



RESEARCH INSTITUTE
MILLER HEIMAN®

2013 MILLER HEIMAN SALES BEST PRACTICES STUDY EXECUTIVE SUMMARY

The Growing Gap Between Good and Great



World-class sprinters know that tail winds above 2.0 meters per second disqualify their time because of the push it provides to their performance. The global economy acts like a tail wind on the sales organization, artificially pushing, or as a headwind dragging sales performance as it moves through its natural business cycles. Since the “Great Recession of 2008,” the economy has seen 14 consecutive quarters of no- to low-economic growth. The subsequent “Great Recovery” never materialized, resulting in, statistically, the worst recovery ever.

In this flat economy, our research demonstrates that the gap between good and great has grown. In the absence of a strong economic rebound that historically fueled most recoveries, the flat economy, isolated from economic “winds,” provides a level playing field where World-Class Sales Organizations are able to distance themselves from the good ones and separate them from the rest of the pack.

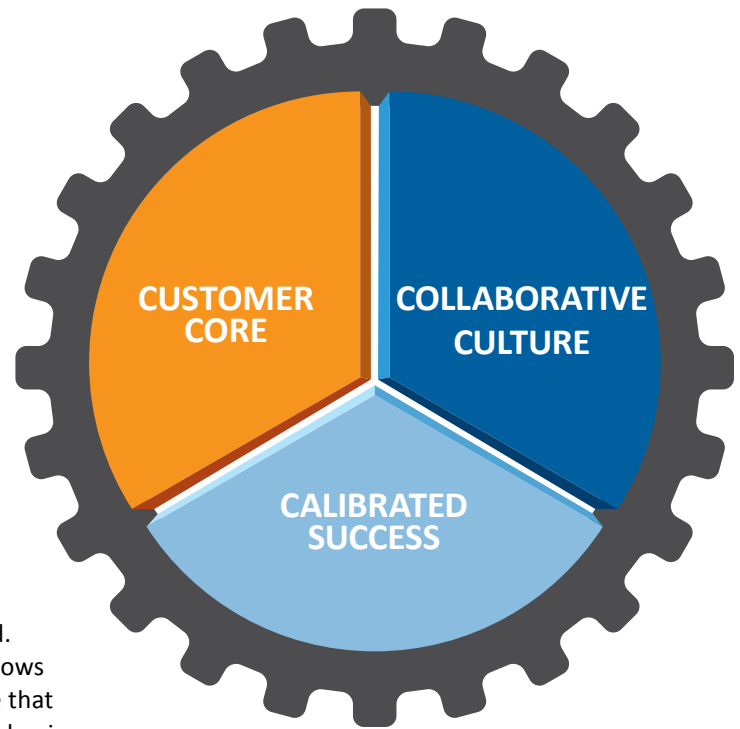
The complexity of business-to-business (B2B) sales is greater today than ever before. B2B sales cycles and organizations are complicated. Moreover, buying has never been more challenging. Our research shows more people are involved in a more formal buying process. Combine that with the smog of misinformation available in the public domain, and buying becomes even more complex. Without an expanding economy to aid performance or a declining market to justify poor results, sales organizations are required to stand, be measured and sell on their own.

For the past two years, our analysis revealed an exclusive segment of study respondents, about 6 percent of the total population, were outperforming the rest of the study population by an average of 20 percent in key sales performance metrics. This segment was designated as World Class. The overall percentage of respondents that met World-Class criteria in this year’s study decreased to 4.9 percent, while widening the gap to a 25 percent difference in the key metrics. This means the majority of complex sales organizations are falling further behind World-Class Sales Organizations as the gap between good and great grows.

The *Miller Heiman Sales Best Practices Study*, now in its 10th year, captures and measures the behaviors, attributes and performance of World-Class Sales Organizations. This Study provides the foundation for our ability to benchmark organizations against World-Class Sales Organizations and other data segments including industries, geographies, or sales roles.

The analysis identified three defining attributes of World-Class Sales Organizations. It was small improvements by World-Class combined with the decay of “All “ respondents that expanded the gap allowing World-Class Sales Organizations to separate themselves even further from the pack of good sales organizations they compete with every day in their respective markets.

- **Customer Core:** World-Class Sales Organizations focus on their customers
- **Collaborative Culture:** World-Class Sales Organizations work together
- **Calibrated Success:** World-Class Sales Organizations know why they are successful



Customer Core

Champions succeed because winning is at the core of their motivation. World-Class Sales Organizations have the customer at the core of everything they do and align their organizations to effectively manage customers. Relationships matter. Getting closer to customers, becoming connected to their strategic issues and recognizing that each customer is unique are defining behaviors of World-Class Sales Organizations. These organizations have developed and deployed customer management processes that allow the entire sales force to consistently identify and manage opportunities as well as manage the relationships behind the opportunity. They are aligned with their marketing team in terms of what customers want, which prospects to target, and the value propositions that resonate with customers. They have a well-developed common customer language that drives precision in discussions and fosters collaboration and action. As revealed in the study, they understand their customers' issues before they present a solution and they always review the results with the customer long after the sale.

World-Class Sales Organizations know why their customers buy from them. In complex buy-sell decision making, every customer makes every decision differently - every time. World-Class Sales Organizations are able to clearly understand and help bring clarity to the customer's concept and then incorporate this into their account planning practices. This is one attribute of world-class sales behavior where we see the gap expanding between good and great.



Collaborative Culture

Just as championship teams require teamwork to win, World-Class Sales Organizations distinguish themselves through collaboration. In a reflection of today's complexity, salespeople are dependent on their managers, subject matter experts and other specialized resources to augment the knowledge, skills and competencies that they need to connect with the multiple Buying Influences involved in the decision process. World-Class Sales Organizations are able to apply the right resources to the right deals and sales managers are valued by helping advance deals through coaching and strategizing. They interact using common terms and strategic frameworks. World-Class Sales Organizations have identified what makes their top performers successful and are able to share that with the sales team.

Collaboration is an enterprise theme for many. Cross-functional resources from multiple functions are able to quickly swarm to an opportunity or customer situation utilizing an established customer management approach and language. A collaborative culture captures and shares customer experiences, competitive intelligence and market insight with its community. Collaboration is more than being a team player; it requires active participation in a "give to get" social sales community. Collaboration is defining attribute of World-Class Sales Organizations.



Calibrated Success

World-class runners know the times and lap splits they need to beat in order to set the record. World-Class Sales Organizations are able to measure and calibrate the behaviors and activities from their salespeople that drive the results they need. They have aligned their compensation plans with corporate objectives. They have established specific account classification criteria to better allocate sales resources. They know how much time is spent with clients, and they seek to remove obstacles that prevent more client interaction. Moreover, they can trust the data they see in their reporting systems because they know sales behaviors and activities are consistent with their prescribed methodology. World-Class Sales Organizations recognize that behaviors can be managed and improved, results are simply the output of behaviors.

World-Class Sales Organizations are calibrated to succeed. Sales performance management is a strategy to measure, predict and influence sales performance. Continuous improvement requires an organization to establish benchmark data as a foundation for comparison and decision-making. Benchmarks identify the strategic issues facing the sales organization, allow the sales organization to measure improvement and enable sales leaders to understand how their sales organizations can take precise steps toward becoming world class. Fact-based strategic analysis is a required attribute for World-Class Sales Organizations.



Not to be ignored in this equation is the underlying effect technology has in each of the attributes. Customer Relationship Management (CRM) systems integrate customer data from multiple internal systems presenting a composite view of the customer. Knowledge management and collaboration applications store content, collateral and other knowledge assets. Sales Force Automation (SFA) systems enable the salesperson to manage, track and report on their activities within their accounts, contacts and opportunities. In each study question relating to the positive impact on performance or productivity of technology, World-Class Sales Organizations out-performed All by a significant margin. World-Class Sales Organizations recognize the power of technology to illuminate, amplify and accelerate their business.

The analysis of the data revealed 12 distinct behaviors that had a highly-significant cause-and-effect relationship on increasing performance. The research shows that the more likely an organization is to practice these 12 behaviors, the more likely they are to have higher growth in their sales performance measurements.

Create Opportunities

Creating opportunities, which ranges from generating demand to basic, dialing-for-dollars prospecting, is arguably the most unstructured and least-productive activity engaged in by the salesperson. Whether the salesperson is attracting new accounts from an inside sales desk or developing opportunities within or across a global account, the activities, processes and interactions required to create an opportunity are prerequisites to selling. World-Class Sales Organizations understand that opportunity creation has a process, skill and message that can be measured, optimized and improved. It is not just a task left to the individual salesperson to figure out.

Top Initiatives for Increasing Qualified Opportunities

1. *We have a formalized value proposition that is very compelling to our prospects.*

World-Class Sales Organizations have identified how they provide value to their customers and are able to capture, distill and translate that into meaningful and compelling value statements and messages. The messaging is cascaded across all potential customer touch points. The messaging is integrated into the marketing brand promise, resident on the corporate website, imbedded into marketing demand creation campaigns and connected to the content, collateral and talking points delivered by the salesperson in the initial interaction with the prospect. World-Class Sales Organizations are close to their customers; they are able to listen to and learn from their customers and apply their customer experiences when pursuing future prospects.

2. *Sales and Marketing are aligned in what our customers want and need.*

When Sales and Marketing have a shared view of the customer at the core of their focus, they are better able to target demand, shape their products and be connected to the customer's strategic issues. This alignment allows for the synchronization of marketing campaigns with sales initiatives. It provides sales with messages that will resonate in customer interactions and gives them confidence to know that the messaging strategy is connected through the eyes of the buyer.

Strategic Issue: How can alignment between sales and marketing improve interactions with customers and prospects?

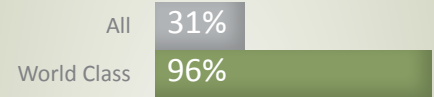
Marketing's role in creating opportunities has grown in significance through the utilization of Marketing Automation platforms to drive demand-generation campaigns resulting in qualified leads for sales. Marketing also plays an important role in creating account-based marketing plans to create opportunities in existing and strategic accounts. While marketing provides between 17-35 percent of the sales funnel, skewed more toward new account acquisition, sales must still create their own opportunities. Aligning marketing and sales is crucial to building a message that delivers the right message to the right audience at the right phase of the selling/buying cycle and brings value to the customer. Marketing also influences a high percentage of opportunities through social, outbound and other marketing strategies to drive interest and awareness.

World-Class Sales Organizations are tightly aligned with their marketing partners, relying on them for leads, messages and solutions that are attractive to their customers and prospects.

Create Opportunities

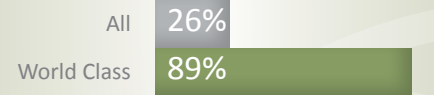
World-Class Sales Organizations have tightly aligned their Sales and Marketing organizations and are able to clearly articulate their value from their customers' perspective, which improves growth in qualified opportunities.

We have a formalized value proposition that is very compelling to our prospects.



► World-Class Sales Organization Attribute: Customer Core

Sales and Marketing are aligned in what our customers want and need.



► World-Class Sales Organization Attribute: Customer Core



Manage Opportunities

Selling is becoming more complex as buyer dynamics change. Simple, supplier-type transactional selling is now either automated or under the domain of customer service roles. When customer decisions involve three or more Buying Influences they are considered complex. Our research continues to support the buying process trend that sees more people involved from the buyer side attempting to follow a more formalized buying process. The combination of more Buying Influences involved in a sale, along with the trend toward more formalized buying processes, presents a difficult dynamic that World-Class Sales Organizations have managed much better than All.

Managing opportunities is the essence of sales. It requires an understanding of the customer’s issues, their current status and their desired goals. As the buying dynamic evolves, the demand for more detailed, technical or domain-specific knowledge challenges the salesperson’s ability to engage and influence the multiple Buying Influences involved in making this decision.

Top Initiatives for Growth in Account Acquisition

3. Our organization is highly effective in allocating the right resources to pursue large deals.

Sales is now a team sport. Just as there are more people involved from the buying side, we see ad hoc sales teams forming to manage an opportunity. Pulling these multi-disciplined resources together and presenting a united front to the buying team requires coordination and collaboration. Apart from the team member’s relationships, they must have a common framework to review, strategize and collaborate around the customer. World-Class Sales Organizations are not only better able to prioritize and assemble competent resources, but also to enable these resources to better function as a team through common sales language, strategies and thought processes.

4. We clearly understand our customers’ issues before we propose a solution.

The “pitch first - ask questions later” school of selling fails in most scenarios. Before a salesperson can present a solution, they must have earned the right to propose a solution. The salesperson must understand the customer’s concept in order to triangulate their capabilities into a context that is meaningful and valuable to the customer. Unsolicited product pitches will sell something simply through the law of averages – it will work with someone. Sustainable, world-class performance demands a sales philosophy that is focused on customer requirements.

Strategic Issue: How are buyer behaviors effecting successful sales cycles?

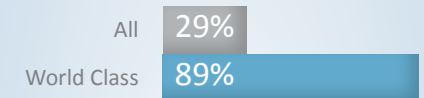
The “Buyers Risk Paradigm” is a combination of knowledge, confidence and trust the buyer has in any proposed solution and the provider offering it. Buyers calculate their personal and professional risks along with their corporate responsibilities before they consider any solution or provider. Managing and nurturing customer relationships gives the salesperson an advantage in every selling scenario.

World-Class Sales Organizations recognize that every buyer makes every decision differently every time. Consequently, World-Class Sales Organizations rely on salespeople who focus on each customer’s unique decision dynamic and the customer issues driving it, knowing they will outperform those who focus on products or those who try to employ manipulative tactics.

Manage Opportunities

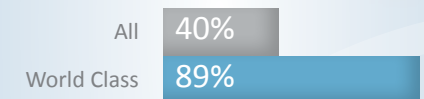
World-Class Sales Organizations are highly efficient in aligning resources to the right opportunities because they are disciplined about understanding customers needs and their ability to provide the right solutions.

Our organization is highly effective in allocating the right resources to pursue large deals.



► World-Class Sales Organization Attribute: Collaborative Culture

We clearly understand our customers’ issues before we propose a solution.



► World-Class Sales Organization Attribute: Customer Core



NEW ACCOUNT ACQUISITION

Manage Relationships

Relationships matter in sales. In the highly-transactional sales of commodity-type products, the customer's relationship is with the brand, not the anonymous supplier/sales/call center resources. In complex buying and selling environments, relationships power the connections between the multiple decision makers and the sales team. Growth of existing account revenue is predicated on the advantage an incumbent has in the next decision. The incumbent salesperson already understands the customer's environment, objectives and the political structure that will drive the decision. Incumbents should be the first to hear of growth or trouble within their account and be prepared with solutions and alternatives already optimized for this customer. Salespeople attempting to break in to an account and replace the incumbent must develop a series of relationships with those very same Buying Influences very quickly so they understand how this decision will be made, or they will be unable to influence the customer's decision.

Top Initiatives for Growth in Average Account Billing

5. *Specific criteria have been established to define a strategic account in our company.*

Relationships carry a cost. The various types of sales resources assigned to strategic accounts are expensive and scarce in most organizations. World-Class Sales Organizations have identified the characteristics and profiles for their strategic accounts that allow them to confidently allocate sales resources to these accounts and know that revenue will follow. Strategic accounts also will have a unique set of metrics to measure lifetime customer value, wallet share and up-sell, cross-sell or new product potential. Calculated investments in customer relationships translate into revenue growth.

6. *We always review the results of our solution with strategic accounts.*

World-Class Sales Organizations recognize that measuring the return on investment of a given decision, connecting results with projections or expectations, and working with their clients to provide validation for the decision they made are the first steps of the next decision. An easy activity to overlook or avoid, it is one of the activities that separates the World-Class Sales Organization from their competitors.

Strategic Issue: How do we become our customer's key resource?

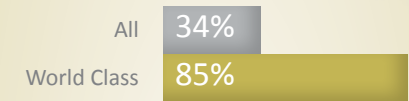
Relationships are at the foundation of complex selling. Relationships form the basis of trust that allows information to be freely exchanged. Relationships are the collection of experiences and interactions over time that build credibility and respect between people. Salespeople must manage their relationships to be successful with their accounts. Buyers, by the same token, rely on their relationships with the salesperson to get information they can count on and insight they can trust.

Becoming the key resource to the customer transcends the buyer-seller paradigm. It provides a connection that is mutually beneficial, built around shared objectives and centered on performance. Salespeople who are viewed by customers as a key resource experience greater customer retention, satisfaction from customers and most of all, increased revenue and wallet share. Relationships matter.

Manage Relationships

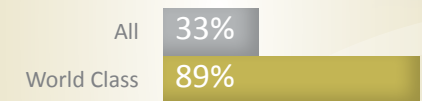
World-Class Sales Organizations are proactive in managing relationships and spend more time with key accounts, especially at the executive level, resulting in superior growth in average account billing.

Specific criteria have been established to define a strategic account in our company.



► World-Class Sales Organization Attribute: Calibrate Success

We always review the results of our solution with strategic accounts.



► World-Class Sales Organization Attribute: Customer Core



AVERAGE ACCOUNT BILLING

People and Organization

Collaboration is the fusion of people and organization. Getting the right combination of sales resources aligned, synchronized and in front of the right customer segments is the prerequisite to collaboration. Collaboration begins with a customer-management strategy that defines the roles, strategies and tactics for each member of the team to seamlessly work together. It includes a set of customer value messages that cascade through the buyer's experience and a knowledge base for situational fluency. Specialists, subject matter experts, sales training, product marketing and sales managers must all be able to engage situationally with a buyer in any phase of their buying dynamic. They also must be able to quickly assimilate the scenario, understand their roles in customer management strategy and bring value to the customer interaction.

Top Initiatives for Growth in Year-Over-Year Existing Customer Billing

7. *Our management team is highly effective in helping our sales team advance sales opportunities.*

Frontline sales managers in World-Class Sales Organizations have moved beyond being the stereotypical forecast accountant who is forever chasing numbers and opportunities to satisfy funnel and forecast requests from their management. Funnels and forecasts are math exercises done by technology, not a political exchange of expectations in World-Class Sales Organizations. The frontline sales managers are viewed as an asset by their salespeople because they are able to focus on coaching to the account and opportunity strategies. They want to be involved in call planning and help to secure other specialized resources needed to satisfy a customer's need.

8. *We know why our top performers are successful.*

Every organization knows who their top performers are. Few, however, know why. Before an organization can begin to develop excellence in their salespeople, they need to understand the activities, attributes and behaviors of their top performers. World-Class Sales Organizations understand the competencies, knowledge and best practices of their top salespeople and have defined the processes, skills and activities that translate into top sales performance. Capturing excellence in action can be difficult to predict and harder to replicate; yet quantifying the behaviors of successful salespeople present insight to the highly-productive behaviors of top performing salespeople.

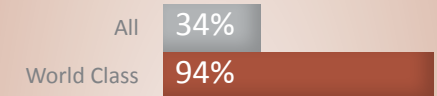
Strategic Issue: How do you create and support a culture of sales collaboration?

Collaboration is a defining attribute of World-Class Sales Organizations. Collaboration requires more than a "let's work together" poster. Collaboration is the ability to quickly and dynamically synchronize the selling efforts of multiple resources around a single customer's unique buying dynamic. It is being able to quickly connect to the customer's issues and to create and execute a sales strategy for how this customer will be making this decision, this time. Collaboration also needs the symphonic blending of messages that are tuned to the variety of decision makers that are part of each unique opportunity. Ultimately, collaboration is about the sales and marketing organizations sharing and exchanging the information, intelligence and insight that drive opportunities and empowers the organization.

People and Organization

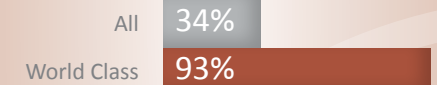
World-Class Sales Organizations know why their top performers are successful and use that information to improve their sales force's performance.

Our management team is highly effective in helping our sales team advance sales opportunities.



► World-Class Sales Organization Attribute: Collaborative Culture

We know why our top performers are successful.



► World-Class Sales Organization Attribute: Collaborative Culture

**YEAR-OVER-YEAR
EXISTING CUSTOMER
BILLING**

Operations and Enablement

Sales performance management takes a calculated view of how to measure, predict and influence sales behaviors. Sales compensation plans, along with leadership imperatives, are some of the primary influencers of sales behaviors. At a deeper level, the use of sales technologies and the ability to integrate, capture and share data, automate workflow and knowledge access makes technology's influence on sales behaviors significant. Sales technology can do more than process numbers. It reinforces the processes and strategies salespeople should be following. Technology can accelerate communication and promote collaboration when deployed in support of the sales process, not in place of it.

Top Initiatives for Quota Achievement

9. *Our sales compensation policies are aligned with our business objectives.*

Sales organizations march to the cadence of their compensation plans. When properly connected with balanced territory-account assignments and a quota allocation that is challenging, but achievable, compensation plans lay down the rules to achieving success. Alignment of compensation plans with an organization's customer management strategies connects the salesperson's behaviors and activities to the CEO's strategic plan for growth.

10. *Our sales management team is highly confident in the data available from our CRM system.*

CRM systems, like all information technology, are very good at adding and reporting numbers quickly and accurately. The question is not: Does the system add numbers correctly? But, rather: Are these the right numbers? When reviewing funnel values or forecast submissions, data confidence is not a function of the calculator – it's a question of data input. World-Class Sales Organizations have greater confidence in the opportunity data their salespeople enter because they follow a standardized process for managing opportunities. They have the cultural discipline to ensure accurate, up-to-date information, and have the underlying system to do the math.

Strategic Issue: How can sales organizations leverage technology to create a tactical advantage?

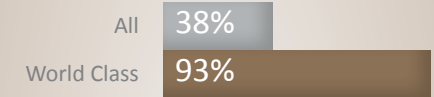
Technology has changed how we function as business professionals and how we manage and interact with our customers. Sales organizations spend as much as \$5,000 per salesperson on sales technology, yet the majority of organizations fail to realize any value from that investment. Technology utilization is one of the lowest-scoring categories for World-Class Sales Organizations when compared with their other attributes and behaviors. Yet it also is an area where we have seen the greatest improvement, which suggests that World-Class Sales Organizations are breaking through the SFA-adoption challenge and have found their path to productivity powered by technology.

The pace of change in information technology will continue to accelerate, as the pace of innovation in hardware, software and communications knows no boundaries. The business benefits of mobility, cloud-based services, intelligent devices and unlimited bandwidth await those organizations that develop and manage to a sales technology strategy that combines technology with behaviors and adoption.

Operations and Enablement

World-Class Sales Organizations utilize infrastructure, technology and programs to enhance sales performance.

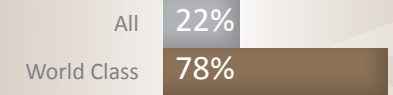
Our sales compensation policies are aligned with our business objectives.



► World-Class Sales Organization Attribute: Calibrate Success

World-Class Sales Organization Attribute: Calibrate Success

Our sales management team is highly confident in the data available from our CRM system.



► World-Class Sales Organization Attribute: Calibrate Success



QUOTA ACHIEVEMENT

Management Execution

Sales headcount typically consumes 70 to 80 percent of the sales expense budget. Therefore the allocation of salespeople and sales support resources is a critical issue for every sales organization. Specialists, subject matter experts, sales training, infrastructure and managers are expensive “non quota-bearing “ resources to surround the salesperson. The operational alignment of cost, resource and opportunity needs to be defined, measured and used as part of the strategic planning process. Maintaining a set of operational and behavioral benchmarks enables World-Class Sales Organizations to optimize, tune and balance resources with cost, performance and production.

Top Initiatives for Growth in Quota Achievement

11. We leverage the best practices of our top performers to improve everyone else.

The behaviors and best practices exhibited by top performers in their everyday activities are what drive their performance. World-Class Sales Organizations are able to capture not only the performance attributes, but also the behaviors that lead to their outstanding performance. The connection of behaviors with performance allows World-Class Sales Organizations to prioritize their training investments, identify the initiatives that will have immediate impact and provide measurements of their progress in improving the performance of the sales organization.

12. In an average week, our sales force definitely spends sufficient time with customers.

Getting closer to customers demands that salespeople be connected with their customer’s strategic issues and opportunities. A major sales productivity strategy is to identify and remove or reduce the obstacles that prevent salespeople from being with customers. Administrative requirements, finding the right presentation, tracking down knowledge resources, validating customer order entry and processing sales-commission data all consume a salesperson’s time and energy. Removing or minimizing these obstacles clears the way for more customer interactions. Removal of these obstacles also frees the salesperson to be better prepared for each interaction. Making more bad sales calls is not the answer. Making more calls of higher quality is the essence of sales productivity.

Strategic Issue: How do you identify and measure improvements in the sales organization?

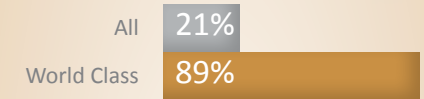
In conjunction with the sales organization’s sales performance management strategy for real-time performance monitoring, an operational profile to capture and track data elements for the organization, performance and productivity needs to be developed. Sales productivity captures the behaviors of salespeople and connects behaviors with performance. World-Class Sales Organizations measure performance, but they manage the behaviors of their sales team to improve productivity. They focus on improving competencies, interactions and behaviors that are connected with improved performance.

The drive for continuous improvement requires benchmark data to establish foundational data for comparison. Performance and behavior benchmarks can be compared against internal or external segments. Measuring improvement requires sales organizations to demonstrate increases against the established benchmark data.

Management Execution

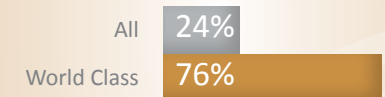
World-Class Sales Organizations place a high priority on spending time with customers and actively leverage the best practices of their top performers to enhance growth in quota achievement across the sales force.

We leverage the best practices of our top performers to improve everyone else.



► World-Class Sales Organization Attribute: Collaborative Culture

In an average week, our sales force definitely spends sufficient time with customers.



► World-Class Sales Organization Attribute: Customer Core



About the 2013 Miller Heiman Sales Best Practices Study

The 2013 Miller Heiman Sales Best Practices Study engaged respondents ranging from account managers to high-level executives from around the world, with the objective of analyzing how the behavior of a World-Class Sales Organization is different from all complex, business-to-business sales organizations. This research is conducted annually to provide sales leaders with insights into the selling and sales management activities that are producing the greatest results, and to support our commitment to the ongoing development of resources that will help our clients achieve their goals. The survey for the 2013 data was conducted in the fall of 2012.

Research Method

The survey was designed as exploratory research to collect primary data using a structured design. Formal statistical procedures were employed to analyze the data. Such procedures included exploratory factor analysis, reliability analysis, regression analysis and frequency analysis. This is the tenth year of this study.

Survey Instrument

After the broad issues and metrics were reviewed and discussed with key informants, the instrument was subjected to a pretest. The final instrument contained six sales activity sections and a customer environment section with a total of 62 closed-end questions based upon a seven-point Likert scale for responses of Strongly Disagree, Disagree, Somewhat Disagree, Neutral, Somewhat Agree, Agree, Strongly Agree. Eleven metric questions and seven demographic questions were included in this study.

Time Frame

Data were gathered from September 27, 2012 to December 3, 2012.

Population

Responses were solicited globally from sales professionals. The results include a mix of current clients and non-clients with 29 percent of the participants being current clients. We actively pursued a cross-section of participants, industries and geographic regions for the study drawn from a variety of databases owned by Miller Heiman and partner organizations.

All Sales Organizations

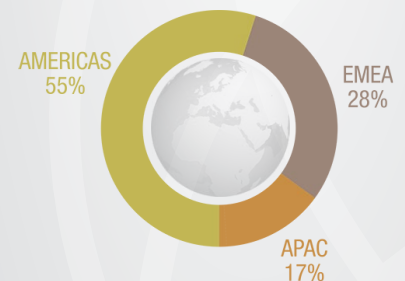
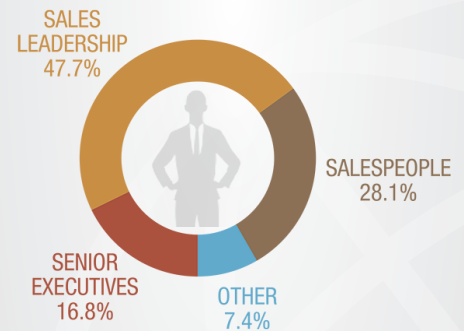
- 1,125 respondents
- Complex sales only
- B2B selling environment

World-Class Sales Organizations

- 4.9 percent of all respondents qualify as World-Class Sales Organizations
- Complex sales only
- B2B selling environment

Participation by Industry

Technology	18.2%
Technology - Hardware	31.1%
Technology - Services	36.2%
Technology - Software	32.7%
Manufacturing	11.8%
Capital Equipment	34.4%
Consumable	38.3%
Non-Consumable	27.3%
Consulting and Professional Services	10.0%
Healthcare	9.8%
Capital	31.1%
Consumable	46.2%
Services	22.6%
Financial Services, Banking & Insurance	9.6%
Oil/Gas/Energy	6.3%
Other	5.9%
Telecommunication	5.4%
Business Services	4.3%
Transportation	4.0%
Construction	3.0%
Aerospace & Defense	3.0%
Industrial & Chemical	2.6%
Hospitality & Food Service	2.2%
Consumer Products	2.1%
Pharmaceuticals	1.8%



Get More From the 2013 Miller Heiman Sales Best Practices Study

Sales Performance Spotlight Newsletter

Findings from the current best practice research are delivered each month through Miller Heiman's *Sales Performance Spotlight* newsletter. Subscribers receive data, charts and perspective about how compelling practices at World-Class Sales Organizations can be applied to improve performance in their organization. Subscribers also have access to the data archives. Subscribe at <http://www.millerheiman.com/subscribe>.

Miller Heiman Research Institute Membership

Miller Heiman Research Institute is a research organization dedicated to improving the performance and productivity of complex, business-to-business sales organizations. The Institute helps members develop and hone sales strategies by providing thought-leading research, critical analysis, benchmarking against World-Class Sales Organizations and customized insights to their strategic issues through advisory services. Through extensive research into the best practices, strategies and decision frameworks of World-Class Sales Organizations, members are able to apply these insights in their organization through published research, keynotes and presentations as well as analyst inquiries. For more information, visit www.millerheiman.com/research_institute.

The Miller Heiman Sales System®

The Miller Heiman Sales System® provides a blueprint for sales leaders to examine each area of their organization and identify areas of excellence or uncover gaps in performance. With the customer as its design point, sales leaders are able to inspect every phase of the engagement experience and prescribe the desired state based on its customer management strategy.

