Selling in Wartime: Why Your Team Isn’t Ready (and You Know It)

It is not about motivating them. It is about professionalizing them before the market crushes them.

The trade war is not a metaphor, it is the new normal.

While some still talk about “economic cycles,” others already understood you are operating in a wartime environment, even if no missiles are flying. Since the United States reactivated its strategy of tariffs and cross-blockades with China, India, and Mexico, global trade flows started to redraw — and this is not theory.

According to the Wall Street Journal, in its April 4, 2025 edition, “uncertainty in the North American export regime and new nearshoring policies are directly affecting the sales planning of more than 60 percent of companies in LATAM.”

And yet, many sales forces still act as if they were selling in 2019.

Why did your conversion rate collapse?

It was not the market, it was your sales model. The data tells you, but you do not want to see it:

- Leads that used to close in three weeks now take three months
- Decision-makers who are “still interested,” but never move
- Sales cycles that stretch for no reason
- Objections that are no longer about price: they are about trust and viability

And the problem is not that your product is bad, it is that your team keeps selling with arguments for a world that no longer exists.

What is sales effectiveness in a wartime context?

Sales effectiveness is no longer measured in closes, but in:

- Real advancement time at each stage of the cycle
- Clarity in handling new objections
- Ability to read your customer’s climate
- Rapid adaptation of narratives without losing focus on value

And that is not achieved with attitude, it is achieved with method, with roles, with tools, with judgment.

How are we seeing it in the field?

Real cases, in companies selling B2B solutions in sensitive industries (logistics, food, technology) are seeing:

- Reduced response from corporate clients
- Loss of key contacts to turnover
- Sales team frustration over not knowing how to move forward
- Abandoned opportunities for lack of method

And most concerning: managers still repeating the mantra of “go out and sell with more enthusiasm.” No, it is not about enthusiasm, it is about having an effectiveness system adapted to the new environment.

What does our Sales Effectiveness Diagnostic measure in times like these?

At Imppulsor, when we evaluate sales effectiveness we do not stay on the surface, we go to the heart of the system:

- Does your team know how to advance under ambiguity?
- Has the sales process been updated for the market’s new objections?

- Do you have effectiveness indicators beyond closes?
- Are you evaluating activity or impact?

Plus, we analyze 5 key dimensions that define effectiveness in times of crisis:

- Command of adaptive narrative
- Operational discipline with strategic intent
- Prioritization capacity in an uncertain pipeline
- Recovery time after rejections or pauses
- Team learning speed

The invisible cost of not adapting

Every day your team keeps operating with its old talk track, you lose time and reputation. Not because of what they say, but because of what they do not know how to ask. Today’s trade war is not solved with discounts, it is confronted with sales intelligence, and that cannot be improvised.

What are effective teams doing today?

- They are in radar mode: they pick up micro-signals from customers
- They make decisions based on effectiveness maps, not moods
- They know when to persist and when to reframe
- They use diagnostics to understand which part of the system is failing

And, above all: they deploy resources with surgical precision.

The trade war is not the problem, the problem is not having a team prepared to sell in it. Our Sales Effectiveness Diagnostic reveals where in the process you are losing momentum, energy, and judgment. If your team is busy but not effective, it is time to intervene with intelligence.

Get the diagnostic →

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