

RAIN Group Center for Sales Research

Top-Performing Sales Organization

Summary Highlights Supplement





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While much has been published on what sellers do to achieve top performance, there's relatively little on what separates top-performing sales organizations from the rest.

Demographics

We studied responses from **472** participants across 26 industries (Professional/Business Services, Financial, Technology, and others) with the following demographics:



Roles

- **80%** management and leadership
- **20%** sellers



Geography

- **57%** Americas
- **28%** EMEA
- **15%** APAC



Revenue

- **13%** less than \$10M
- **24%** \$10M to \$50M
- **38%** from \$50M to \$1B
- **27%** from \$1B or more



We categorized respondents into 3 groups: Elite Performers representing 7% of respondents, Top Performers (which included the Elite Performers) representing 20% of respondents, and The Rest, representing the remaining 80%.

	Elite Performers top 7% of respondents	Top Performers top 20% of respondents	The Rest
Average proposal win rate	50% or greater	40% or greater	Those who didn't meet the Elite or Top Performer criteria
Annual revenue and profitability	Increase year-to-year	N/A	
Organization annual sales goal	Met	Same as Elite	
Organization annual sales goal	Challenging (Strongly Agree/Agree/Neutral)	Same as Elite	
Pricing strategy	Maximum prices in line with the value provided (Strongly Agree/Agree)	Maximum prices in line with the value provided (Strongly Agree/Agree/Neutral)	

We studied participants across the categories on the Sales Performance WheelSM based on where they scored on a 5-point scale following RAIN Group's Sales Organization Maturity Model.



Sales Organization Maturity Model

1. Ad Hoc
2. Emerging
3. Defined
4. Managed
5. World-Class

The Win Rate Difference



Across all respondents, the win rate for proposed business was 47%. The extent of the difference in win rates across the three categories were surprisingly large, with the Elite at 73%, Top Performers at 62%, and The Rest coming in at 40%.

Figure 1. Overall average win / loss rates for all respondents

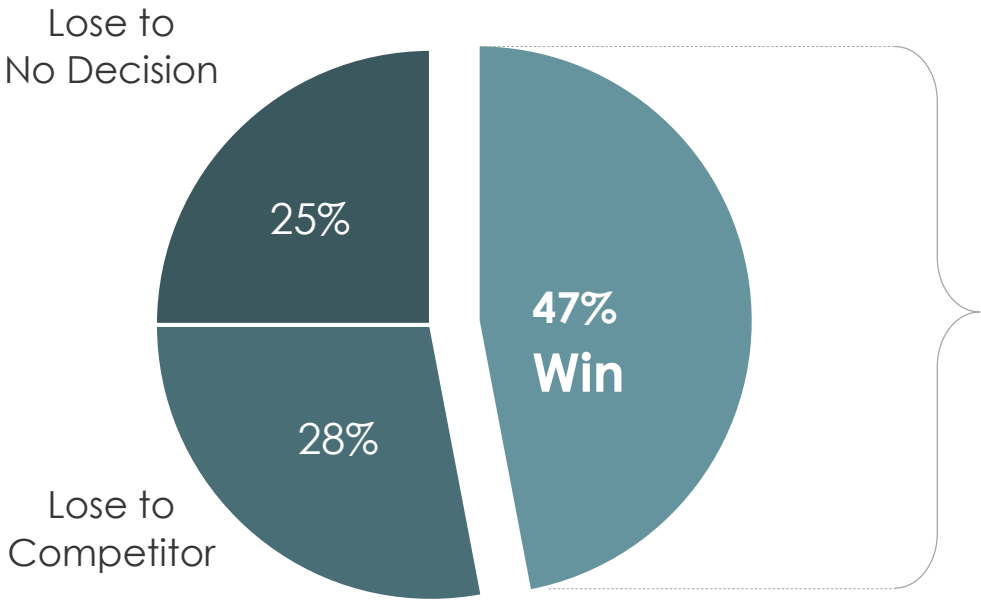
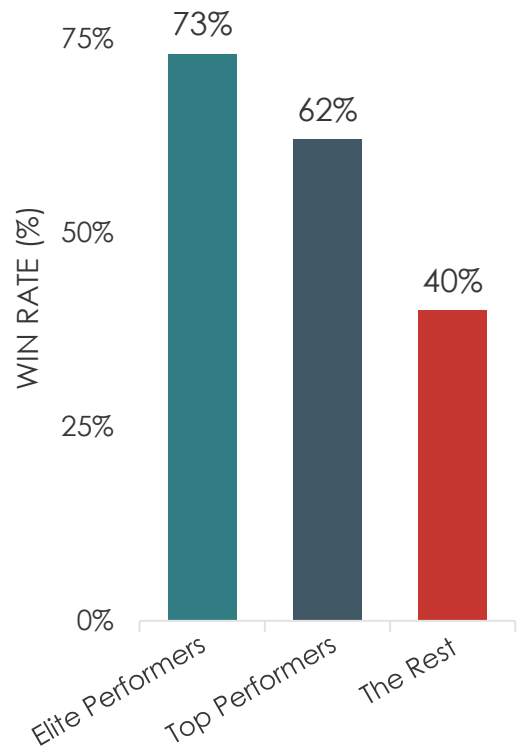


Figure 2. Average win rates for Elite Performers, Top Performers, and The Rest





It wasn't just from the Top Performers that we saw major differences in win rates. Here's what stood out to us when analyzing win rates through different lenses.

Figure 3. Win rates when organizations met their sales goal...



Figure 4. Win rates when organizations focus on value...



Figure 5. Win rates when organizations have more mature sales processes...

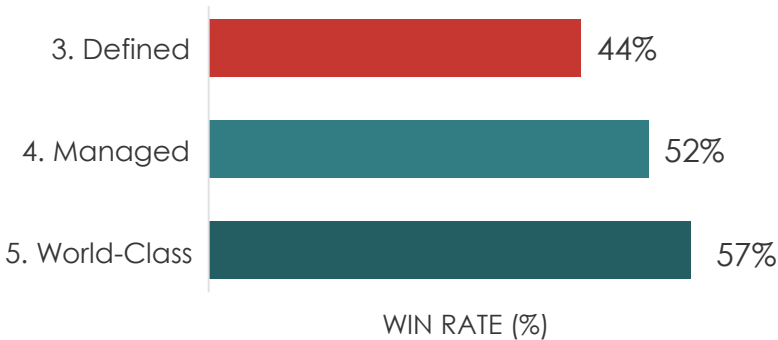


Figure 6. Win rates when organizations have stronger investment in sales training...



Pricing and Sales Process



If the company sets a guideline like pricing—an area which is critical for company success—and sellers don't bother following it, it can have a deleterious effect on both revenue and margin.

Figure 7. We capture maximum prices in line with the value we provide

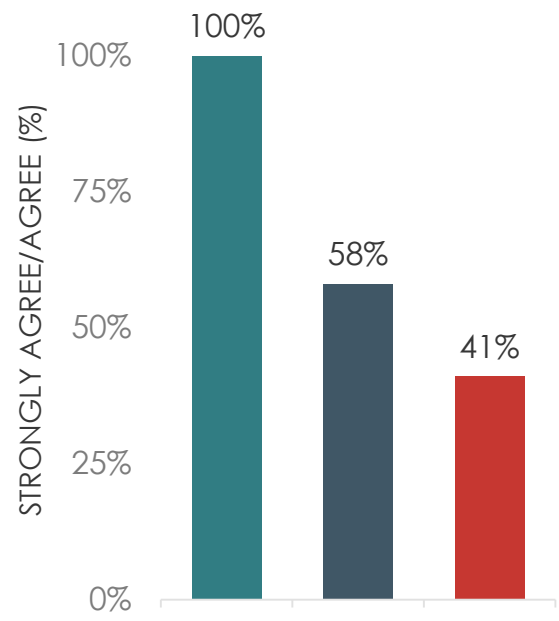
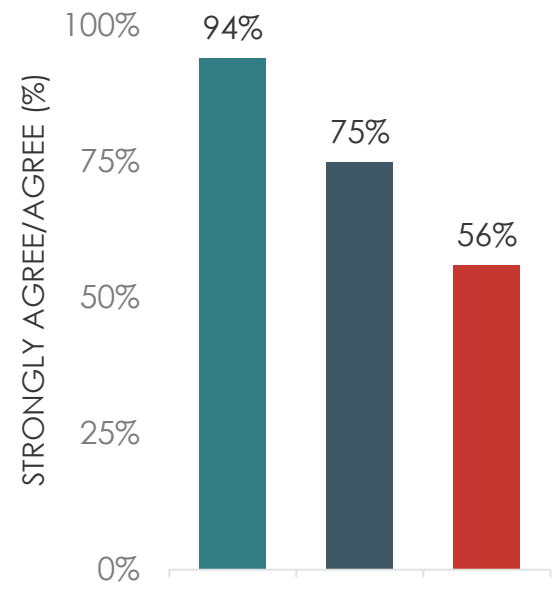


Figure 8. Our sellers adhere to established pricing guidelines



■ Elite Performers ■ Top Performers ■ The Rest



Organizations with more mature and more customer-focused sales processes achieve stronger results.

Figure 9. Win Rates by sales process maturity

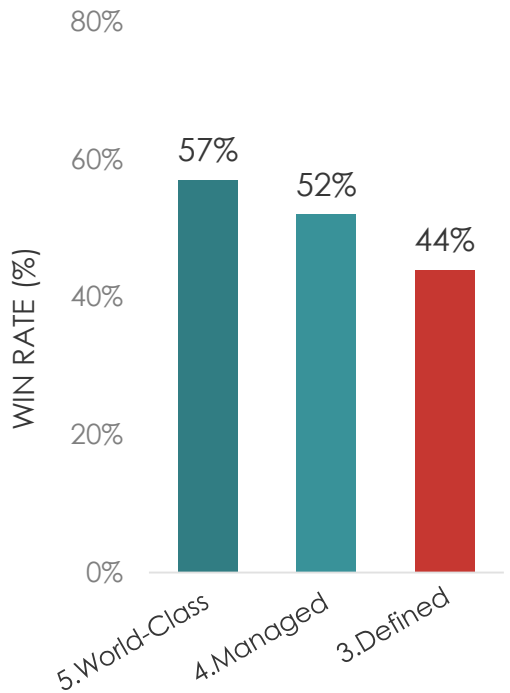


Figure 10. Sales process is customer-focused and maps buying processes

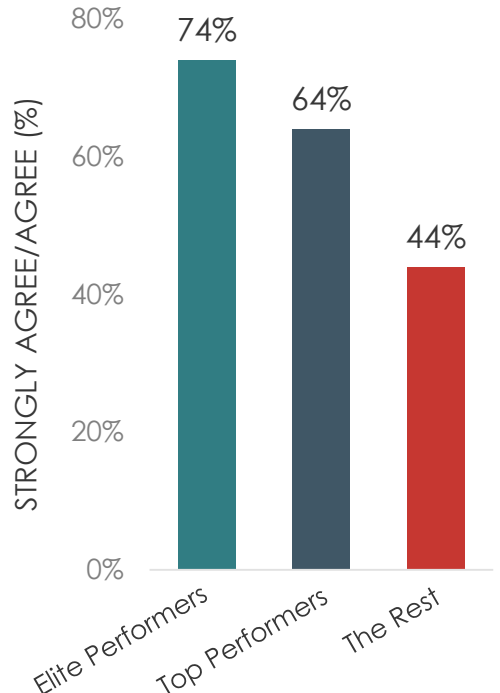
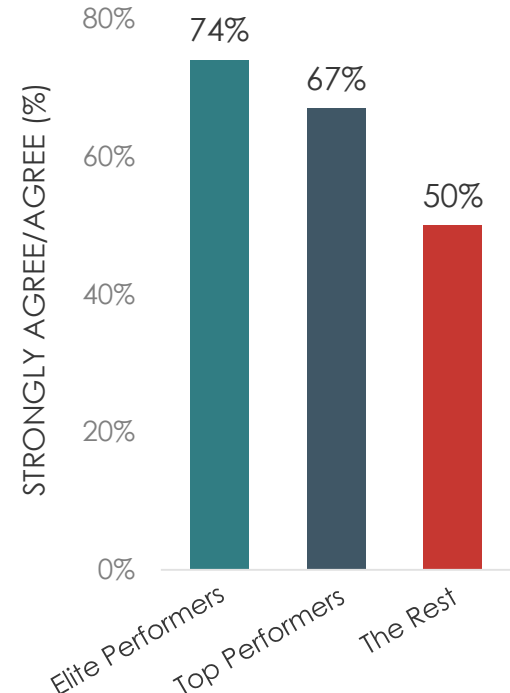


Figure 11. Sales process is flexible to apply to buyers' various roles & situations



Sales Management, Training, and Motivation



Organizations are more likely to be Elite or Top Performers when sales managers inspire the best performance from their sellers.

Sales managers...

Figure 12. ...get maximum performance from sellers

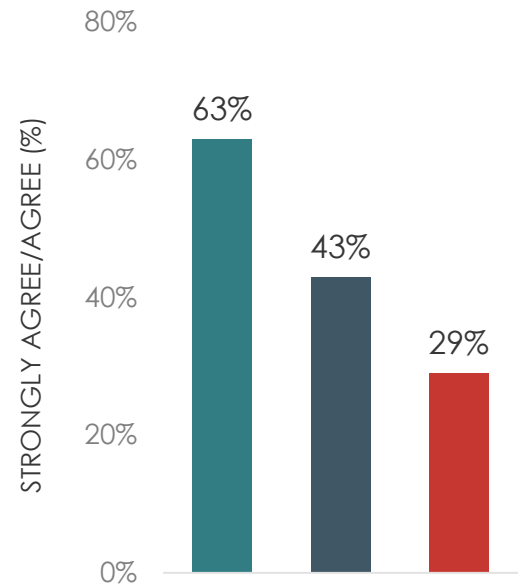


Figure 13. ...create and sustain maximum energy from sellers

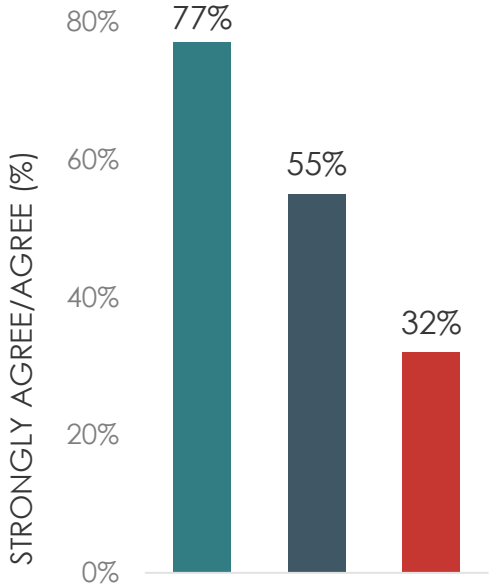
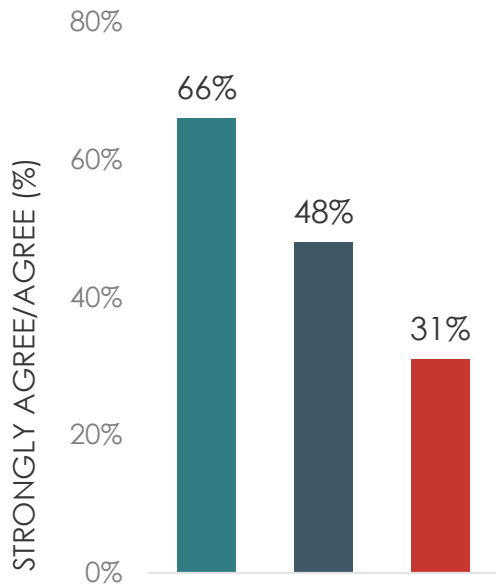


Figure 14. ...have the necessary skills to manage and coach sellers

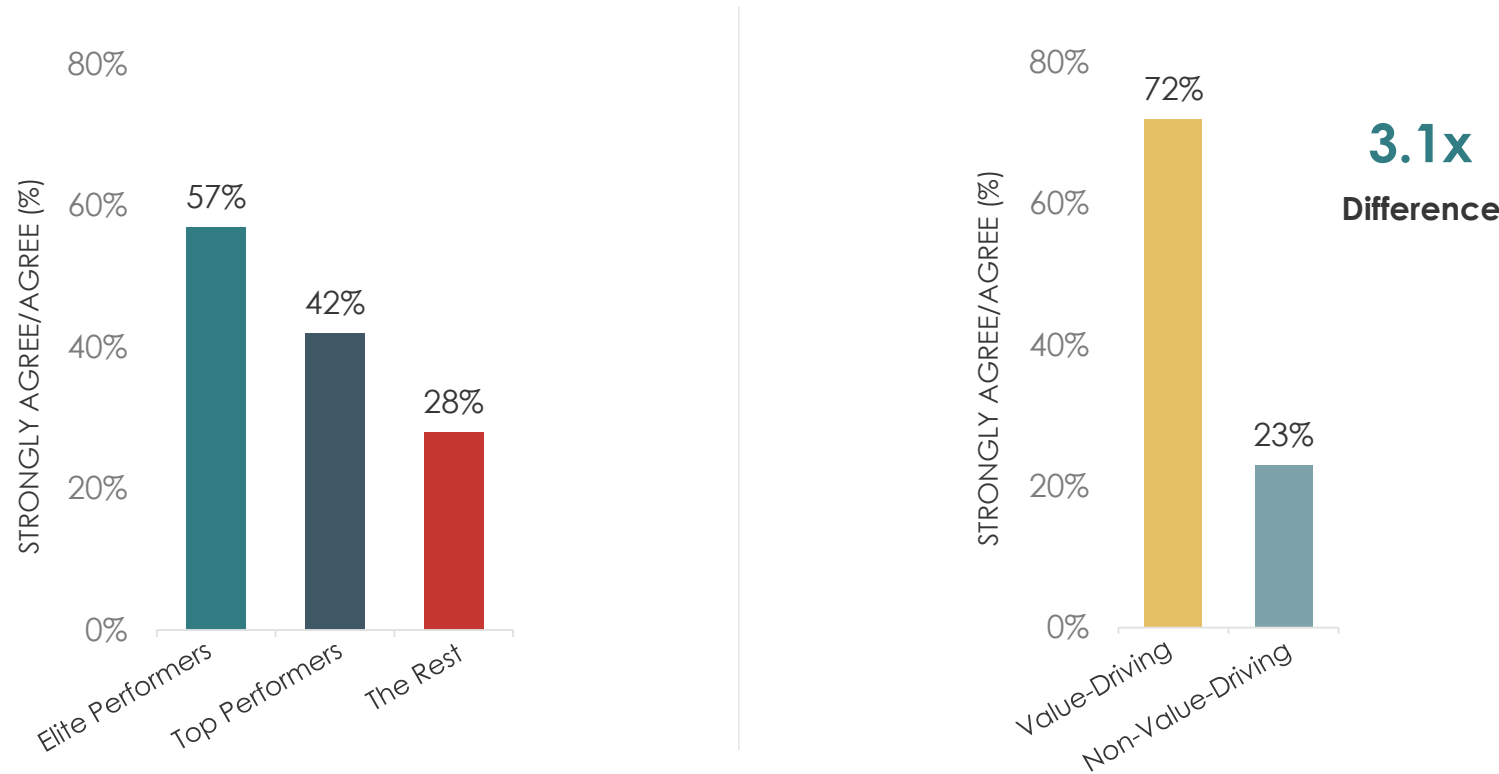


■ Elite Performers ■ Top Performers ■ The Rest



When looking at management priorities, both Value-Driving and Top-Performing organizations prioritized coaching activities.

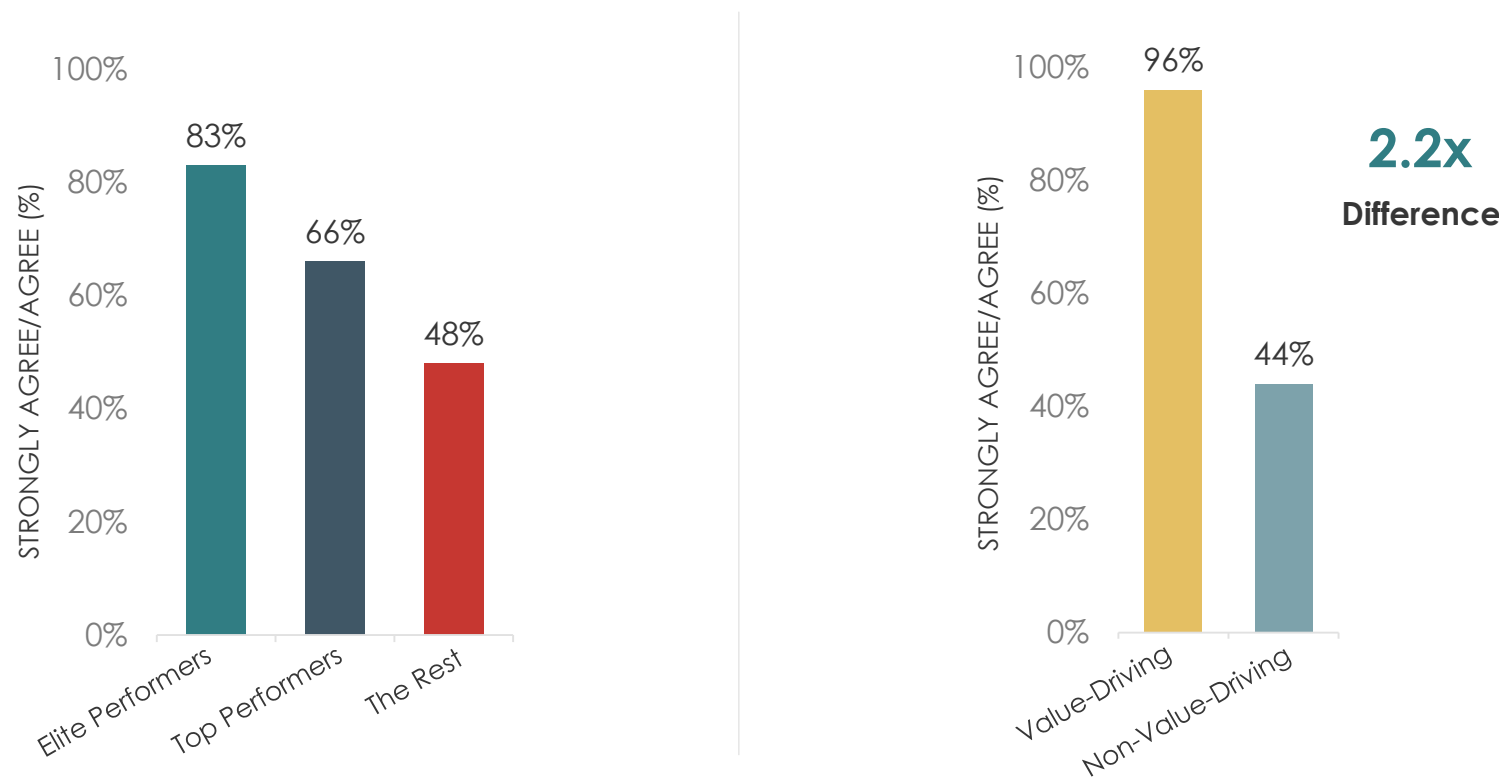
Figure 15. Management prioritizes and actively works to maximize the time managers spend coaching their teams versus other activities





Elite and Top Performer groups had more supportive, positive cultures and attitudes toward selling. Value-Driving organizations were overwhelmingly supportive of selling.

Figure 16. Culture drives and support sellers' motivation to succeed



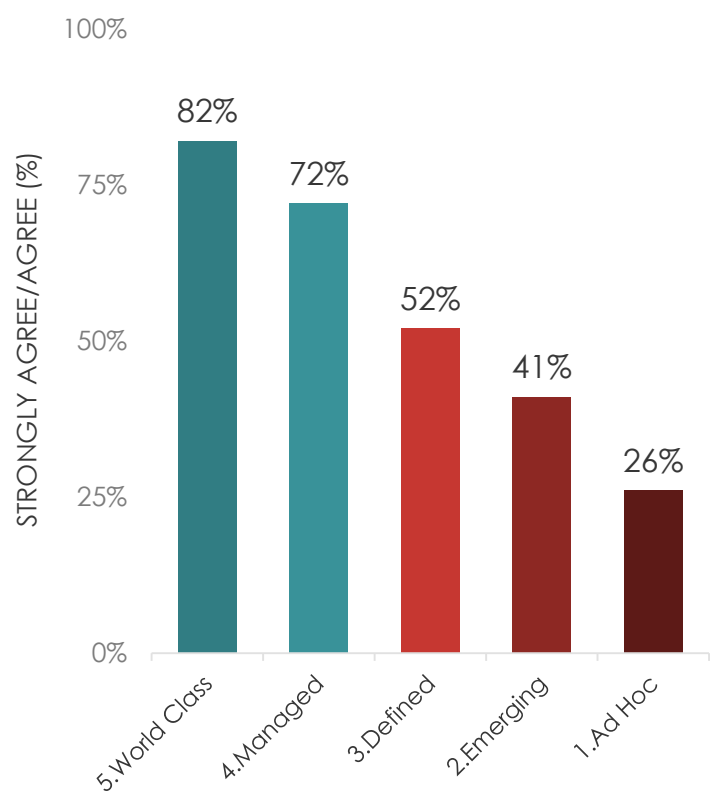


Surprisingly, there was a very strong correlation between **sales training** and **motivation** of selling teams.

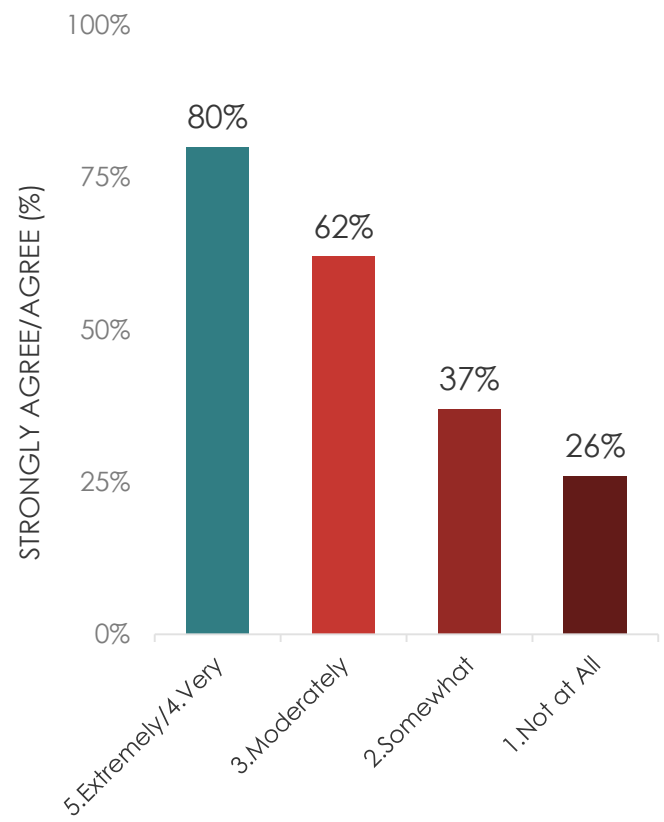


Sales training maturity and effectiveness correlated strongly with sellers' motivation to succeed.

Figure 17. Culture drives and support sellers' motivation to succeed



Sales Training Maturity



Sales Training Effectiveness



Only about half of the **Elite Performer** group was willing to agree that they had effective training in each of the areas we inquired about. The **Top Performer** group agreed only between 25% and 41% of the time. The Rest agreed infrequently.



Do you have effective training for: prospecting, driving opportunity wins, growing accounts, managing sales...

46 - 54%

Elite Performers

STRONGLY AGREED/AGREED

25 - 41%

Top Performers

STRONGLY AGREED/AGREED

13 - 21%

Of The Rest

STRONGLY AGREED/AGREED



Global sales training and consulting company since 2002

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Unleash Your Sales Potential



AREAS OF FOCUS

- Sales performance consulting: analysis, strategy, enablement, process, messaging, and team assessment
- Skill and knowledge training across sales topics
- Sales management and coaching training
- Strategic account management training and consulting
- Direct sales coaching and coach the coach



COMMITMENTS

- World-class method and programs
- Excellence in consulting and training processes, technology and delivery
- Thought leadership, research, and publishing
- Client focus: programs and partnership must work *for you*
- Values-driven organization



CORE INDUSTRIES

- Banking, Financial Services, and Insurance
- Healthcare and Pharmaceutical
- Hospitality
- Industrial and Manufacturing
- Other Complex B2B Sales
- Professional and Business Services
- Technology and Telecommunications



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