Today’s B2B buyers have access to more information than ever before. Blogs, ads, reports, peer reviews, ratings, emails, white papers and word-of-mouth recommendations all have allowed buyers to explore purchases on their own. With so much detailed information available online, B2B buyers dedicate only 17% of their total purchase process talking to potential suppliers. But all this competing information is also causing buyer confusion, and delaying or even stalling purchase decisions. It’s too much for buyers to make sense of it all on their own.

We surveyed 1,100 B2B customers about this topic and learned that nearly 90% agree that the information they encountered as part of a B2B purchase was generally of high quality. But they’ve struggled to make sense of it. Fifty-five percent of respondents found the information to be trustworthy, but nonetheless relatively undifferentiated. Forty-four percent of customers found supplier information to be trustworthy but simultaneously contradictory. The data shows that buyers are struggling. In this era of increased virtual selling, this is an opportunity for sellers to take a different approach.

Welcome to Sense Making. More than just a sales strategy, Sense Making is an information strategy. With it, sellers become proactive and objective guides helping buyers find their way to confident, sensible purchase decisions.

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What customers learn affects whether they purchase, what they purchase and how happy they are with that purchase. In fact, when customers find the information they received during the purchase process to be of high quality, they are 26% more likely to make the purchase all sales reps covet: a high-quality, low-regret deal. Gartner defines a purchase as high-quality, low-regret when it is of a large, complex solution where the customer doesn’t settle for a smaller, cheaper option or status quo, and at the same time, doesn’t feel bad or regret the purchase. Today’s customers embark on a “learning journey” when they set out to make a purchase — and 62% of that learning takes place outside of conversations with sellers. Sales leaders face an uphill battle to deliver value to customers to win time and influence.

The problem is the volume of high-quality information. “We now live in a world where insight is likely more table stakes than a differentiator,” says Brent Adamson, Distinguished VP, Advisory.

62% of surveyed customers say they encounter an overwhelming amount of trustworthy information during the purchase process.

44% struggle with the fact that information from various suppliers, while all seemingly trustworthy, was contradictory.

This misalignment only adds to the difficulty in an already difficult purchase process. When customers are overwhelmed, they are far more likely to make a smaller purchase — or do nothing at all — to play it safe.

**Proportional Time-Spend in B2B Buying**

- 62% Learning independently online and offline
- 38% Other

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“We now live in a world where insight is likely more table stakes than a differentiator.”

*Source: 2017 Gartner Digital B2B Buyer Survey*
The World Is Crowded With Good Information

The information we encountered as part of this purchase decision was generally of high quality.

Percentage of Buyers

89% Agree
7% Neutral
4% Disagree

n = 1,174 B2B buyers
Source: 2019 Gartner Buyer Survey

As they try to cope, Gartner research finds that today’s customers spend 15% of buying time trying to reconcile or deconflict information. If you figure a buying cycle could drag on for 12 to 24 months, that’s two to four months spent trying to make sense of information that could drive a purchase. For suppliers, the proliferation of information — not just information, but good information — hasn’t helped either. Rather, it’s expanded competition to include sales reps, the web, competitors, industry associations and anyone who claims to have an informed opinion.
How Information Helps and Hurts Deals

Impact on Closing a High-Quality, Low-Regret Deal When Clients Agreed With the Statement

-26% The information we encountered as part of this purchase decision was generally of high quality.

-54% Making informed trade-offs between vendors and their capabilities was difficult.

-66% Information from suppliers appeared trustworthy, but was contradictory.

-33% The amount of trustworthy information was overwhelming.

“In short, the key for sales is ... it's no longer an information quality problem, rather a quantity one,” says Alice Walmesley, Director, Advisory. There is too much high-quality information out there for customers to make sense of. And while having high-quality information may be a prerequisite to being competitive, it's no longer a differentiator in a sea of other good information.

“In short, the key for sales is ... it’s no longer an information quality problem, rather a quantity one.”

Alice Walmesley
Director, Advisory

n = 1,174 B2B buyers
Source: 2019 Gartner Buyer Survey
"High-Quality Sale" is defined as the customer: 1. Did not settle for less ambitious solution, or 2. Purchased a premium offering relative to the base offering.
“Regret” is defined as: “The offering we ultimately purchased is failing (or failed) to meet our expectations.”
Note: Customer data controlled for trust in supplier, supplier brand, expected ROI, prior relationship with supplier, prior purchase experience and price-to-value ratio.
Section 1

The Way Forward
Reduce Skepticism and Build Customer Confidence

Based on a survey of more than 1,000 B2B customers, a clear lesson emerges about managing customers through the buying journey: When customers overcome their inherent skepticism of sellers and feel more confident in the information they encounter, they are more likely to make the deal all sellers aspire toward: a high-quality, low-regret deal.

“In many ways, today’s high-quality deals are less about what customers know, and far more about how they feel about what they know,” says Adamson. Sellers already pay a “skepticism” penalty just for being a seller. Besides doubting the obvious self-interest of every seller, customers may become increasingly skeptical when they suspect that the seller is withholding information, contradicting claims made by other suppliers (or their own organization), or suggesting that the best solution happens to be their solution. This penalty must be overcome as customers who are highly skeptical of an individual rep’s claim, whether it appears inaccurate or incomplete, are 1.5x less likely to make a high-quality purchase. On the flip side, when sellers are able to increase customer confidence in the information, they are 1.6x more likely to make a high-quality purchase with little regret.

**Customers feel confident when sellers help them to:**

- Determine the right questions to ask themselves and their suppliers
- Identify which information matters most in their purchase decision
- Identify consistent patterns or themes in the information, despite origin, they encounter during the purchase

“In many ways, today’s high-quality deals are less about what customers know, and far more about how they feel about what they know.”

Brent Adamson
Distinguished VP, Advisory
Three Seller Approaches to Sharing Information With Customers

Giving, Telling and Sense Making

Looking at sales reps’ behaviors today, Gartner identified three distinct seller approaches to managing information. Surprisingly, these approaches — how these sellers behave, their skills and their attitudes — are very different from one another, but one clearly outperforms the others when it comes to reducing skepticism and increasing confidence: Sense Making. Why?

Approaches to Engaging Customers With Information
Based on Cluster Analysis

**Giving**

“I can get you a lot more information on that.”

Primary strategy:
- Believes comprehensive information is generally better.
- Promptly responds to customer requests for information.

**Telling**

“Let me tell you what you need to know.”

Primary strategy:
- Shares his/her own perspective with buyers.
- Bases information on extensive personal experience and knowledge.

**Sense Making**

“There is a lot of information — let me help you make sense of it.”

Primary strategy:
- Guides customer to evidence.
- Prioritizes simplicity over comprehensive detail.

Source: 2019 Gartner Buyer Survey

n = 1,174 B2B buyers
Section 2
Encourage Sense Making
Why Sense Making Pays

A Sense Making approach is more effective because sellers acknowledge the difficulty customers experience in making a purchase and provide a way forward. They help customers prioritize perspectives, qualify trade-offs and contextualize — often reconcile — competing perspectives. In this role, they become a much-needed guide. Sellers who practice Sense Making don’t tell customers what to believe, but rather help them to develop a mental framework to make their own decisions.

“While the giving approach focuses on more, those who practice Sense Making focus on less. In essence, Sense Making sellers have an information strategy, not just a deal strategy,” says Walmesley. “Sellers today have to figure out what to disclose when, and put what they’re sharing into the broader information context the buyer encounters.” Because of their approach, sellers who focus on Sense Making are best at reducing buyer skepticism of the seller and increasing buyer confidence in information.

Unfortunately, only 24% of sellers consistently apply a Sense Making approach in helping customers with information.

“While the giving approach focuses on more, those who practice Sense Making focus on less. In essence, Sense Making sellers have an information strategy, not just a deal strategy.”

Alice Walmesley
Director, Advisory
Sense Making Approach Reduces Skepticism, Builds Confidence

Percentage of Buyers Who Were Not Skeptical of Seller by Seller Approach

- Giving: 12.8%
- Telling: 28.6%
- Sense Making: 61.4%

Percentage of Buyers Who Felt Confident in Information by Seller Approach

- Giving: 41.3%
- Telling: 13.3%
- Sense Making: 51.8%

Buyers are less skeptical when a Sense Making approach is used.

Buyers are more confident in the information delivered by reps using a Sense Making approach.

n = 1,174 B2B buyers
Source: 2019 Gartner Buyer Survey
Out of 10 completed deals, eight were high-quality when the sales rep used a Sense Making approach. The telling approach closed only five, and the giving approach only three. The telling approach is more successful than the giving approach, but only because sellers using this approach are less likely to overwhelm the customer with additional information. Despite the intentions of giving more to boost credibility in the eyes of the customer, each time sellers bring more information to the table, with little guidance on how it fits or why it matters, they are actually making it harder for a customer to buy.

Sellers who take a telling approach, while they are likely known as subject matter experts and very confident in their own knowledge, fail to transfer this confidence to their customers. Their confidence seems to backfire, likely because customers want a second opinion to verify what the teller said. Or, perhaps they already have trustworthy information but it conflicts with what the expert is saying, and the expert doesn’t even know the customer has that information — they never asked. Given that three-quarters of sellers today don’t use a Sense Making approach with customers, it’s vital to start developing the right capabilities within the sales force to close the gap.

### The Sense Making Approach Is More Likely to Win High-Quality, Low-Regret Deals

<table>
<thead>
<tr>
<th>Seller Approach</th>
<th>Number of Deals</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Giving</td>
<td>3 out of 10</td>
<td>2019 Gartner Buyer Survey</td>
</tr>
<tr>
<td>Telling</td>
<td>5 out of 10</td>
<td>2019 Gartner Buyer Survey</td>
</tr>
<tr>
<td>Sense Making</td>
<td>8 out of 10</td>
<td>2019 Gartner Buyer Survey</td>
</tr>
</tbody>
</table>

n = 1,174 B2B buyers

Note: Seller approach was derived from 2019 Gartner Buyer Survey about seller behavior.

Eight out of 10 sense makers closed a high-quality deal.
Drive Sense Making

Key Attributes of a Sense Making Approach

**Connect to relevant resources**
Diagnose customers’ information needs and provide curated sources/tools, helping them feel that they know all the relevant information.

- Connect customers to information they are unlikely to encounter on their own.
- Default to data and evidence when interacting with customers (as opposed to stories and opinions).
- Admit knowledge limits, and connect to answer.

**Clarify information complexity**
Reduce complexity of the information environment by filtering and processing information for customers.

- Proactively provide information about issues customers are likely to face in buying process.
- Deliberate about sharing information not already made available to customer through company’s website.
- Help customers work through purchase decisions by sharing tools that enable buying.

**Collaborate in customer learning**
Help customers evaluate quality of information and arrive at their own understanding about difficult issues.

- Help customers identify questions they didn’t think to ask.
- When faced with difficult considerations, help customers arrive at their own understanding.
- Encourage customers to independently verify information provided by sellers.
Sense Making in Practice

Dealertrack

At Dealertrack, a division of Cox Automotive, the head of sales felt that sellers had a limited view into how customers were buying, making it hard for them to close deals. Sellers also faced competitive headwinds as customers were hearing conflicting information about the company in the marketplace. The head of sales realized it was imperative to make sense of the information they put in front of their customers — and reps.

Through a better understanding of customer behavior, collateral was developed to help sales reps engage customers. Reps were given a framework to clarify the buying journey for customers and included questions to ask to uncover ways to instill customer confidence at key points in the buying process. These confidence-verifying questions allowed the company to not just account for purchase progression but actually advance it more quickly and easily.

Citrix

Just as customers are overwhelmed with information, so are sellers. Citrix, a multinational IT company, helps simplify the seller’s role. The company’s sales reps struggled to navigate the company’s internal content library of several thousand sales enablement assets to find the right collateral to share with customers. To increase seller productivity and enhance the quality of customer interactions, sales enablement leaders at Citrix developed a sales enablement platform that uses a small number of customer attributes to recommend relevant content for a given customer as well as the most effective method for delivering it.
Conclusion

Sellers who adopt a Sense Making approach know how to engage customers with information the right way to build their confidence and reduce skepticism, leading to high-quality deals. They accomplish this during preparation and customer interactions by:

- Connecting customers to relevant resources
- Clarifying the complexity of information
- Collaborating in customer learning

To foster the Sense Making approach in your sales organization, implement these three steps:

1. Ensure your current talent management strategy reflects Sense Making behaviors.
   Determine the key competencies and skills of this approach and integrate them into your competency model as well as training and enablement initiatives for sellers.

2. Embed Sense Making tactics into deal review and coaching.
   Day-to-day interaction between sales managers and frontline sellers provides an excellent opportunity to develop a Sense Making information approach. Sales managers should be prepared to assist sellers in diagnosing customer information challenges and helping customers make sense of a high volume of information.

3. Attract and screen for sales candidates who take a Sense Making approach.
   Online job postings and descriptions are the first opportunity to attract or discourage promising candidates. Check that your hiring process — from job descriptions to hiring manager interview guides — prioritize Sense Making potential.
Actionable, objective insight

Explore these additional complimentary resources and tools for sales leaders:

- **Webinar**
  Close More Quality Deals With the Sense Making Sales Approach
  Learn how to adapt the sense-making selling strategy to your sales organization.
  [Watch Now]

- **Journal**
  The Chief Sales Officer Quarterly
  Stay ahead of emerging issues and trends impacting sales leaders.
  [Download Now]

- **Research**
  The Future of Sales
  Discover the top trends shaping the future of sales strategies, processes and resource allocations.
  [Learn More]

- **Tools**
  Sales Benchmarking and Diagnostics
  Identify the strengths/gaps to develop a course of action that achieves your sales goals.
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