

Sales Performance Optimization Study **2015 Key Trends Analysis**



Copyright © 2015 Miller Heiman
Group All Rights Reserved.

Terms and Conditions

Printed in the United States of America. Except as permitted under the United States Copyright Act of 1976, no part of this publication may be produced or distributed in any form or by any means, or stored in a database or retrieval systems, without the prior written permission of the publisher. For additional information, contact Miller Heiman Group 10901 W. Toller Drive, Suite 202, Littleton, CO 80127 email: info@csoinsights.com.

The reader understands that the information and data used in preparation of this report were as accurate as reasonably possible at the time of preparation by the publisher. The publisher assumes no responsibility to update the information or publication. The publisher assumes that the readers will use the information contained in this publication for the purpose of informing themselves on the matters which form the subject of this publication. It is licensed with the understanding that neither the authors nor those individuals interviewed are engaged in rendering legal, accounting, or other professional service. If legal or other expert advice is required, the services of a competent professional person should be sought. The publisher assumes no responsibility for any use to which the purchaser puts this information.

All views expressed in this report are those of the individuals interviewed and do not necessarily reflect those of the companies or organizations they may be affiliated with, Miller Heiman Group All trademarks are trademarks of their respective companies.



Acknowledgments

We would like to thank all of the sales executives who annually share the data related to their previous year's sales performance and the best practices they are leveraging to optimize how they sell. Without their support and insights, the development of the research knowledge base used to create the 2015 Sales Performance Optimization Topical Reports would not be possible.

Next, we would like to thank the following sales effectiveness companies for their partnership and thought leadership support for this project: [Accenture](#), [CallidusCloud](#), [Cloud Coaching International](#), [InsideSales.com](#), [Richardson](#), and [RO|Innovation](#).

We owe a debt of gratitude to many colleagues, mentors, and advisors whose help made this project possible. To list them all would be impossible, but a few deserve special mention: [PointClear](#), [Sales Optimization Group](#), [Selling Power](#), [Smart Selling Tools](#), and [SMEI](#).

Finally, we would like to thank our editing team whose hard work, diligence, and endless hours made this project possible. Thanks to Kim Cameron, Diane Hodges, PhD, Andy Jesmok, and Laura Andrus.



Table of Contents

2015 Sales Performance Optimization Study Introduction..... 1

Key Trends Analysis Introduction 1

Selling 2014 – The Sales Performance Rebound That Didn’t Occur.....2

Sales Management Objectives for 2015...and What is Standing in the Way4

Sales Relationship/Process (SRP) Matrix™ Revisited 6

SRP Matrix™ Level 3 – Getting There is One Thing, Staying is Another8

Understanding the Full Value Firms Can Offer Their Customers9

Beyond the Averages: Segmenting Success..... 10

2015 Sales Performance Optimization Study Topical Reports 12

Closing Remarks..... 14

Addendum A – Sales Relationship/Process Matrix™ 15

Addendum B – 2015 Study Demographics 17

About CSO Insights 19



2015 Sales Performance Optimization Study Introduction

The data used for this analysis were gathered as part of CSO Insights' 21st annual Sales Performance Optimization (SPO) study. As part of this research effort we surveyed over 1,000 companies worldwide, collecting information on over one hundred sales effectiveness related metrics. A detailed breakdown of the survey participants can be found in Addendum B in the 2015 Sales Performance Optimization Key Trends Analysis Topical Report.

The following graphs reflect the aggregated results from the study participants. Advisory Services clients seeking segmented responses based on factors such as industry, company size, country, complexity of sales process—virtually every metric in the study—may obtain this information by contacting their [CSO Insights Analyst](#).

Key Trends Analysis Introduction

***“Success breeds complacency.
Complacency breeds failure.
Only the paranoid survive.”
—Andy Grove***

As soon as the data from companies taking part in the 2015 Sales Performance Optimization (SPO) study started coming in, the words of former Intel CEO, Andy Grove, started ringing true in our ears. In the 2014 Sales Performance Optimization Study Going Forward Analysis, we waved the cautionary flag that if you were thinking, “We just need to do more of what we did last year and execute better,” think again! The reason behind this warning was that the 2014 Sales Performance Optimization study numbers showed a significant drop in both the percentage of reps making quota and overall company revenue attainment.

Yet, in the face of these metrics, 95% of firms reported they were raising revenue targets for 2015. For many sales organizations, a contributing factor to their logic for higher numbers was that the economy would improve, and with it, sales performance would bounce back to earlier, better levels. So, were companies being too conservative? Too optimistic? Let's take a look at the numbers.

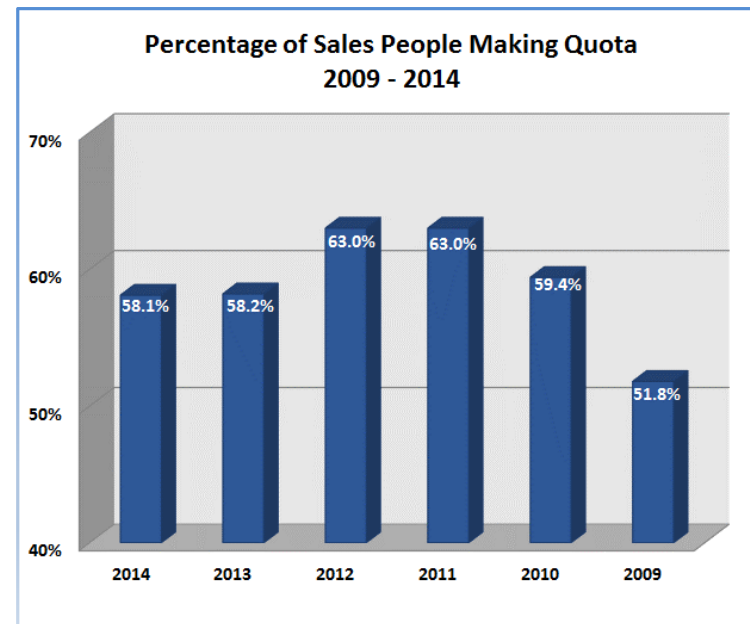


Regarding the “hope” that the economy would be the tide that raised all sales revenue boats—it ended up being a hit and miss proposition. Yes, economic growth in the United States was up—increasing 5% in the third quarter of 2014 alone; its quickest pace in eleven years—but growth rates in India and China softened. Latin America’s growth rate was less than 2%. The Euro-area grew less than 1%. So, how did sales performance end in 2014? To put things into perspective, we share two key 2015 Sales Performance Optimization study metrics that illustrate the trending which occurred over the past six years.

Selling 2014 – The Sales Performance Rebound That Didn’t Occur

While sometimes uncomfortable, it is often useful to remember previous pain. In 2009, coming out of the worldwide economic meltdown, individual sales rep performance cratered, as only 51.8% of salespeople met or exceeded quota that year. (The all-time study low was 49.1% in 2003, as sales teams struggled selling into a business climate still reeling from the impact of the internet bubble bursting.)

But sales organizations rebounded in 2010. There was increased investments in sales training, CRM technology, sales intelligence services, etc., and with these, more sales professionals hit their revenue targets. 2011 ended up even better. Performance held steady in 2012 and then took a dip. 2013 witnessed a significant back pedaling in individual sales rep’s performance. Now, 2014’s data are added to the chart, and it becomes evident that the expected rebound never occurred.

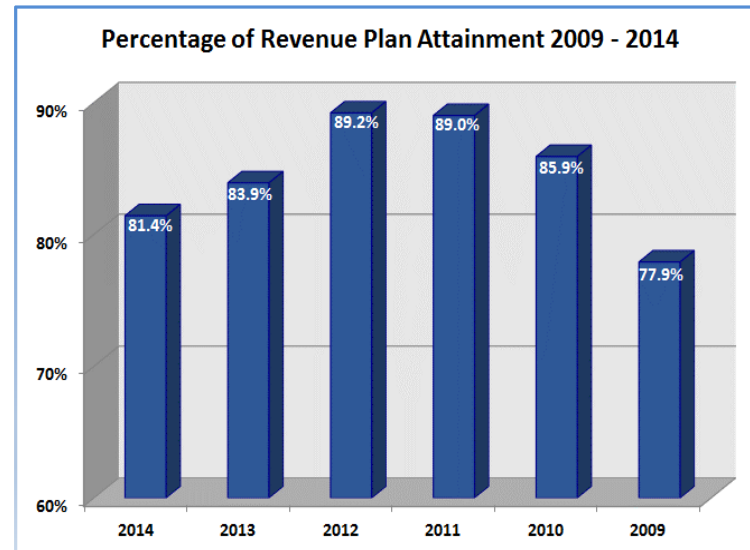




The attitude of the “glass half full” sales executives reviewing this chart might be, “We raised the performance bar, and it looks like we held our own—at least we didn’t lose more ground.” We only need to look at the data from CSO Insights’ [2014 Sales Compensation and Performance Management study](#) to see a flaw in this reasoning. As part of that research project, we asked companies what percentage of salespeople they expected to make quota when they put together their overall revenue plan assumptions. That average came in at 66.8% for 2014—noticeably lower than the actual 58.1% figure shown above.

When managers see a disparity such as this, they had better hope that the “rainmakers” in their sales force can perform some extra magic. But, for many firms, that didn’t occur. While there wasn’t a drop in performance at the individual salesperson level, the same cannot be said for the overall sales organization.

The chart to the right looks at the same six-year period as related to the percentage of the cumulative revenue targets achieved by the sales force as a whole. We see the same trends as the sales rep performance chart shown on the previous page, with one exception: overall revenue attainment took an additional 2.5% hit, on top of the 5.3% decline witnessed in 2013.



So, what has been happening? As you read through the topical reports in the 2015 Sales Performance Optimization study, you’ll see several signs of *complacency*: sales process adoption is down, CRM adoption is in decline, levels of relationship with customers are slipping, and sales execution is less effective in several areas. In short, the 2009 wake-up call, which motivated many sales organizations to focus on optimizing sales performance (clearly paying big dividends), faded for many companies as better sales results in 2011 and 2012 gave them the feeling that things were going to continue to get better.



So, how do companies get back on the right track? In the remainder of the Key Trends Analysis we first look at the top objectives sales management set for 2015 and the barriers in their way to achieving their goals. We next revisit CSO Insights’ Sales Relationship/Process (SRP) Matrix™ to profile the impact of how firms sell, how they are perceived by their customers, and the impact these have on sales performance. Sales organizations are in for a surprise this year, and, unfortunately, not a good one. Next, we review the sales performance of the top 10%, middle 60%, and bottom 30% of sales organizations this year and identify factors that influenced those sales results. Finally, we provide a brief overview of the remaining seven 2015 Sales Performance Optimization Topical Reports that analyze the details of the over one hundred metrics collected during this research effort. Where applicable, our analyses contain new best practices to consider in optimizing sales results in 2015.

Sales Management Objectives for 2015...and What is Standing in the Way

We asked the 2015 Sales Performance Optimization study participants what was top of mind for sales management relative to their plans for hitting their revenue goals this year. The chart below summarizes their responses.



Figure 1



On the surface these look like reasonable activities for sales organizations to focus on this year. But knowing what objectives to accomplish is one thing; actually getting them done is another. Here is the issue. This chart looks very similar to the objectives companies set for 2014. These were going to be the strategies that helped sales organizations bounce back after a drop in sales performance in 2013. Well, as we saw on previous pages, that rebound didn't happen. So, what is standing in the way of making progress toward optimizing sales performance?

To begin to answer this question, we asked study participants to identify the barriers that were impacting the effectiveness of their sales teams. Below is a summary of the issues sales needs to overcome.

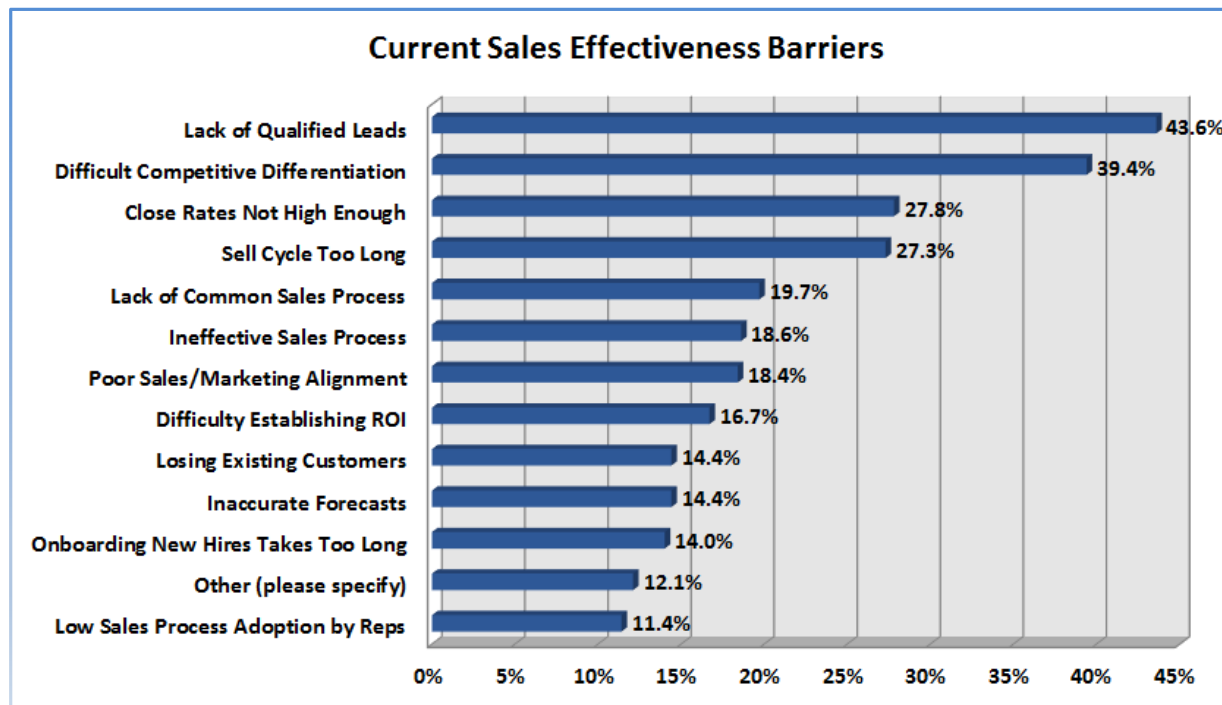


Figure 2



This chart begs the question: In 2015, how will your sales organization operate differently in order to overcome these barriers and achieve its objectives? Are you going to train salespeople differently? Are you going to compensate them differently? Are you going to coach and mentor them differently? Are you going to reinforce/enforce the use of a sales process? Are you going to give salespeople access to the right types of CRM tools to increase efficiency and effectiveness? What is going to change? For progress to be made, something has to change. So...what is it going to be? Two critical areas that companies should focus on are: *how to become more disciplined in the way they sell* and *how to deepen relationships with their customers*.

Sales Relationship/Process (SRP) Matrix™ Revisited

In 2007, we began segmenting the Sales Performance Optimization study data into the following Sales Relationship/Process Matrix™. The intent was to see what, if any, impact sales process and customer relationships had on sales success. (For those not yet familiar with the four levels of sales process and the five levels of customer relationships that are used for this analysis, please refer to Addendum A.) What we found at that time was that, on average, companies that fell into certain segments of the SRP Matrix™ had similar types of sales performance. Over the past eight years, that correlation continues to hold true. The three major classes of sales results are depicted in the red, yellow, and green sections of the Matrix™—showing 25% of the firms have a Performance Level of 1, 48% Level 2, and 27% Level 3.

CSO Insights' 2014 Sales Relationship/Process Matrix™

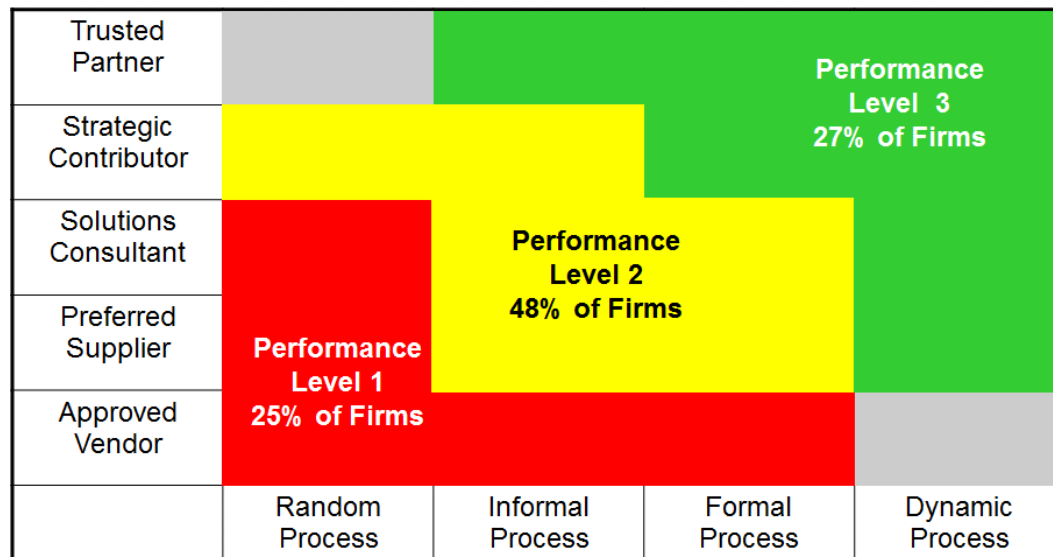


Figure 3



Let’s analyze what this means for CSOs. The table to the right shows the performance differences between the three levels. As in the past years, we continue to see a significant difference in sales results.

Starting with the percentage of reps making quota, there is a five point difference between Sales Performance Level 1 and 2 and an additional six point spread between Levels 2 and 3 (these were five and seven points, respectively, using last year’s data).

2015 Sales Performance Optimization Study Level Comparison	Level 1: 2014 Results	Level 2: 2014 Results	Level 3: 2014 Results
% Reps Making Quota	53%	58%	64%
% of Company Plan Attainment	76%	84%	89%
% Forecast - Wins	39%	44%	51%
% Forecast - Losses	37%	31%	28%
% Forecast - No Decisions	26%	25%	21%
% Sales Force Turnover	21%	16%	12%

Figure 4

The trend continues when looking at the average percentage of overall revenue plan attainment for the entire sales force, with eight and six point differences when moving from Level 1 to 3. A major contributor to this is the sizable differences in the outcome of forecast deals. Level 1 firms have a 39% win rate, as opposed to 44% for Level 2 firms and 51% for companies that attained Level 3.

Another major trend found this year was the difference in turnover rates between the three levels. On average, Level 1 companies have a 21% turnover rate when combining voluntary turnover (a rep chooses to leave) and involuntary turnover (a rep is let go). This is up a point from last year. The average turnover for Level 2 firms dropped two points to 16%, and Level 3 firms dropped, a noteworthy, five points from 17% last year. So, the fact that Level 3 firms have a turnover rate that is nearly 43% lower than Level 1 sales organizations represents a major advantage for them.

This year we tracked customer churn which is defined as the percentage of a company’s customer base that discontinues doing business on an annual base. The following table summarizes the results our analysis surfaced.



Customer Churn Rate as Related to SRP Matrix™ Sales Performance Level	Level 1 Firms	Level 2 Firms	Level 3 Firms
Average Existing Customer Base Churn Rate	21.7%	15.9%	14.4%

SRP Matrix™ Level 3 – Getting There is One Thing, Staying is Another

The SRP Matrix™ shows that moving up the customer relationship/sales process hierarchy not only helps companies “Win More,” it helps them “Keep and Grow More” as well. The consistency in the differences between these three levels of sales performance makes a solid business case for companies to strive to attain a Level 3 sales performance in the SRP Matrix™.

Now for the disturbing news. We will share the trends we found in the mix of companies in each performance group over time. Starting in 2007, Level 3 represented only 17% of the firms surveyed. Over the next five years, this trend increased so that in 2012, 37% of companies fell into this category, followed by a dip to 35% in 2013. Now, in 2014, there is a significant drop to 27%, which represents another clear sign that sales performance is headed in the wrong direction.

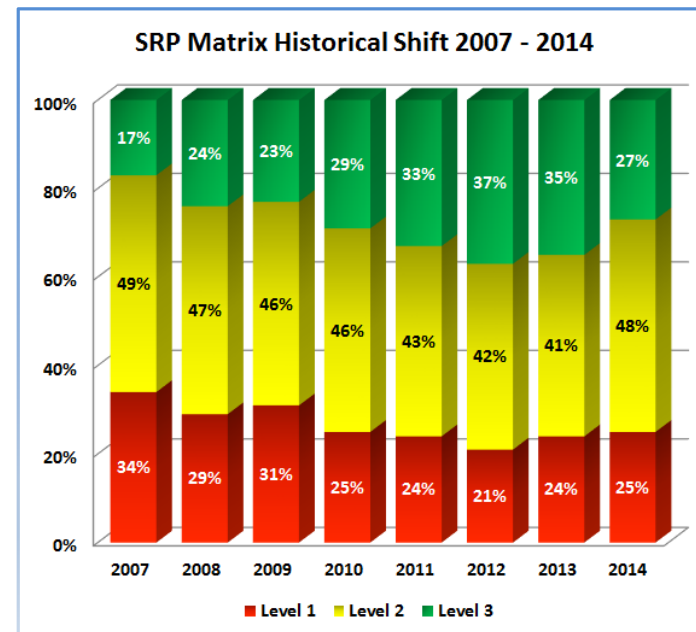


Figure 5

This downward shift in the percentage of firms that were able to climb to a Level 3 prompted further analysis to determine why/where the drop was occurring. Was it a backward slide in sales process or customer relationships? The answer turns out to be both. In the 2015 Sales Process Optimization Sales Process Analysis, we witnessed a significant increase in the percentage of firms that are using a Level 2 – Informal Sales Process. This ties back to a decrease in the level of sales process adoption that the study data surfaced. In addition, there was a 7% decrease in the number of companies at relationship Level 4 – Strategic Contributor and Level 5 – Trusted Partner.



Let's look at each of these trends in more depth. Starting with sales process, let's be direct. Having a sales process that is anything less than a Level 4 – Dynamic Sales Process is a choice made by sales management. It may be an unconscious choice, but it is a choice, nonetheless. The Sales Performance Optimization survey found that there are several cost effective sales methodologies that get very high marks from the companies using them in regard to the positive impact those methodology training programs can have on sales performance. Also, as you will see in the 2015 Sales Process Optimization Win More Analysis, implementation of CRM applications is nearly ubiquitous today. So, there is nothing standing in the way of any company getting to a Level 4 – Dynamic Sales Process, other than ill-advised complacency.

We look next to the topic of levels of customer relationships—a more complex issue. Much has been written on how the buy cycle has been changing over the past several years, with much of the evaluation on product offerings taking place without the direct involvement of salespeople. In addition, with collapsing product life cycles the projection has been that more and more product categories will become commoditized, leaving vendors with no easy way to clearly demonstrate their unique advantages.

These two trends are clearly impacting many companies—many, but not all. The 2015 Sales Process Optimization Find More and Win More Analyses show there is an emerging and growing use of sales intelligence (SI) and big data/sales analytics technology to address these challenges. SI is helping sales teams identify unique buyer needs and surface potential buy cycles. Big data/sales analytics allows sales teams to more effectively segment their markets in order to invest more time engaging prospects that are already predisposed to recognize the unique value of one solution over another.

Fully leveraging SI and big data/sales analytics requires an investment in training and technology. But the fact is that solutions exist to help companies deepen the level of relationships they have with their customers. Referring back to the differences between the three levels of sales performance shown on page 6, the cost of doing nothing far exceeds the costs a company will incur by enriching the levels of relationship they have with their customers.

Understanding the Full Value Firms Can Offer Their Customers

Another technique companies can use to deepen relationships with customers was shared by Joe Batista, who has the unique title of Director and Chief Creatologist at Hewlett-Packard. As part of our CSO Perspectives Series, Joe shared some innovative thoughts on how to bring more value-add to your customers:



Organizing to create value in today's economy, firms must extend beyond delivering excellent products and quality services; we also need to offer our clients expertise and insights. We need to leverage all our intellectual capital—market position, supply chain of contacts, and technology and process portfolios—to create 'net new' value and tangible results for our clients...

...Many companies have a huge portfolio of assets that go way beyond the traditional products they sell; the problem is that not many firms invest the time and energy to figure out how to reorient those assets to benefit their customers. That is a shortcoming.

You often hear executives speak about wanting to create momentum in their marketplace or momentum within their firms. What is momentum? Remember Physics 101? Mass times velocity is what creates true momentum, or what I call MO.

What I am advocating is for companies to understand their true mass, which is represented by their total portfolio of assets. They then need to develop innovative methods to reorient those assets in ways that create velocity in terms of the speed at which customers can solve problems. If they do that, then they will achieve their maximum momentum in revenues and customer satisfaction.

When talking with Joe, the key insight we always get is that understanding how to create value for your customers can be a sustainable competitive advantage in today's marketplace. The entire interview is available by downloading our [Sales Management 2.0 eBook, Volume 1](#).

Beyond the Averages: Segmenting Success

What are other activities that sales organizations can leverage to turn how they sell into a competitive advantage? We introduced a new way of identifying the factors that impact sales performance in the 2014 Sales Performance Optimization Key Trends Analysis. We segmented the survey responses into three categories: the top 10% of study participants, the middle 60%, and the bottom 30%. We then compared fifty-two sales performance metrics across these groups. Based on the interest we received in our previous analysis, we repeated it again with the 2015 Sales Performance Optimization study data. The following are megatrends that surfaced when analyzing the aggregated study data across the 1,000+ companies surveyed.



- **The Top 10% –**
75.1% of Reps Met/Exceeded Quota and Achieved 116.7% of Company Plan
 - 47.5% of firms are at Level 3 – Formal Sales Process or Level 4 – Dynamic Sales Process
 - 50.9% of firms have a sales process adoption rate >75%
 - 46.9% of firms are at Level 4 – Strategic Contributor or Level 5 – Trusted Partner (Relationships)
 - The average spend on training per rep/per year was \$2,512
 - 84.9% of firms have implemented a core CRM system
 - Of firms that have a core CRM system, 50.9% have an adoption rate >90%
 - 60.7% of firms provide their sales teams with access to sales intelligence solutions

- **The Middle 60% –**
62.8% of Reps Met/Exceeded Quota and Achieved 92.3% of Company Plan
 - 40.1% of firms are at Level 3 – Formal Sales Process or Level 4 – Dynamic Sales Process
 - 40.7% of firms have a sales process adoption rate >75%
 - 35.1% of firms are at Level 4 – Strategic Contributor or Level 5 – Trusted Partner (Relationships)
 - The average spend on training per rep/per year was \$2,230
 - 80.6% of firms have implemented a core CRM system
 - Of firms that have a core CRM system, 29.2% have an adoption rate >90%
 - 50.9% of firms provide their sales teams with access to sales intelligence solutions

- **The Bottom 30% –**
42.7% of Reps Met/Exceeded Quota and Achieved 49.9% of Company Plan
 - 37.3% of firms are at Level 3 – Formal Sales Process or Level 4 – Dynamic Sales Process
 - 37.6% of firms have a sales process adoption rate >75%
 - 31.1% of firms are at Level 4 – Strategic Contributor or Level 5 – Trusted Partner (Relationships)
 - The average spend on training per sales rep/per year was \$1,947
 - 79.1% of firms have implemented a core CRM system
 - Of firms that have a core CRM system, 23% have an adoption Rate >90%
 - 42.1% of firms provide their sales teams with access to sales intelligence solutions



These megatrends show the interplay between customer relationships, sales process implementation, and sales performance. Also noteworthy is not only the differences in investments made in sales training and technology, but also the dissimilarity in adoption levels.

Advisory Services clients should contact their [CSO Insights Analyst](#) for an individual sales performance review where we will share the findings specific to your industry, sales force size, geography, sales cycle complexity, and more. We can also provide you a briefing on user ratings of the various sales methodologies and CRM solution providers that the study participants chose.

2015 Sales Performance Optimization Study Topical Reports

Once you have had a chance to digest the results of the 2015 Sales Performance Optimization Key Trends Analysis, we invite you to review all of the topical reports that comprise the entire study in more detail. The following is a synopsis of each topical report.

- **Sales Force Demographics Analysis:** Sales force turnover remains at a near all-time study low, but planned 2015 net-new hiring is increasing. Historically, when this happens voluntary turnover in the sales force increases. With ramp-up times for new salespeople increasing, this could have a negative impact on sales performance.
- **Sales Process Analysis:** While the study analysis continues to show that companies with a formal sales process outperform firms that let their sales reps determine how to engage with customers, there was a decrease in the number of sales organizations utilizing a formal or dynamic sales process.
- **Find More Analysis:** Sales teams are being hit with three challenges: generate many of their own leads, convert them to first discussions, and turn the initial discussions into real opportunities. Big data and sales intelligence are helping salespeople effectively execute these tasks.
- **Win More Analysis:** Win rates of forecast deals are once again lower on a year-over-year basis. More firms are looking to CRM 2.0 technologies to help increase the effectiveness of sales teams in performing key activities in the sales process.
- **Keep and Grow More Analysis:** Sales teams are encountering challenges in maximizing wallet share from their customer base. More companies are closely aligning sales and services organizations to optimize customer loyalty and have services take on more lead and revenue generation tasks for sales.



- **Sales Management Analysis:** Forecast accuracy levels remain at near all-time study lows as sales management struggles to effectively coach sales teams. We are starting to see more emphasis on tracking buyer behavior to provide additional metrics for management to assess the chances of an opportunity closing as forecast.
- **Going Forward Analysis:** For the second year in a row, even as overall revenue achievement numbers slipped, 94.5% of companies surveyed reported that they raised their 2015 revenue targets. In this topical report, we share what companies are planning to do to increase sales effectiveness to hit their higher goals.



Closing Remarks

“There is at least one point in the history of a company when you have to change dramatically to rise to the next level of performance. Miss that moment, and you start to decline.”

—Andy Grove

Reflecting back to the significant drop witnessed this past year in the percentage of companies that were able to achieve a Sales Performance Level 3, the time for companies to refocus their efforts on how to get to that next level of sales transformation is now! As sales leaders, you need to erase any complacency that may have crept into your sales organizations and reignite the sense of urgency firms brought to optimizing sales after the 2008 economic downturn.

As you review the remaining 2015 Sales Performance Optimization study topical reports, you will see the depth and breadth of the challenges facing sales teams today—and the numerous opportunities for improvement. You will also see best practices you can start to consider to address these issues.

We encourage you to use this information as the basis for brainstorming, goal planning, and to identify and prioritize your organization’s operational challenges. Everyone can benefit from understanding the strategies and tactics of other companies, but in the end, you have to implement solutions that help your teams “Find More, Win More, and Keep and Grow More” in your marketplaces. If you want to discuss any of the findings and observations in this, or any of the other 2015 Sales Performance Optimization topical reports, please feel free to contact us directly at:

Jim Dickie
Managing Partner
CSO Insights
(303) 521-4410
jim.dickie@csoinsights.com

Barry Trailer
Managing Partner
CSO Insights
(916) 712-9621
barry.trailer@csoinsights.com

Pat Lynch
Chief Customer Officer
CSO Insights
(720) 505-9150
pat.lynych@csoinsights.com



Addendum A – Sales Relationship/Process Matrix™

The main premise of the Sales Relationship/Process (SRP) Matrix™ concept is that in addition to *what* you sell, there is the matter of *how* you sell. How you sell has two major components: 1) what value your customer perceives you are bringing to the table—your relationship; and 2) how you engage and work with your clients—your process. Within these two aspects of selling, companies fall into one of a few categories. For those of you who are new to our SRP Matrix™ concept, let's explore relationships first.

Companies achieve one of five different levels of relationship with customers and prospects in their marketplaces:

Five Levels of Sales Relationships

- **Level 1 – Approved Vendor:** You are seen by the majority of your customers as a legitimate provider of the products or services you offer but are not recognized for having any significant, sustainable competitive edge over alternative offerings.
- **Level 2 – Preferred Supplier:** Based on your marketplace reputation and past dealings with customers, while competitors may offer alternatives, you are normally seen as the preferred vendor with whom to do business.
- **Level 3 – Solutions Consultant:** Based on a specific set of product-related, value-added insights or services you offer, your customers see you not only as a vendor, but also as a consulting resource on how to best use your products or services.
- **Level 4 – Strategic Contributor:** Above and beyond the products and services you offer, your customers view you as a source of strategic planning assistance for dealing with broader-based challenges they are currently facing.
- **Level 5 – Trusted Partner:** At this highest level, you are seen as a long-term partner whose contributions—products, insights, processes, etc.,—are viewed as key to your client's long-term success.

In addition, sales organizations fall into one of four levels relative to the processes used to find, create, and expand customer relationships.



Four Levels of Sales Process

- **Level 1 – Random Sales Process:** Your company may be perceived as being anti-process, although what you really lack is a single standard process. Essentially sales reps do their own thing their own way.
- **Level 2 – Informal Sales Process:** Your company exposes your salespeople to a sales process, indicates that they are expected to use it, but its use is neither monitored nor measured.
- **Level 3 – Formal Sales Process:** Your company regularly enforces the use of a defined sales process (sometimes religiously). You conduct periodic reviews of the process to see how effective it is and make changes based on that analysis.
- **Level 4 – Dynamic Sales Process:** Your company dynamically monitors and provides continuous feedback on sales' use of your formal sales process. You proactively modify the process when you detect key changes in market conditions—new competitors, changes in governmental regulations, shifts in the economy, etc.



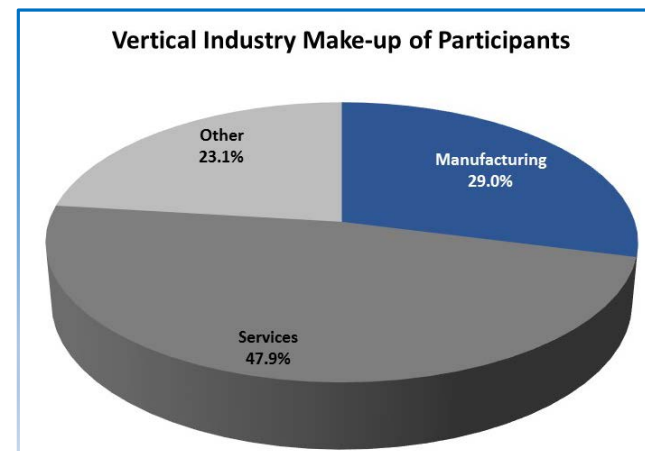
Addendum B – 2015 Study Demographics

The 2015 Sales Performance Optimization study represents CSO Insights 21st annual survey to assess the challenges facing sales teams, determine why those problems exist, and benchmark how companies are leveraging people, process, technology, and knowledge to increase the efficiency and effectiveness of their sales forces.

Again this year, we received broad-based participation. The chart to the right provides a breakdown of the industry segments of the firms taking part in the 2015 Sales Performance Optimization survey.

Based on the expansion of the Sales Performance Optimization study participation base, we are able to produce segmented analyses for the following vertical industries:

- Advertising/Media/PR/Publishing
- Banking
- BPO
- Consulting Services – Business
- Consulting Services – Financial
- Consulting Services – Sales & Marketing
- Consulting Service – Technology
- Distribution
- Insurance
- Manufacturing
- Medical Devices
- Publishing/Media
- Software
- Telecommunications





Regarding geographic participation, 60.9% of the firms are based in the United States, and 39.1% are international. By way of size, 12.7% of the firms have revenues of greater than \$1B, 21.1% are in the \$51M – \$1B range, and 66.2% of the companies have revenues of \leq \$50M.



About CSO Insights

CSO Insights is dedicated to improving the performance and productivity of complex B2B sales organizations. We measure and analyze the behaviors, metrics and strategies behind world-class sales performance, providing our members with the research, data and expertise required to build strategies for sales performance improvement.

With over 20 years of sales research experience, the CSO Insights team is comprised of respected analysts with decades of success as sales practitioners and sales executives. This unique perspective, along with our wealth of sales performance metrics and benchmarks, gives us the exceptional ability to collaborate directly with sales leaders around the world to explore the best practices, strategic trends and next generation capabilities driving sales performance.

Our research, data and expertise help sales leaders create and execute strategies to find more, win more and keep and grow more business. CSO Insights' annual sales and marketing effectiveness studies have become industry standards for sales leaders seeking operational metrics, data and analysis, most notably: the *Sales Best Practices Study*, *Sales Performance Optimization Study*, and *Lead Management and Social Engagement Study*.