



DATA-DRIVEN SALES STRATEGIES: PRECISE EXECUTION FOR COMPETITIVE ADVANTAGE



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INTRODUCTION

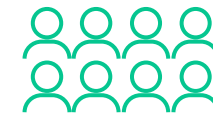
RECENT DATA FROM KORN FERRY STUDIES IS SHOWING THE MAJORITY OF SALES STRATEGIES USED IN TODAY'S MARKET ARE NO LONGER WORKING:

6% ↓

REVENUE ATTAINMENT HAS DECREASED BY APPROXIMATELY 6% SINCE 2019

5% ↓

WIN RATES HAVE DROPPED BY APPROXIMATELY 5% IN THE PAST 3 YEARS



THE DECISION-MAKING PROCESS NOW INVOLVES MORE STAKEHOLDERS (AVERAGE OF 6-8)



SALES CYCLES ARE NOW LONGER - AN INCREASE BETWEEN TWO AND SIX MONTHS



SALES ARE MORE LIKELY TO FALL THROUGH DUE TO 'BUYER PARALYSIS' - FEAR OF MAKING THE WRONG DECISION



“SELLING
NEEDS TO BE
APPROACHED
DIFFERENTLY,
AND THAT
DEMANDS NEW
SKILLS FROM
THE SELLER.”

Great salespeople will always be worth their weight in gold... But these numbers show that selling needs to be approached differently, and that demands new skills from the seller. It means the art of selling needs to be supported by the science, so sellers can refine their selling according to data evidence that takes them in the right direction and identifies the right opportunities.

In this eBook, we'll look at how a data-driven and AI-enhanced approach to sales can meet the challenges of selling in today's business world.

Find out how data can give your sellers a genuine competitive advantage with real-time insights – unachievable until recently – for superior decision-making potential. See how it can keep your entire sales team synchronized with a common language and working to a strong methodology that helps them efficiently overcome the challenges and insecurities of selling today.

This is what we call 'precise execution'.

WHAT DOES A MORE PRECISE EXECUTION OF YOUR SALES STRATEGY LOOK LIKE?

Precise execution is the blending of the art and the science of selling - human intelligence combined with artificial intelligence - for a sales approach that draws from evidence-backed insights.

A MORE PRECISE EXECUTION OF YOUR SALES STRATEGY MEANS:

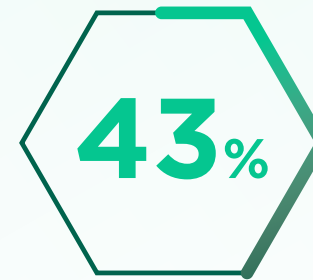


WHY SELLING NOW DEMANDS MORE PRECISION

A 2024 Korn Ferry Sales Maturity Survey spoke with 280 global sales organizations about the sales strategies and tactics they used to set themselves apart from their rivals. Among the top challenges identified, **25% said they lacked disciplined use of data within their organization.** But even more pinpointed inefficiencies in their organization (26%), lack of differentiation vs competitors (27%), an inability to generate enough qualified leads (31%) and talent gaps within their sales and management teams (43%).

What they might not have realized is this: the way they use a precise, data-driven approach could be the determining factor behind most of their sales challenges.

TOP SALES CHALLENGES FOR NEXT 12 MONTHS



TALENT GAPS WITHIN
OUR SALES AND
MANAGEMENT TEAMS



INABILITY TO
GENERATE ENOUGH
QUALIFIED LEADS



LACK OF
DIFFERENTIATION
VS. COMPETITORS



INEFFICIENCIES IN OUR
ORGANIZATION



LACK OF DISCIPLINED
USE OF DATA WITHIN
ORGANIZATION

WITH A PRECISE, DATA-DRIVEN
APPROACH TO SALES,
YOU CAN ACHIEVE:



We've seen the effectiveness of sales-enriched data in action, having developed elite sellers for many different clients in many different instances:

HOW WE HELP DRIVE SALES EFFECTIVENESS

+75,000

SELLERS AND SALES LEADERS
TRAINED EVERY YEAR

+3M

OPPORTUNITIES BEING MANAGED
THROUGH KORN FERRY SELL

21%

INCREASE IN WIN RATES ACROSS
KORN FERRY SELL USERS

WHAT IS KORN FERRY SELL?

**IT'S THE METHODOLOGY
WITHIN THE TECHNOLOGY**



KORN FERRY'S KEYS TO PRECISE EXECUTION

THE 3 KEYS TO PRECISE EXECUTION

We've grouped the different skills and elements needed to achieve precise execution under three key areas:

1 | SALES METHODOLOGY

2 | SALES TRAINING & COACHING

3 | SALES TECHNOLOGY

When you have the details of these focus areas optimized and working well, you have everything your sales team needs to sell with increased precision. This enables sellers to meet and exceed their sales quotas regardless of what's happening in any given sales climate. But it not only positively affects those at the heart of selling; it also builds reassurance and trust in sales processes with your management and leaders.

At Korn Ferry, we support organizational transformation by helping embed change into your company culture. This is a defining quality of our offering that ensures any transformation then becomes business-as-usual.

Let's now look at the three key areas closer, so you can see how each contributes to the bigger picture.



| 1 | SALES METHODOLOGY

A sales methodology is needed to underpin any sales strategy so selling can be 'anchored' in uniformity and procedure. This ensures your sellers are all speaking the same language, and any data in and out of the system is based on like-for-like comparison i.e. comparing 'apples with apples' rather than 'apples with oranges'.

Miller Heiman Group's 40+ years of proven methodology and skills training are the bedrock of successful organizations around the world. With Miller Heiman under the Korn Ferry umbrella, we offer a structured

framework that guides your team through every phase of the sales cycle. Let's take a journey through the sales cycle, defining each step and seeing how sales methodology is critical to success.

OPPORTUNITY MANAGEMENT

Perspective selling for winning complex deals in a scalable, insights-driven way, and developing strategies that enable you get more deals faster. This includes:

DEVELOPING PURSUIT STRATEGIES

Providing perspective that earns the right to engage buyers earlier and more often.

Conducting analysis to identify buying influences and preferences that affect deal outcomes.

Developing action plans that map out next steps on opportunities.

COACHING WINNING BEHAVIORS

Focusing and prioritizing efforts on the 'right' opportunities.

Coaching teams more effectively based on consistent information that results in better actions

Gaining clarity into the sales pipeline so it can be managed more efficiently and accurately.

Drawing from technology (Korn Ferry Sell) for actionable data on the correlation of seller behavior to win rates.

CLOSING DEALS CONSISTENTLY

Improving win rates with shorter sales cycles (win fast, lose fast).

Differentiating your solution based on customer need rather than price.

Achieving predictable quarterly revenue to avoid the 'rollercoaster' pattern of sales.

Building stronger relationships with more developed solutions and better buying behaviors.

CUSTOMER INTERACTION

Perspective selling through careful assessment of buyer needs and avoiding misalignment between what customers want and what you're presenting. This includes:

DEVELOPING BETTER ENGAGEMENTS

By understanding the customer's perspective and overcoming objectives with a structured response.

GAINING STRONGER ENGAGEMENTS

By moving deals forward by securing action commitments and aligning buyer needs within your objectives.

MASTERING MEETING TECHNIQUES

By clearly differentiating your solution by asking the right questions and effectively allocating resources to advance opportunities at speed.

BEING BACKED BY THE RIGHT TECHNOLOGY

By using Korn Ferry Sell to win more, prepare better and increase client engagement.

ACCOUNT RELATIONSHIP PLANNING

The creation of strategic plans and long-term roadmaps for your most important accounts, so you can deliver multi-year, mutually beneficial account growth. This includes:

CLEARLY ORGANIZING ACCOUNTS

Identifying and segmenting your large accounts into easy-to-manage divisions that align your internal strengths with your customers' needs.

SOLIDIFYING CUSTOMER RELATIONSHIPS

Developing strong relationships with key players in your important accounts through training for reach, retention, and growth.

PROTECTING YOUR ACCOUNTS

Shielding your important accounts from competitor threats and communication breakdowns with our guides and tools.

CREATING MUTUAL VALUE

Developing a shared vision for the future with your important accounts to consolidate your relationship with them moving forward.

CASE STUDY: GLOBAL INSURANCE LEADER

HOW A NEW SALES METHODOLOGY ACCELERATED INDIRECT SALES

After five years of flat sales, the national accounts team at a global insurer was being outpaced by the competition. They needed to recapture market share.

THE CHALLENGE

Reluctance to respond to declining market share because there was no incentive to change, a narrow view of sales success and limited buyer contact.

THE SOLUTION

New leadership at the company gradually introduced our formal sales methodology, starting with small focus groups and building a cultural adoption plan, bridging selling gaps.

THE RESULTS

An appetite for sales transformation convinced leaders to introduce additional tools like a funnel scorecard. This helped them focus on another dimension of selection - winnability.

THE RETURN ON INVESTMENT

INCREASED WIN RATES BY

52.1%

CLOSED MORE DEALS:

84%

OF SELLERS REPORTED THAT
ADOPTING SALES METHODOLOGY
HELPED THEM CLOSE DEALS

EARNED AN

849%

RETURN ON INVESTMENT

WANT
MORE DETAIL?

**READ THE FULL
CASE STUDY**



|2| SALES TRAINING & COACHING

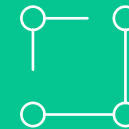
Sales training should focus on the 'how to do it' (the skills) and the 'what to do' (the methodologies) to sell – although world-class selling is neither one nor the other; it needs the combination of both skills and methodologies to be working in perfect harmony:



SKILLS

How to do it

- Asking impactful questions
 - Understanding needs
 - Differentiating from competitors
 - Adding perspective/ value/insights
 - Getting buyer commitment
-



METHODOLOGY

What to do

- Opportunity strategies
 - Moving opportunities through the funnel
 - Planning client interactions
 - Solution development
 - Protecting & growing existing accounts
 - Structured process to influence buying behavior
-

TRAINING SELLERS VS. TRAINING SALES MANAGERS

Sales training programs need to teach sales and sales leadership skills to create a repeatable selling behavior for greater success.

EFFECTIVE TRAINING SHOULD HELP **SELLERS** TO:

- Manage sales opportunities better
- Create impactful client interactions
- Protect and grow accounts
- Win complex sales deals with common sales language
- Reach high-level decision makers
- Win intricate negotiations
- Identify defining moments to create loyal customers

EFFECTIVE TRAINING SHOULD BENEFIT **SALES MANAGERS** WITH:

- Reduced guesswork
- Increased efficiency in the team
- Strategies and framework to use in coaching

- Improved sales forecasting
- Continuous learning and improvement
- Enhanced leadership capabilities
- Data for identifying areas for improvement

Coaching is the natural progression of training and the way to ensure the skills and behavioral change generated through training sticks. Effective coaching should:

- Create tangible business impact that is visible in your pipeline and bottomline
- Leverage and scale to help all team members perform better
- Create consistency for identifying and repeating leading practices
- Increase ROI from your investment in sales tools, training, and processes

FOLLOWING A DYNAMIC COACHING PROCESS PAYS OFF. SALES ORGANIZATIONS AT THE HIGHEST LEVEL OF COACHING MATURITY ENJOY:

+14%

Quota attainment

+15%

Win rates

-18%

Voluntary turnover



| 3 | SALES TECHNOLOGY

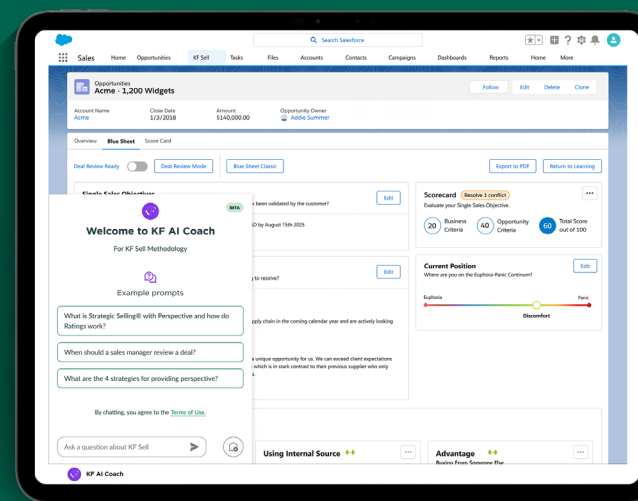
Mammoth advances in technology are now catapulting the existing sales tech stack into a whole new realm of viability. Notable enhancements include the meaningful incorporation of the CRM, which boosts adoption and productivity as well as reinforcing your sales methodology and improving forecasting. Provide your sellers with a genuinely useful tech tool they enjoy using, and they will use it.

Your CRM might be a bone of contention in your organization, for no fault of its own. Siloed processes and ad hoc usage can lead to your CRM falling short of its intended role as the source of truth for your sales team and achieving its intended ROI.

Korn Ferry's own sales software and account management solution, Korn Ferry Sell, overcomes the CRM-divide through powerful integration, embedding methodology at the point of work and supercharging the capabilities of your CRM by bridging information and functionality gaps.

Korn Ferry Sell is native to both Salesforce and Microsoft Dynamics. As sellers use the tools, data is captured directly into the CRM, which can then be utilized to drive actions

that will lead to success. It also enables sales managers to provide real-time coaching and give their teams access to learning and development content on-demand.



FIND OUT HOW KORN FERRY SELL CAN WORK FOR YOU.

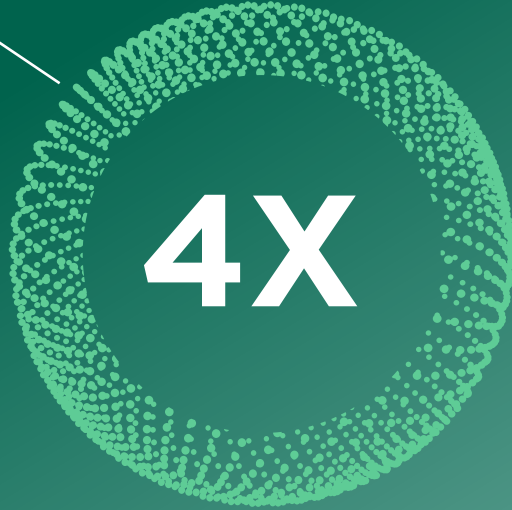
TALK TO US TODAY

CRM ADOPTION + METHODOLOGY

Sales organizations who report a >75% adoption rate of their CRM by sellers see a modest +4% gain in win rates.

When a dynamic methodology is added to CRM adoption, however, the win rate increase skyrockets to +16%, a fourfold increase.

WIN RATES WHEN
COMBINING CRM ADOPTION
WITH METHODOLOGY



4X

METHODOLOGY + TECHNOLOGY = KORN FERRY SELL



As a proprietary platform, Korn Ferry Sell uses predictive modeling within Salesforce and other CRMs to predict outcomes, gain insights, get action prompt, and improve success rates effortlessly.



Use Korn Ferry Sell to seamlessly integrate sales methodology into opportunities for productive interactions and a confident, data-driven approach to closing deals.



Provide real-time training and actionable insights for assisting managers, as well as micro-learning content, recommended actions, and full digital courses for developing elite sellers.

LEARN MORE ABOUT
KORN FERRY SELL

TALK TO US TODAY

CASE STUDY: FINANCIAL ADVISORY

17,300 EMPLOYEES | 30M INVESTORS |
LOW-COST SERVICES

For years, one of the world's largest investment companies won based on being a low-cost provider, but competitors started catching up. the company lacked a consistent, competent approach and continued to lose market share.

THE CHALLENGE

Formalize an ad hoc sales process and enable effective selling in an increasingly commoditized market.

THE SOLUTION

We helped the company improve sales effectiveness with formal sales methodologies and advanced selling skills. Including enablement, deployment and reinforcement.

THE RESULTS

To date, the company has used our sales methodologies on thousands of opportunities. As a result of our sales transformation efforts, the company early on increased its assets under management to \$2 billion -and its sales performance has only continued to improve.

THE RETURN ON INVESTMENT

A REPEATABLE, SCALABLE
FRAMEWORK FOR **SALES SUCCESS**

**A FORMALIZED PROCESS AND
UNIVERSAL LANGUAGE** THAT
GUIDES EVERY SALES ACTIVITY

**A CLEAR ROI ON INVESTMENT IN
OUR SERVICES** BASED ON GAINS IN
WON OPPORTUNITIES AND ASSETS
UNDER MANAGEMENT

AN INCREASE IN ASSETS UNDER
MANAGEMENT TO A TOTAL OF
\$2 BILLION

WANT MORE DETAIL?

**READ THE FULL
CASE STUDY**

CONCLUSION

Precise execution is the blending of the art and the science of selling – human intelligence combined with artificial intelligence – for a sales approach that draws from evidence-backed insights.

Given Korn Ferry's own experiences – developed from years of close partnerships with the highest-performing brands and organizations globally – we believe that with sales methodology, sales training and coaching, and the right sales technology, you have everything your sales team needs to sell with increased precision.

AND REMEMBER...

Be clear about **what success means** to your organization. For example, is it profit, revenue, or market share? Measure your skills and performance then use this data to find your definition of success.

Provide your sales team with the **tools and methodologies** needed to differentiate your business from the competition and replicate what top performers do.

Use **data and artificial intelligence (AI)** to provide your team with the right insights, coach in-the-moment, identify roadblocks, and help every seller stay on top of their deals.



TALK WITH THE KORN FERRY TEAM TODAY ABOUT DRIVING **SALES EFFECTIVENESS**

GET IN TOUCH

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

**Business advisors.
Career makers.**