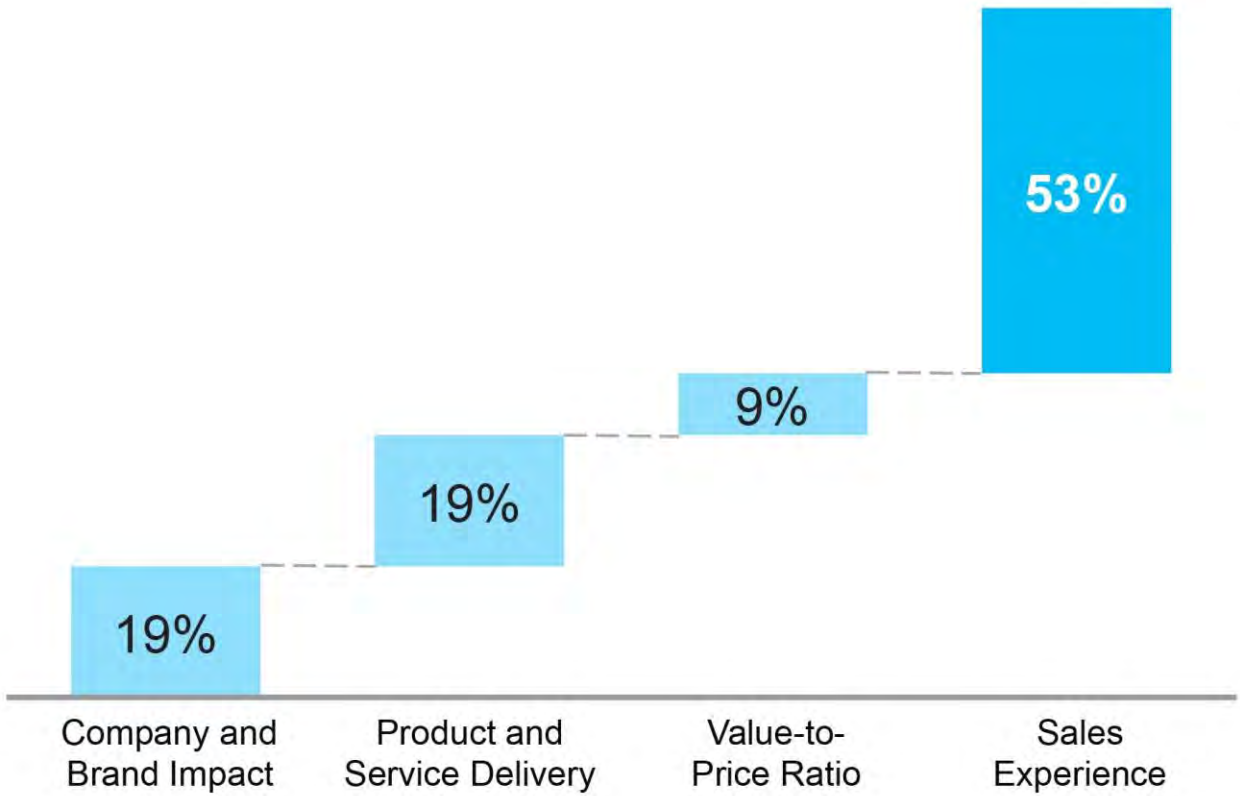


What I'm selling



How I'm selling.

Percentage of Contribution to Customer Loyalty



Representative Sales Drivers of Customer Loyalty

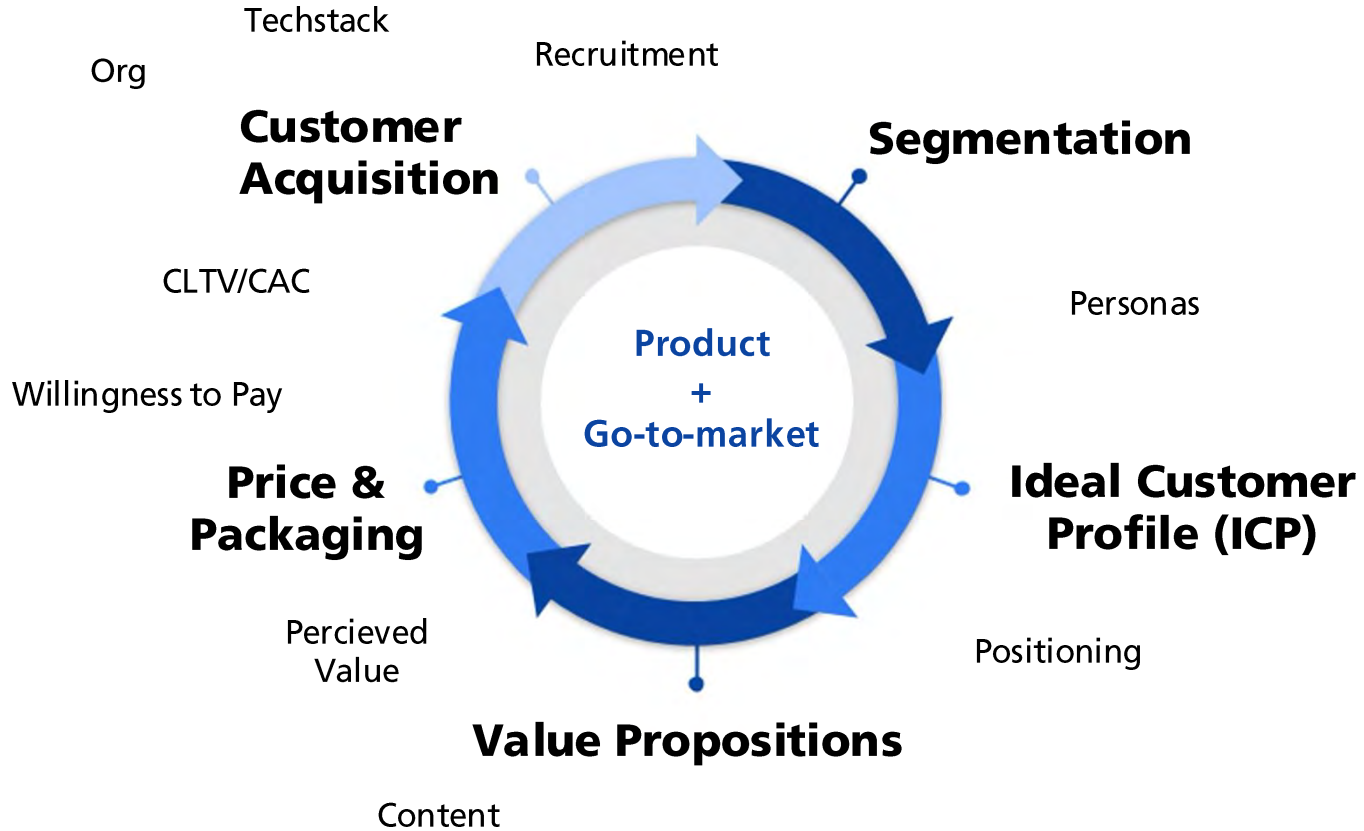
- Supplier offers unique, valuable perspectives on the market.
- Supplier helps me navigate alternatives.
- Supplier helps me avoid potential land mines.
- Supplier educates me on new issues and outcomes.
- Supplier is easy to buy from.
- Supplier has widespread support across our organization.

n = 4,960 B2B customers (of 24 companies).
Source: CEB analysis.

*Sales **is** a real skill!*

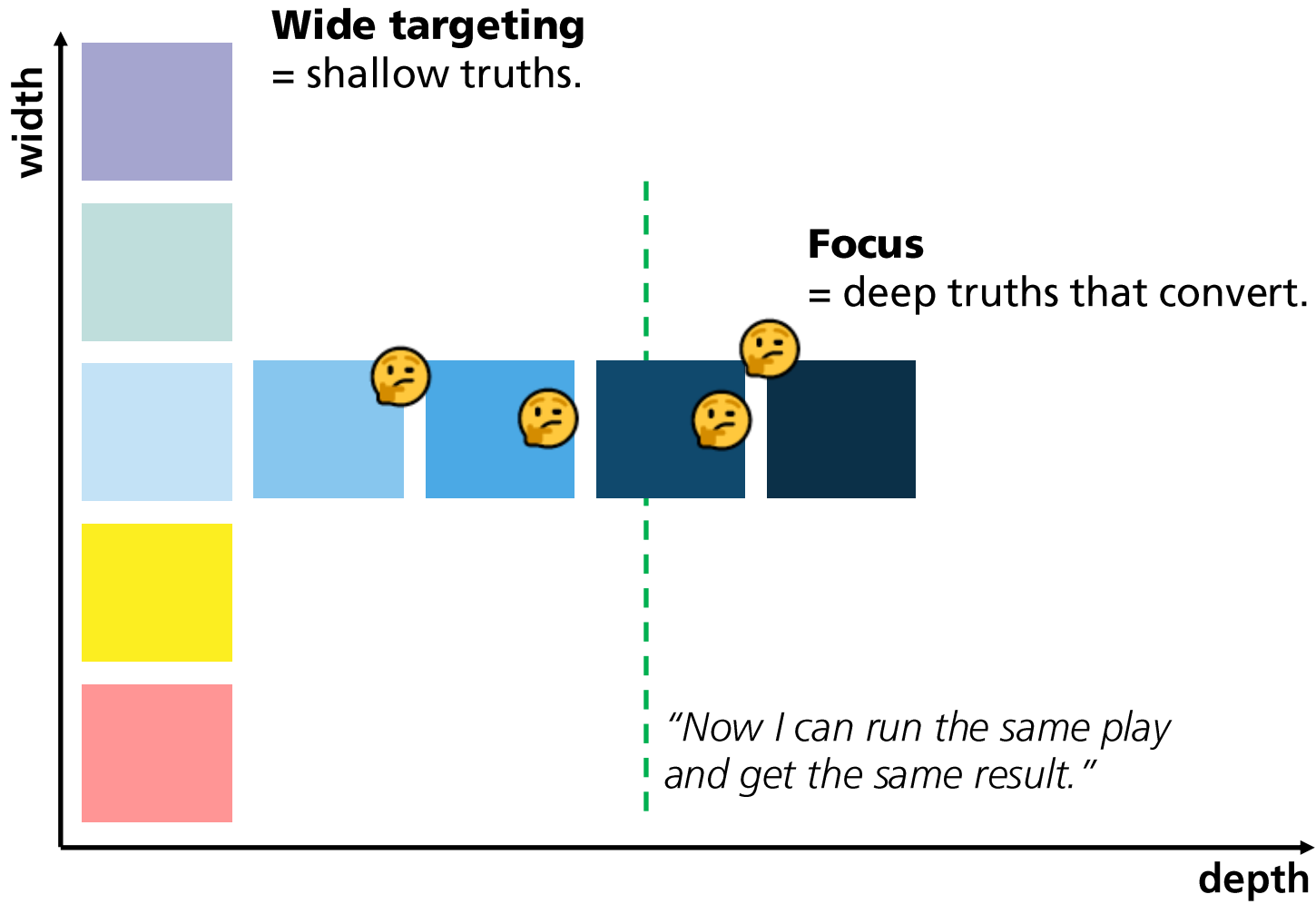
*Understand **value**.*

*Sell a **vision** or **future state**
+ be prepared to **prove the delta**.*



3. No clear **Ideal **Customer Profile.****





A. They have the right problem + urgency

- ✓ Acute pain in a specific workflow (not “nice to have”)
- ✓ Clear trigger event (why now?)
- ✓ Cost of doing nothing is visible (money, risk, time, compliance)

B. They can buy (not just like it)

- ✓ A real economic buyer exists (budget owner can be identified)
- ✓ Decision process is short and known (weeks, not quarters)
- ✓ They’re willing to make a commitment (data access, pilot sponsor, paid POC)

C. They can adopt (implementation is realistic)

- ✓ Low integration friction (data available, APIs, security path)
- ✓ Internal owner and users are accessible
- ✓ Success can be measured (baseline + metric + timeframe)

D. They create repeatability for you

- ✓ You can name 20 more like them (same trigger + same buyer)
- ✓ Your message “clicks” without heavy education
- ✓ References are plausible (case study, intro network)

E. Unit economics still matter (but later)

Some examples

“Manufacturing companies running Monitor as their ERP, with 4+ sales reps, who want the same sales structure they already have in production.”

“Owner-led staffing agencies in warehousing/logistics that are under pressure from customers to fill the full demand in a predictable way.”

“Fast-growing companies with 15–70 employees that struggle to hire. They take People & Culture seriously, but aren’t big enough - or able to afford - an excellent dedicated HR lead.”

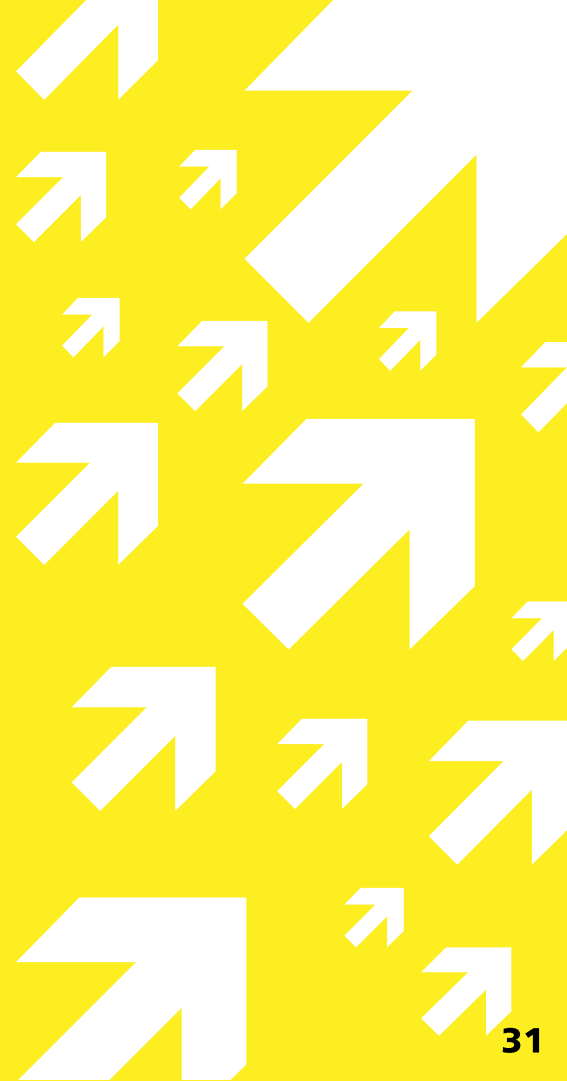
“ICA store owners who care about their staff and want an efficient way to collect and manage employee feedback.”

	Buying trigger & JTBD (Why now?)	Buying Com. (Champion/Economic/Risk/IT)	Value hypothesis (one line)	Pricing metric & WTP (hypothesis)	ROI proxy to measure	Biggest obstacles / risks	Partner / ecosystem dependencies
Alternative lenders / Fintech lending platforms <i>Fintechs offering small/medium business loans, invoice purchasing, or cash / revolving credit.</i>	Rapid scaling + need for real-time risk to avoid incorrect approvals.		Reduce default losses, shorten loan decision cycles, and ensure credit compliance.				
Large B2B sales organizations with credit terms (trade credit) <i>Industrial companies / suppliers that offer customer credit in invoicing / contracts.</i>	Customer portfolios with increasing risk, need for fast turnover, global deliveries.		Reduced DSO (days sales outstanding), lower write-off risk, faster order-to-cash (O2C) cycle.				
Factoring / Invoice Finance & Supply-Chain Finance <i>Providers of factoring/SCF to SMEs where creditworthiness defines contract terms and pricing.</i>	Increased volatility in SMEs; need to see real-time cash health ahead of financing.		Risk premium adjustment, pricing modeling, faster decision day.				
...							

*Be **super specific**.*

*Go all-in to test **one hypothesis at the time**.*

***Pivot fast**.*



4. Spending all
your time in the
friend zone.



Customer Urgency Spectrum in B2B



Layer 1 Chemotherapy

Problem: Do-or-die
Customer behavior: Acts fast, price no objection
Product focus: Speed > Features
Sales cycle: Hours to days
Success: Prevent catastrophe



Layer 2 Painkiller

Problem: Painful, not fatal
Customer behavior: Seeks options, willing to pay
Product focus: Differentiation + quick relief
Sales cycle: Weeks to months
Success = Fast pain relief



Layer 3 Cough Syrup

Problem: Annoying but manageable
Customer behavior: Waits, Justifies, compares
Product focus: Feature fit + ROI
Sales cycle: Months
Success = Smooth workflow, adoption



Layer 4 Vitamin

Problem: No pain, maybe useful
Customer behavior: Delays, skips
Product focus: Education + retention
Sales cycle: 6+ months
Success = Long-term habit formation

Get Ahead of Present and Future Attacks with Recorded Future

Recorded Future Threat Intelligence helps organizations see the most threats and see them first so they can prioritize, pinpoint, and act to prevent attacks.

Explore Recorded Future →

Live Demo: Mitigate Emerging Threats →



Where top performers put their focus.

40%

10%

20%

30%

Lead

Discovery

Qualified
+ Demo

Technical
Justification

Business
Justification

Where average sales people put their focus (after lead)

10%

25%

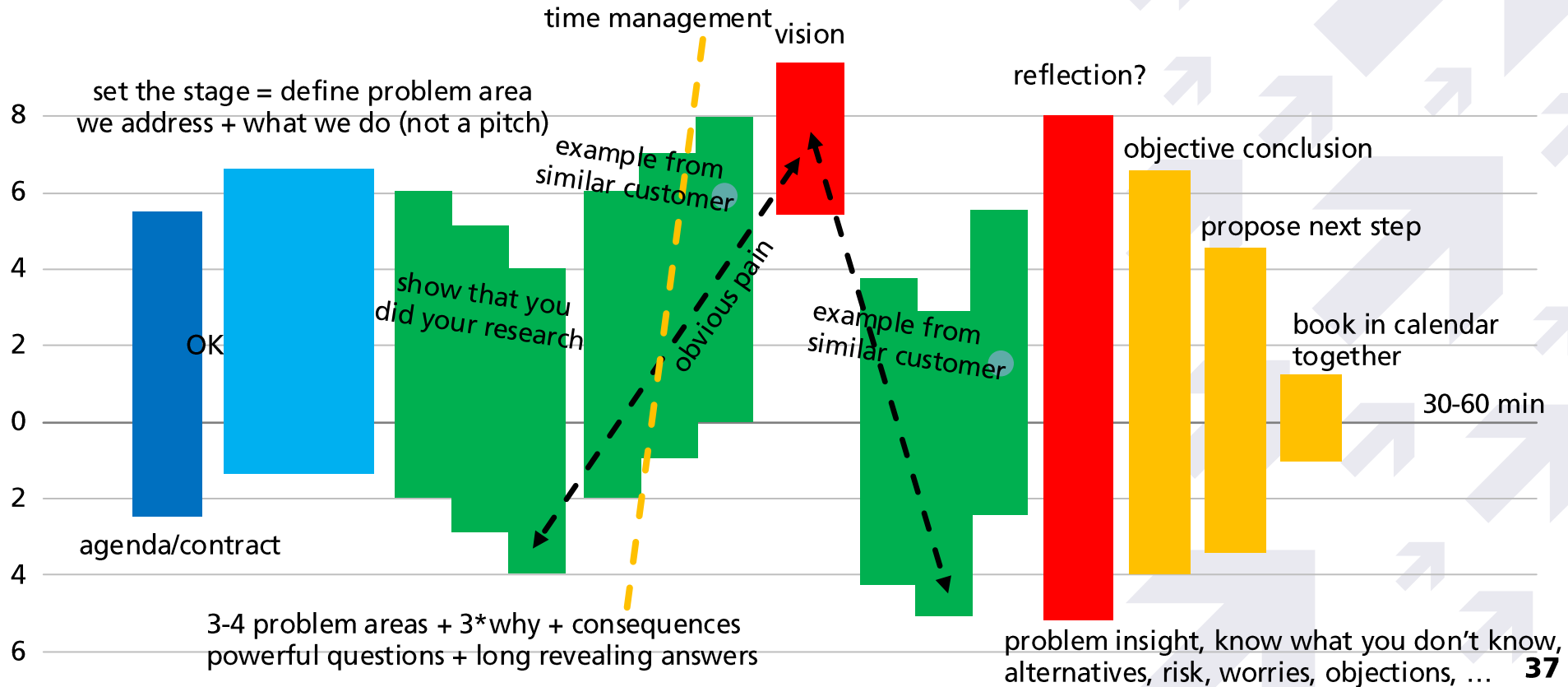
40%

25%



	Top Performer	Mid Performer	Low Performer
Metrics	54% Usage	21% Usage	9% Usage
Economic Buyer	85% Usage	29% Usage	8% Usage
Decision Criteria	76% Usage	24% Usage	12.5% Usage
Decision Process	56% Usage	31% Usage	22% Usage
Paper Process	57% Usage	22% Usage	36% Usage
Identify Pain	78% Usage	64% Usage	66% Usage
Champion	56% Usage	30% Usage	15% Usage

My perfect discovery meeting







Solution Selling

Competes for vendor preference within an existing budget

Aligns with the prevailing point of view

Addresses acknowledged pain points

Targets tactical problems

Begins with technical proof and then builds a business case

Starts as an IT or line-of-business dialogue

Asks questions to identify needs

Responds to issues described by the client

Provocation-Based Selling

Compels project investment outside an existing budget

Challenges the prevailing point of view

Addresses unacknowledged angst

Targets strategic problems

Begins with the business case and then provides technical proof

Starts as an executive-level dialogue

Uses an insightful hypothesis to provoke a response

Is proactive and leading, forcing issues out



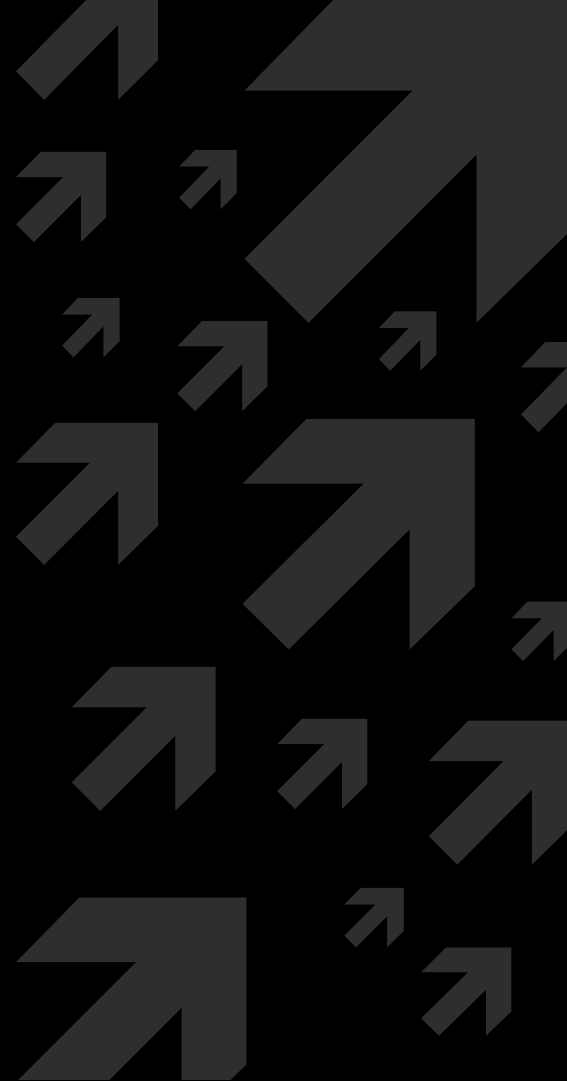
Provocation-Based Sales

Run really good discovery meetings.

*Ask tough questions **early**.*

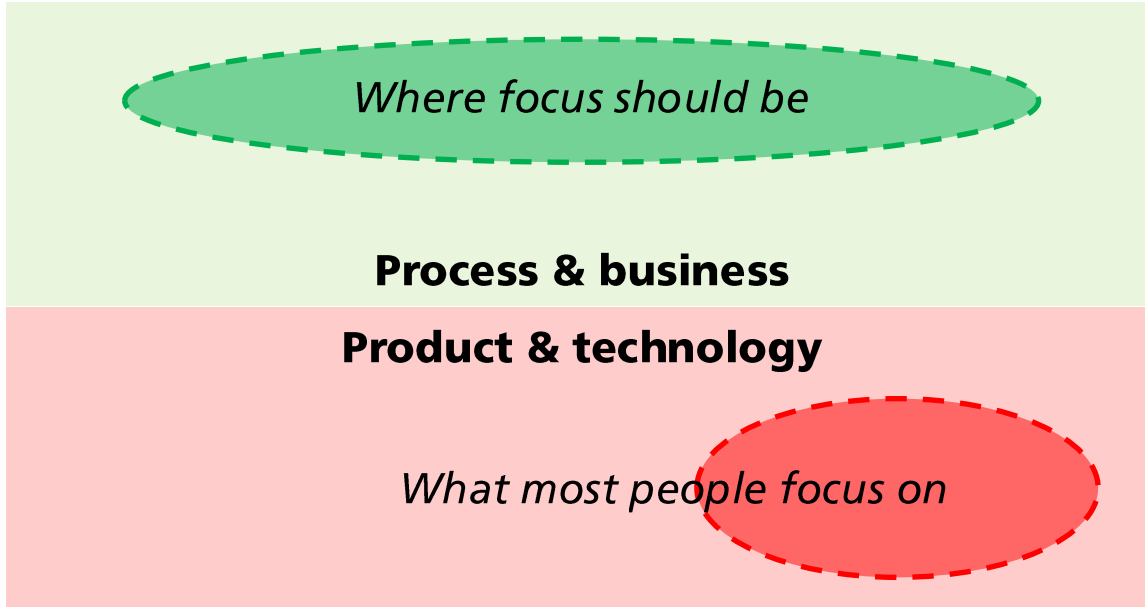
*Disqualify **early**.*

5. Getting stuck in **Pilot Purgatory.**





**DEAD
END**



Questions **we**
want answered

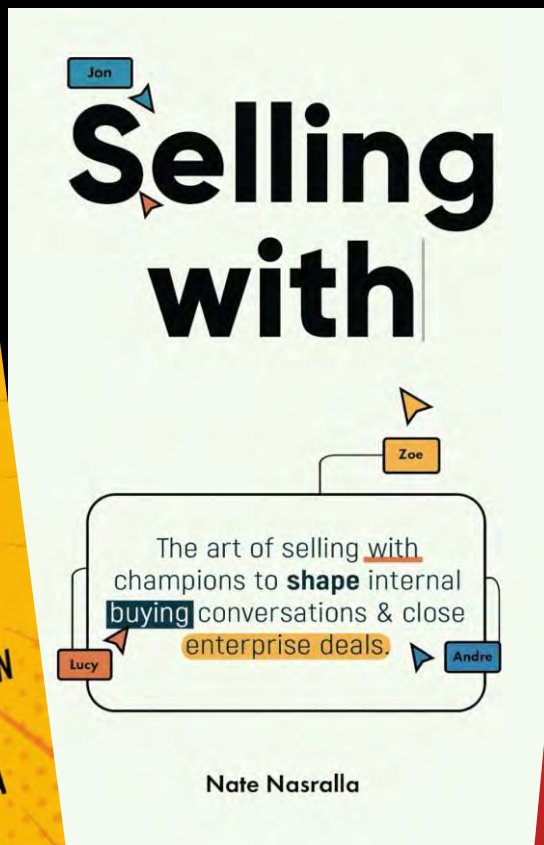
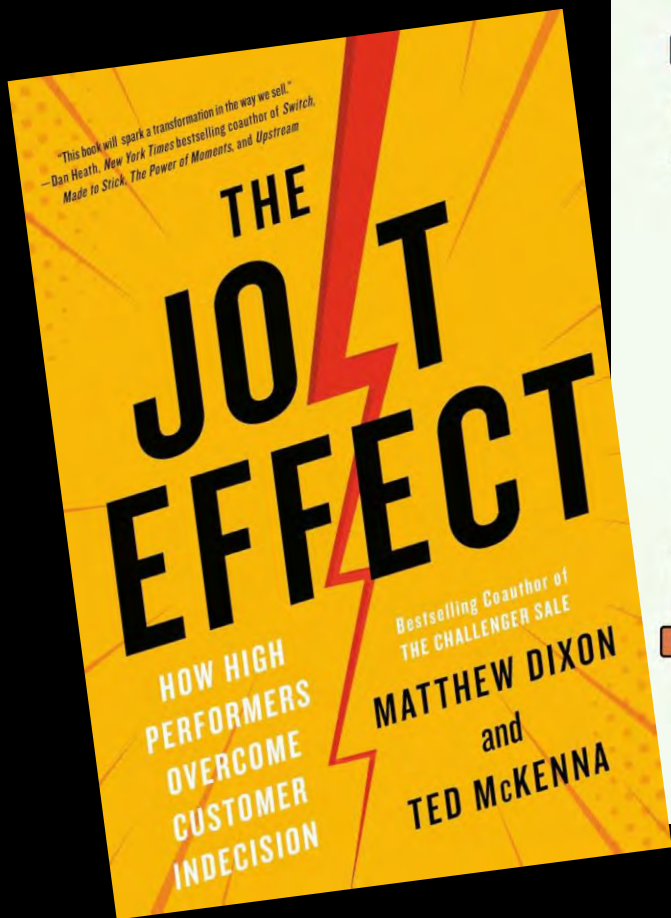
Questions the **customer**
want answered

Questions **both**
want answered

*A pilot without a **pre-agreed conversion path** is not learning
- it's burn.*

*Success criteria → decision
→ budget → rollout.*





Thanks!

Questions?

→ peter@shorelinelabs.org