JohnnyGrow

# The Sales Excellence Report

## Best-In-Class Sales Performance Benchmarks & Best Practices

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# Summary

The Sales Excellence research and report is designed to answer a single question:
**How does a salesforce maximize revenue growth?**

To answer this question with data-driven findings that could be repeated we applied a three-step process.

First, we began with a 57-question survey to capture sales results and sales program effectiveness from 184 companies. See the Methodology on page 25 for a breakdown of participants.

We then ranked participants pursuant to their sales results. We used the four overarching measures of year over year revenue growth, revenue plan attainment (percentage of revenue target achieved), salesforce quota attainment (percentage of salespeople that met or exceeded sales quota) and the salesforce opportunity win rate. Based on a weighted score, we segmented the participants into one of three performance archetypes.

Best-in-Class organizations scored in the TOP **15%**

Median organizations scored in the MIDDLE **50%**

Laggard organizations scored in the LOWER **35%**

Finally, we analyzed nearly four dozen sales strategies, methods and technologies to measure which delivered the biggest impact to the sales results. This allowed us to correlate sales programs to sales performance, and isolate and rank the top sales programs.

9 sales programs stood far above all others in terms of effectiveness and driving revenue results. These 9 programs, which we refer to as evidence-based best practices, are shared on the following pages of this report.

Regards,

Chuck Schaeffer
chuckschaeffer@johnnygrow.com

# Findings

### Summary Findings

The survey data revealed 9 sales practices that delivered order of magnitude impact to sales performance and most separated the Best-In-Class archetypes from their peers. These are the evidence-based best practices.

- Salesforces with mature **sales methodologies** outperformed their peers by an order of magnitude. They achieved an 11% higher sales win rate, were 1.9 times more likely to achieve year over year revenue growth and 1.8 times more likely to achieve their annual sales target. Without the right sales methodology, most of what follows is trial and error.
- Sellers who used formal and **predictable sales processes** achieved 8 to 12% higher sales win rates than those who did not and were 48 to 66% more likely to achieve their annual sales quota.
- The research sought to find the **sales technique** that most contributed to consistent and effective sales cycle execution and sales quota attainment. However, the data found that no single technique consistently drove results but that a group of 7 sales execution methods collectively contributed to extraordinary sales quota achievement.
- The research found that while only 29 percent of companies have adopted formal **Strategic Account Management** programs, those adopters achieved 24 percent higher existing customer sales than those without these programs
- The research sought to test the effectiveness of **annual sales plans** and their impact to revenue results. The data found that the difference among sales archetypes wasn't whether they created an annual sales plan or not; they pretty much all did. The difference was that for most laggards and medians it was a one-and-done exercise; whereas the Best-in-Class used it as an active operating tool throughout the period to measure progress, identify variances and implement swift course corrections as needed to meet the financial target.
- The research found that only 21 percent of sales teams consistently develop **sale opportunity win plans**. However, that minority achieved a 5 percent higher sales win rate and 10 percent higher sales quota attainment. The Best-in-Class sales leaders consistently prepared sales win plans 4 times more frequently than Medians.
- The combination of a formal **price strategy** and active price optimization program directly contributed to 2 to 8 percent annual revenue growth. And while a minority of sales organizations implemented price optimization, those who did were 40 percent more likely to achieve year over year revenue growth.
- **Sales coaching** was the single greatest contributor to improved sales productivity. However, not all coaching programs delivered a positive ROI. Only 23 percent of participants with informal and irregular sales coaching reported a positive ROI. But that figure more than tripled to 78 percent for participants that brought structure and regular cadence to the program.
- Pretty much all participants used some form of **sales analytics**. But while most used the standard capabilities delivered with CRM software, the Best-in-Class took their analytics to a much higher level. The Best-in-Class sales leaders were 3 times more likely to use interactive dashboards, 3.5 times more likely to use predictive analytics and 4 times more likely to actively use artificial intelligence (AI).

# 9 Best Practices

An overarching takeaway from the research is that there is no one sales program that transforms sales performance. Sorry to say, but there is no silver bullet.

But there are evidence-based best practices. These are the replicable methods born from the research findings that show how the Best-in-Class sales leaders achieved the highest performance results. Adopting a mix of evidence-based best practices was exactly what the Best-in-Class did to outperform all others.

## The Pursuit of Sales Transformation

Successfully replicating any one of the sales best practices will deliver an incremental benefit. That may be sufficient for some. Others seek sales transformation to create order of magnitude improvements and deliver significant and sustained revenue growth.

That requires a more holistic approach, which can be achieved by replicating a mix of the evidence-based best practices. The research was conclusive in showing the Best-in-Class sales leaders excelled in most of the nine best practices.

# 1 Sale Methodology

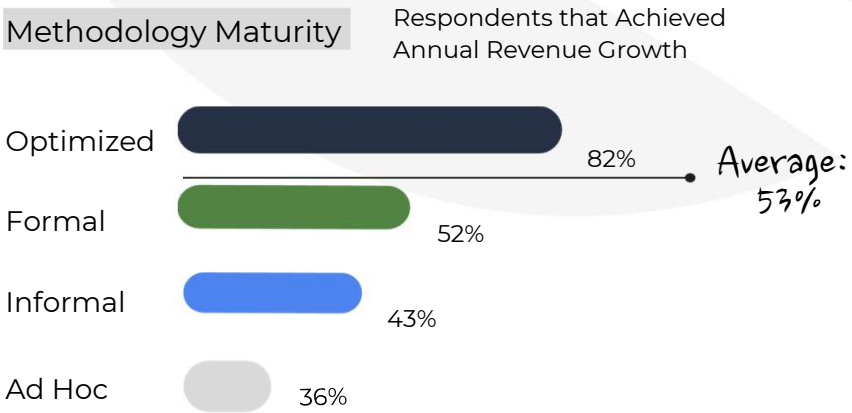
## Strategic Sale Methodology

The research sought to determine whether strategic sale methodologies deliver a direct impact to revenue performance.

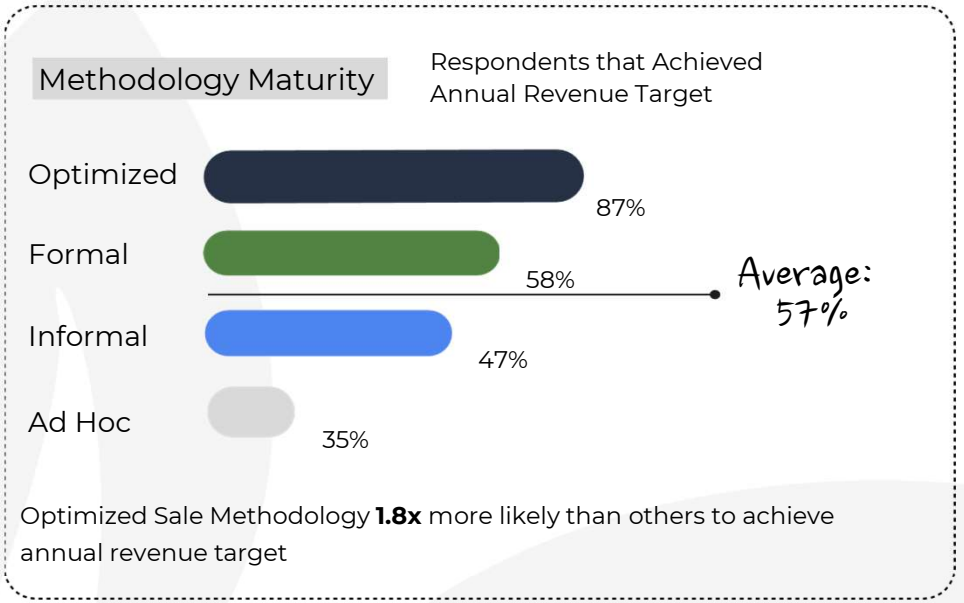
And the data was clear. Sellers with optimized sale methodologies were 1.9 times more likely to achieve year over year revenue growth than those with less mature sale methodologies.

Similarly, the data illustrated that those sales organizations with optimized sale methodologies were 1.8 times more likely to achieve their annual sales target.

## Sale Methodology Maturity Correlated to Revenue Performance



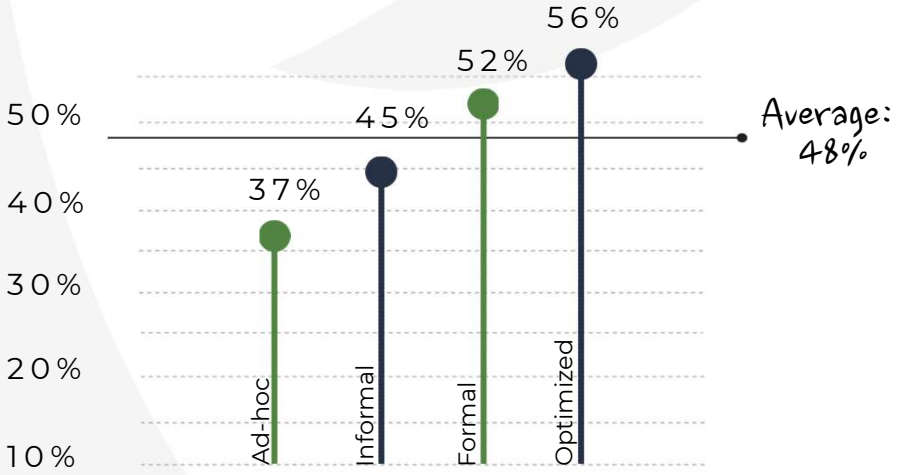

Optimized Sale Methodology **1.9x** more likely than others to achieve year over year revenue growth




Optimized Sale Methodology **1.8x** more likely than others to achieve annual revenue target

The research then sought to drill down further and understand the impact of sale methodologies across other sales metrics. One sales metric stood out.Sellers with optimized sale methodologies achieved an **11% higher sales win rate** than those with informal sales methods. The breakthrough point, where a salesforce outperforms peers, occurs when it advances from an Informal to Formal sale methodology. This is the first stage where sales wins exceed losses.

## Sales Win Rate By Methodology Maturity



# 1 Sales Process

## Predictable Sales Process

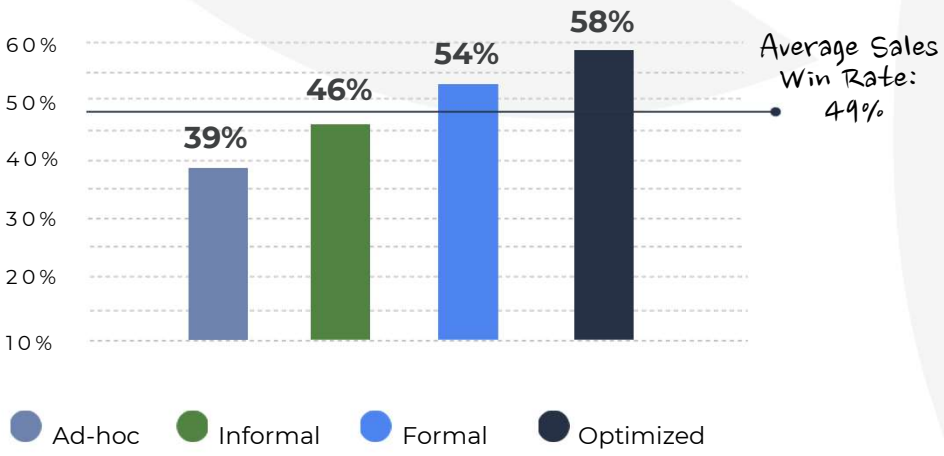
The research found overwhelming evidence that salespeople who apply structured sales processes outperform those who don't. Two sales process adoption performance results stood out.

- Sellers who used formal and optimized sales processes achieved 8% to 12% higher sales win rates than those who did not.
- Sales teams with formal and optimized sales processes were 48% to 66% more likely to achieve sales quotas.

The research data demonstrated a notable correlation and significant measurable upside impact when comparing Sales Process maturity with Sales Win Rate.

Improving your sales process maturity from Informal to Formal increases sales win rates by 8%. Further advancing sales process maturity to Optimized increases sales win rates by an additional 4%. For most companies, these improvements would deliver a substantial and recurring revenue impact.

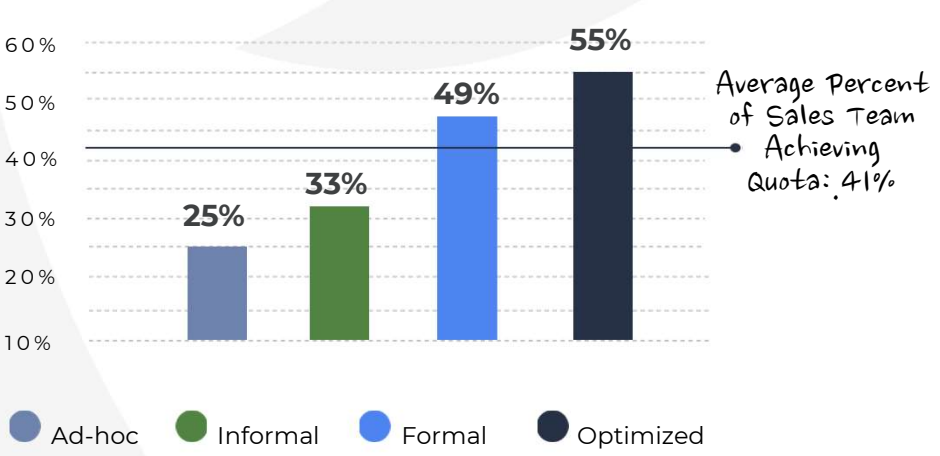
Sales Win Rate by Sales Process Maturity




Comparing Sales Process maturity to quota performance also revealed meaningful correlations. The data show a direct link among sales process maturity and the percentage of the salesforce making quota.

The 16% difference in quota achievement between Informal and Formal sales processes not only sees more sales reps successful, but delivered downstream benefits such as improved culture, lower sales resource churn and less reliance on end of period hero sales performers.

Sales Team Achieving Quota by Sales Process Maturity

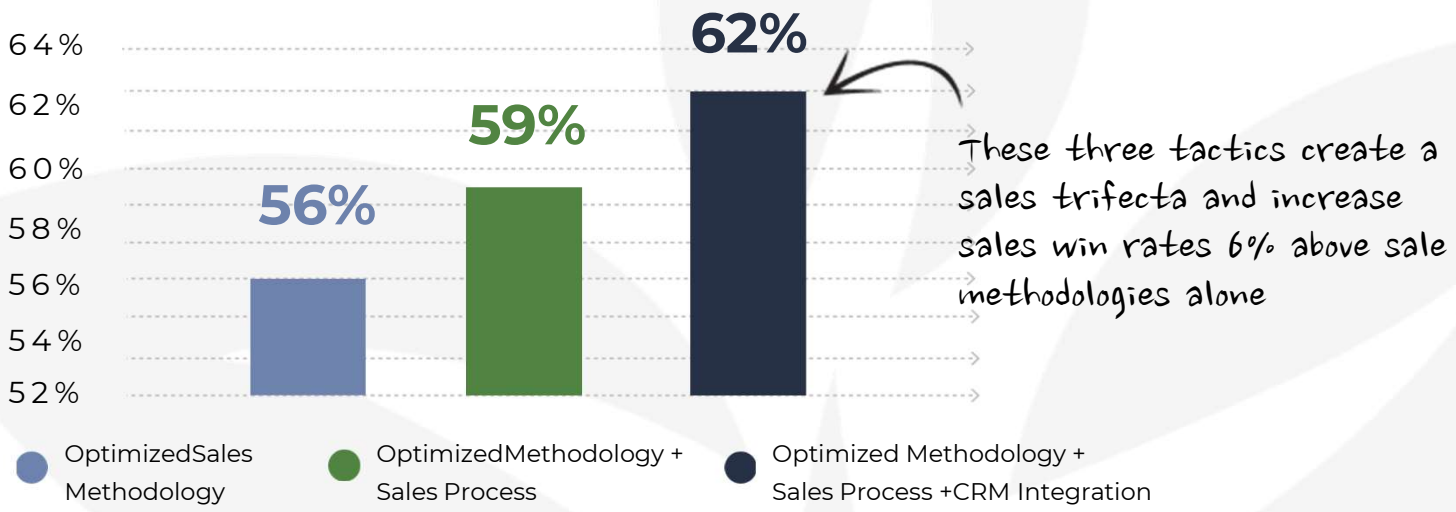


# 1 Sale Methodology

## Strategic Sale Methodology

When exploring data correlations, the two factors that most aligned with sale methodology and sales win rates were sales process maturity and CRM software integration. The below chart illustrates how Sales Win rates are further elevated when a strategic sale methodology is combined with a repeatable Sales Process and integrated with CRM software.

### Sales Win Rate



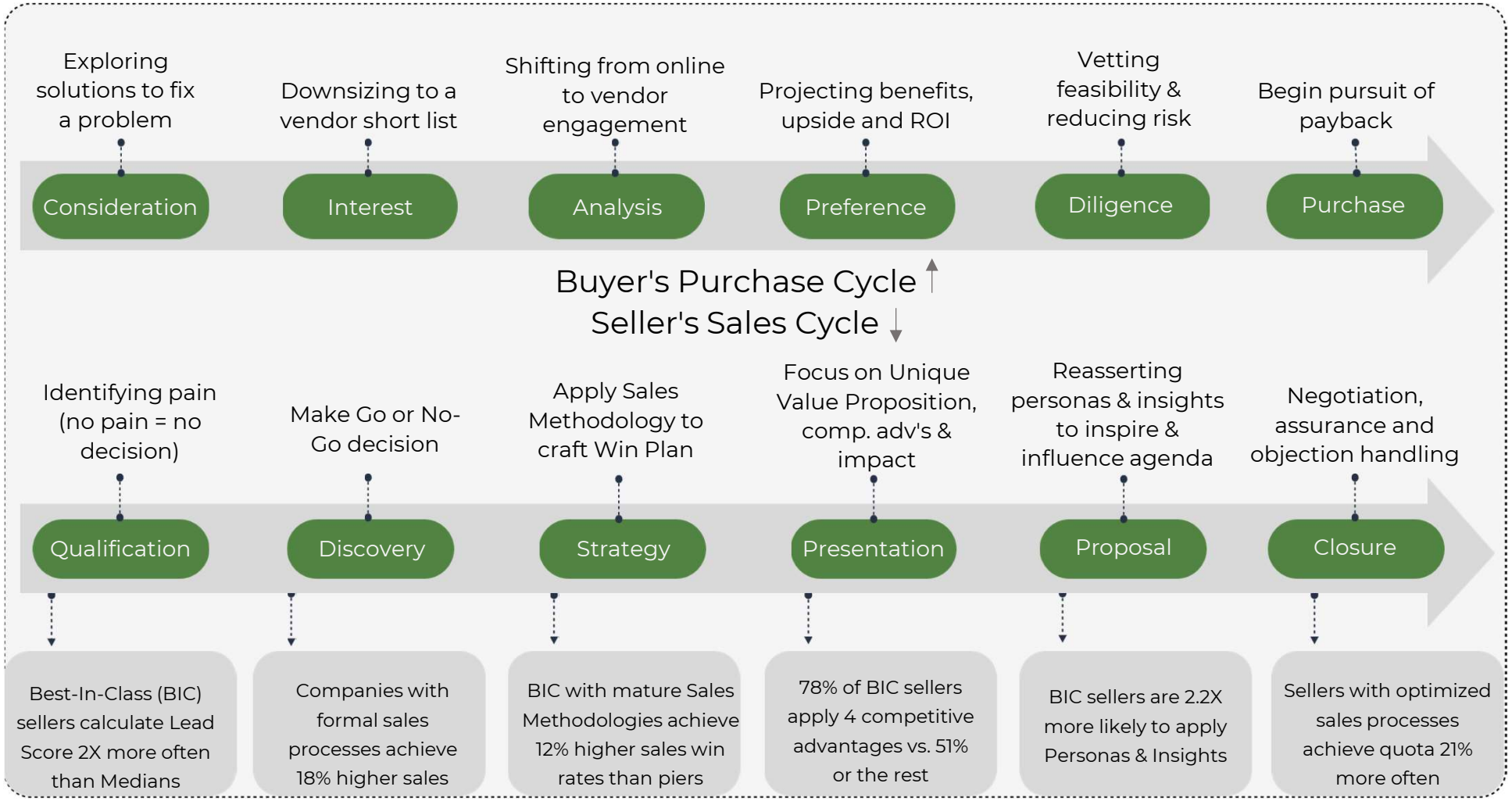

## About Sale Methodologies

A sale methodology shifts your selling strategy from what you sell to how you sell.
It defines the methods and actions that most influence sales outcomes. It positions and promotes your most powerful capabilities in producing customer value, including your competitive advantages, unique value proposition (UVP) and core competencies.

It provides the prescriptive but dynamic methods or directives to advance prospects through each step of the sales process. For example, it defines the investigative questions to qualify a lead, the path to align buyer pain with solution benefits, the strategy to create a win plan, the negotiation methods to preserve revenue, the incentives to get the deal closed and many other tactics to win competitive deals.

# 2 Sales Process

A sales process is a roadmap that guides salespeople through sequenced activities to convert a lead into a customer.
A successful sales process advances a sale opportunity through a series of progressive stages. Each step provides guidance, prescribes actions and concludes with verifiable outcomes that either disqualify the opportunity or advance it to the next stage.




Poor sales processes are reactionary, aimless and generally adopt trial and error sales pursuits. They consume more time, increase sales cycle duration and inevitably incur more sales losses.
Successful sales processes accelerate sales onboarding time, filter out non-qualified leads, increase sales velocity, lower cost per customer acquisition, improve sales forecasting and most importantly, increase the sales win rate.

# 3 Sales Execution

**Successful sales execution** is the result of consistent and repeatable sales cycle progressions that achieve slated outcomes. It's a prerequisite to consistently achieving revenue forecasts and scaling revenues.

There are dozens of options to improve sales cycle execution. So, we wanted to know the most effective methods.

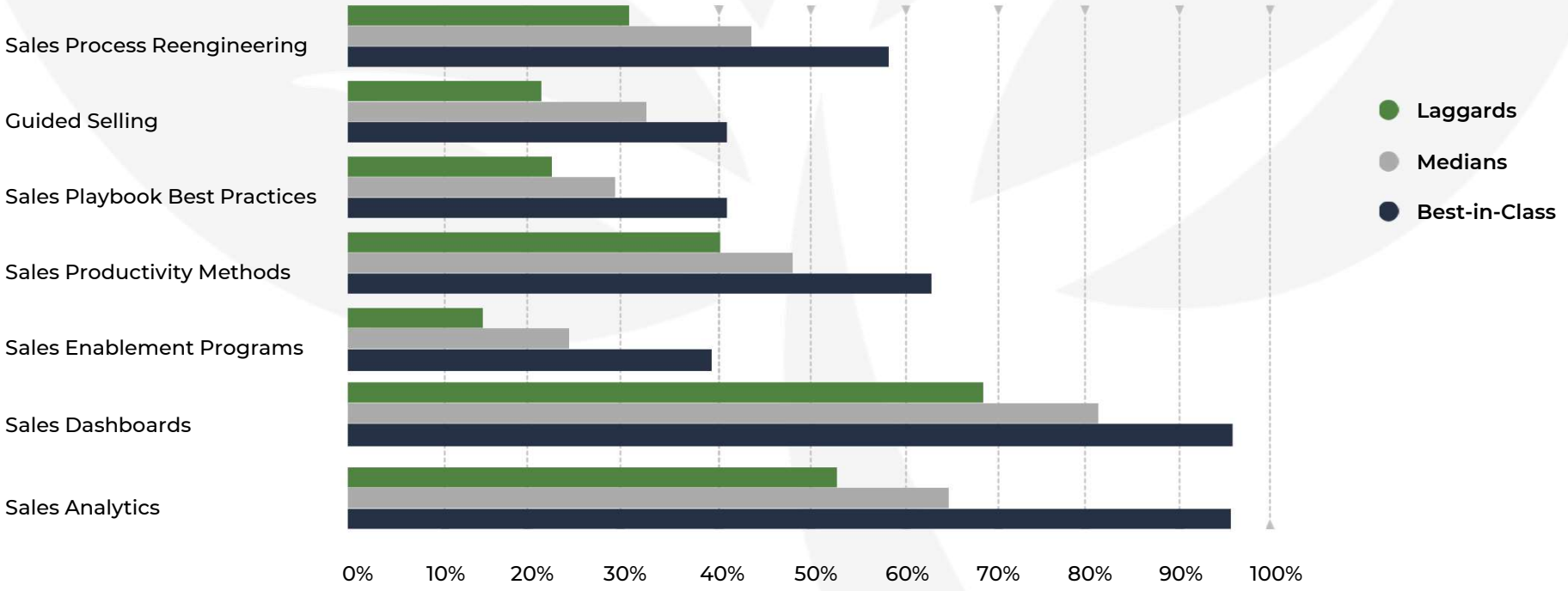
The data quickly identified a close relationship between sales cycle execution programs and salesforce quota attainment.

So, we categorized performance archetypes by s**alesforce quota attainment** and compared them by their adoption of various sales cycle execution improvement methods.

7 sales execution programs moved in near unison with sales quota achievement. Participants who adopted a combination of these programs were much more likely to improve sales cycle execution and **achieve Best-in-Class salesforce quota attainment.**

What we discovered is that improving sales execution is not achieved with a single performance improvement technique. Instead, a collection of improvement methods create synergy and a cumulative effect.

## Sales Execution Method Adoption By Archetype



# 3 Sales Execution

## Best-in-Class Sales Execution Performance Results

1. Increased Sales Win Rates
2. Lower Sales Cycle Duration
3. Higher Sales Quota Attainment

**Sales Process Reengineering**

The research found that a whopping 87 percent of the Best-in-Class sales teams performed sales process reengineering to streamline and optimize their sales cycle processes. That figure is 2 times higher than the Medians and Laggards.

**Guided Selling**

Guided sales processes replicate the actions of the top producers so that other sellers can achieve similar results. They focus on what needs to be done, avoid tasks that are distractions and provide prescriptive advice. They streamline and optimize sales cycle processes.

**Sales Playbooks**

Sales advice tends to be vague and arbitrary. Sales Plays sourced from research produce evidence-based Best Practices that shift advice from opinion or guess work to data driven and fact-based recommendations that are concrete, prescriptive and predictive.

**Sales Productivity**

Research shows that salespeople spend between 16 to 27 percent of their time engaging customers and selling. Productivity techniques such as agile value stream mapping reallocate time from low to higher value activities and enable salespeople to spend more time selling.

**Sales Enablement**

Sales enablement programs use content, coaching, training and technology to deliver relevant, differentiated and valuable customer engagement during the early steps of the sales process – to advance the buyer through the sales cycle and earn the sale.

**Sales Dashboards**

Sales dashboards deliver the right information to the right person at the right time. They focus on the most essential metrics and prioritize information based on what's most important. They aid time management, create a work rhythm cadence and maximize productivity.

**Sales Analytics**

The Best-in-Class sales organizations were 2X more likely to use sales analytics for real-time variance detection and to shift decision making from an intuitive, gut-based, trial and error, and subjective process to a data-driven, fact-based and objective discipline.

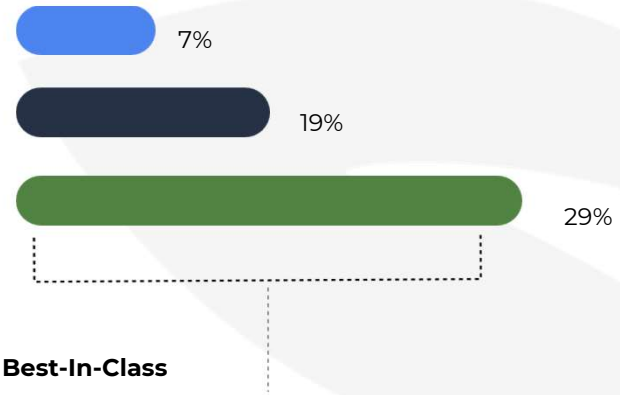
# 4 Strategic Accounts

Strategic Account Management is a systemic approach to increase customer share and profits.
Strategic account plans are the blueprints for prescriptive customer expansion and future sales.

## Strategic Account Management

The research found that while only 29 percent of companies have adopted formal Strategic Account Management programs, those adopters achieved 24 percent higher existing customer sales than those without these programs.

## Strategic Account Management Adoption

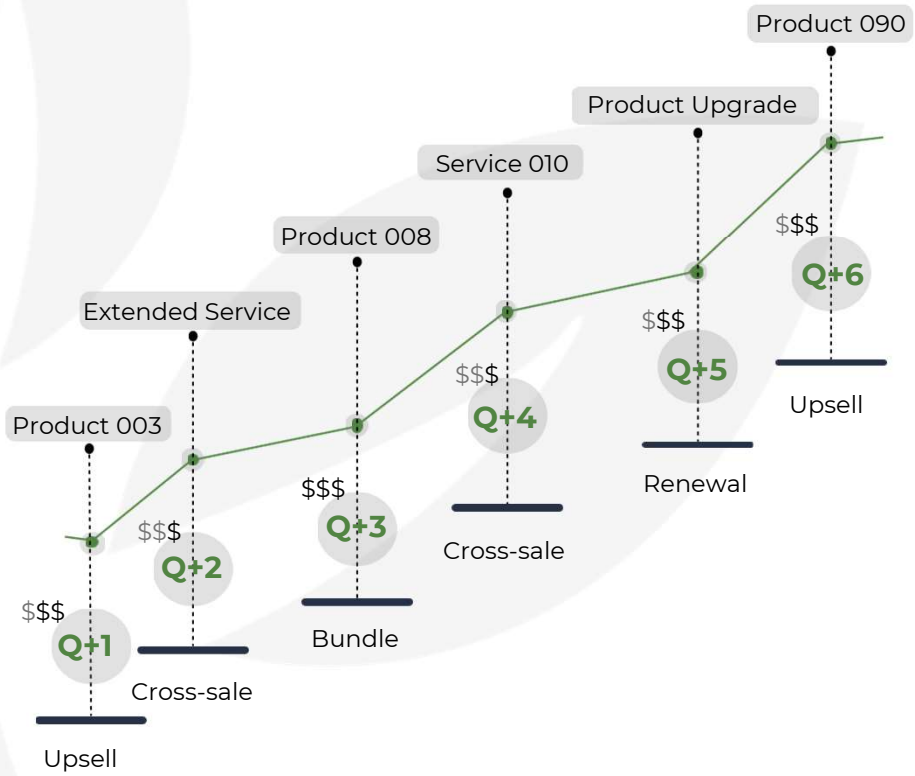



**Best-In-Class**

**2 X** More likely to use Strategic AccountManagement

Best In Class  Medians  Laggards

## Strategic Account Planning



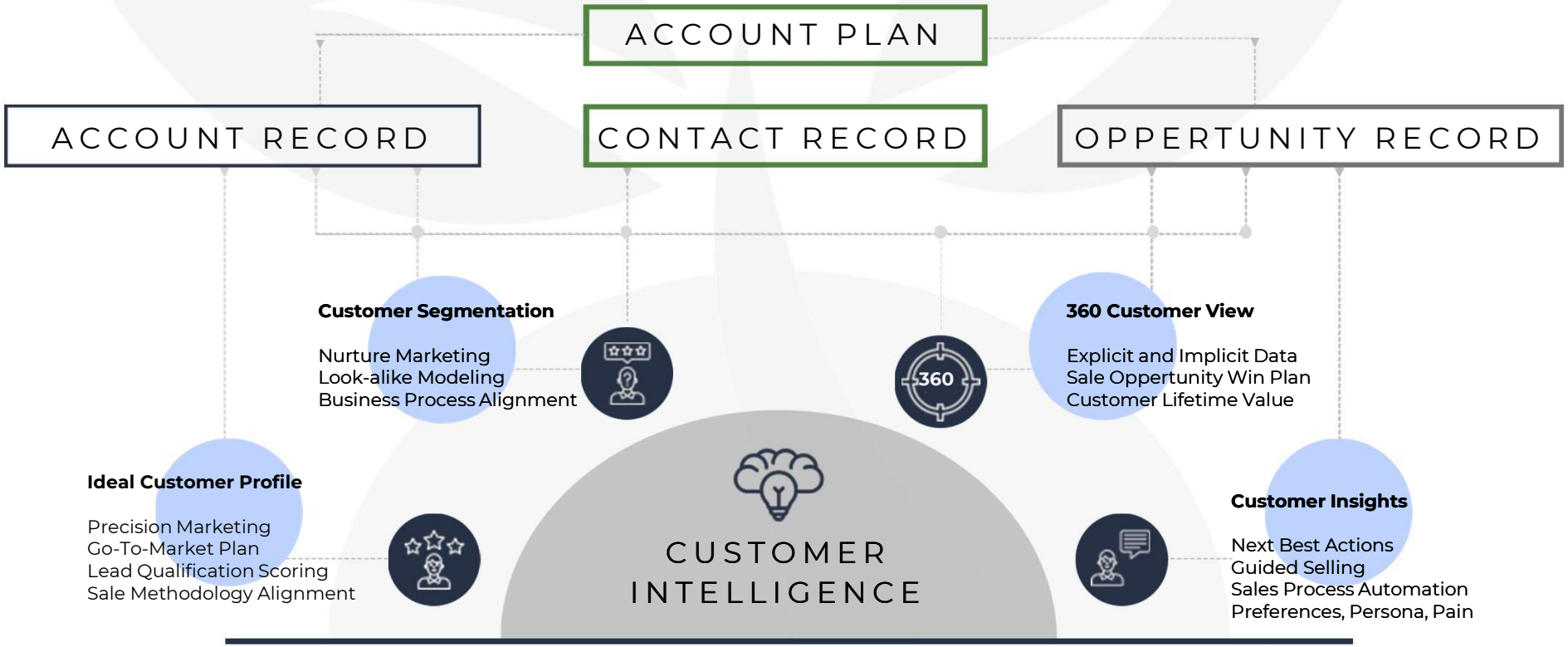
# 4 Strategic Accounts

Strategic Account Management is a proactive selling approach based on a repeatable sales process and enabling technology.

The most successful Strategic Account Management is automated in the CRM system and built on customer intelligence.

Correctly parsing data into customer segments, customer insights, an Ideal Customer Profile and a 360-degree customer view will accelerate and semi-automate Strategic Account Management programs and deliver many other downstream business benefits.

Customer growth plans embedded in CRM software shift revenue generation from reactive or ad hoc to proactive and predicted. And unlike the initial sales plans to acquire new customers, strategic account plans designed to upsell, cross-sale and grow customer share are based on data and knowledge that accumulate over the course of the relationship. That gives the salesperson customer insights to tailor discussions, presentations and recommendations to specific customer needs. It also increases receptivity and sales conversion rates.



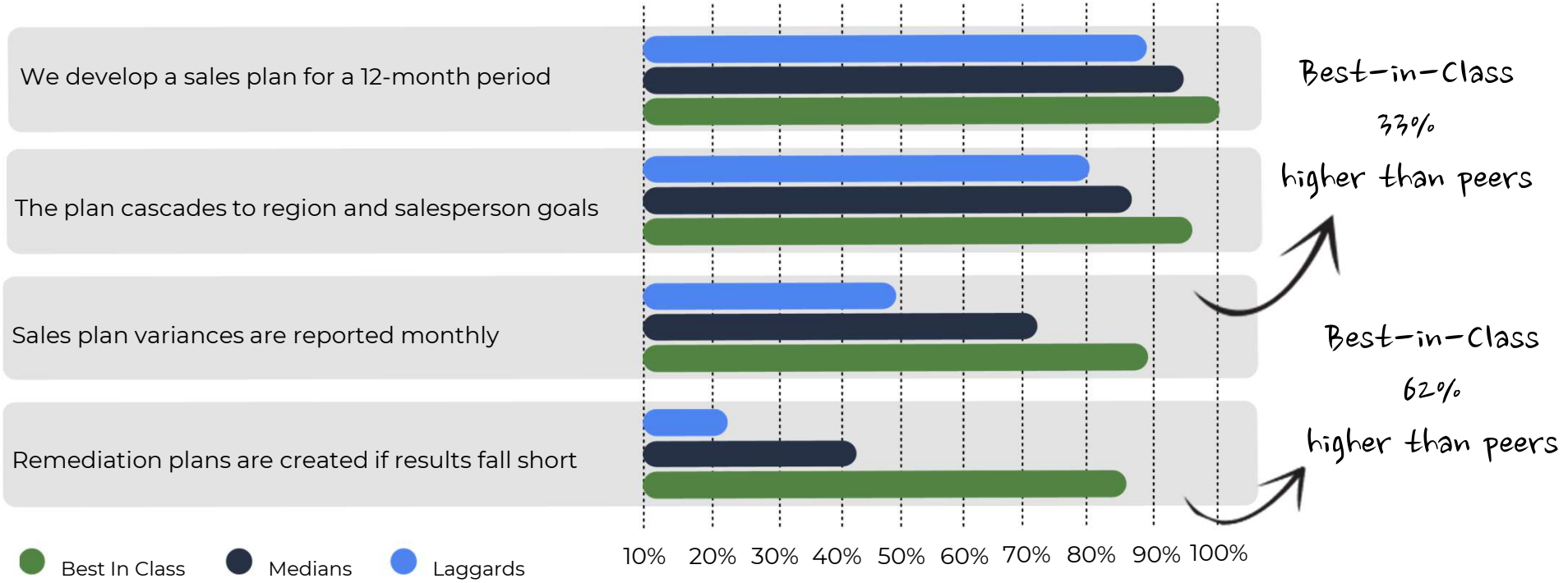
# 5 Sales Plan

## Annual Sales Plan

The sales plan defines the specific actions to achieve the annual sales goal. For most companies, the sales plan is a roadmap that plots the most direct route to achieving the annual revenue target.

The research found that Best-in-Class sales leaders use their sales plans differently than their lower performing peers.

## Sales Plan Operation




The difference among sales archetypes wasn't whether they created an annual sales plan or not; they pretty much all did. The difference was that for most laggards and medians it was a one-and-done exercise; limited to a completed document that was thereafter referenced with quarterly reporting. That was different than the Best-in-Class who used the annual sales plan as an operating tool throughout the period to measure progress, identify variances and implement course corrections as needed to meet the financial target.

In fact, when the data was correlated with other sales performance measures, we found that those who implement remediation plans when sales results fall short during the period were 39 percent more likely to achieve their annual sales target than those who did not. That's a significant statistical finding that directly impacts what is quite often the single most important company goal of achieving the annual sales target.

# 5 Sales Plan

## Annual Sales Plan

There is no consensus formula for sales plan design, which is why there's scarcely little consistency. Fortunately, there are best practices.

The best sales plans are created on a 3-tier architecture.

The starting point is a **sales goal** based on data and lessons from prior experience. Extracting data from the CRM system to understand prior year sales fluctuations and the causes for those shifts provides a solid basis to project future revenues.

## Strategy & Tactics

**Sales strategies** define how to achieve the sales goal. And assuming that figure is bigger than the prior year, there are three ways to achieve the revenue target. You can acquire more customers, increase existing customer revenue or change the pricing model. Sales strategies identify the optimal mix to achieve the revenue goal. Equally important, they identify what not to do.

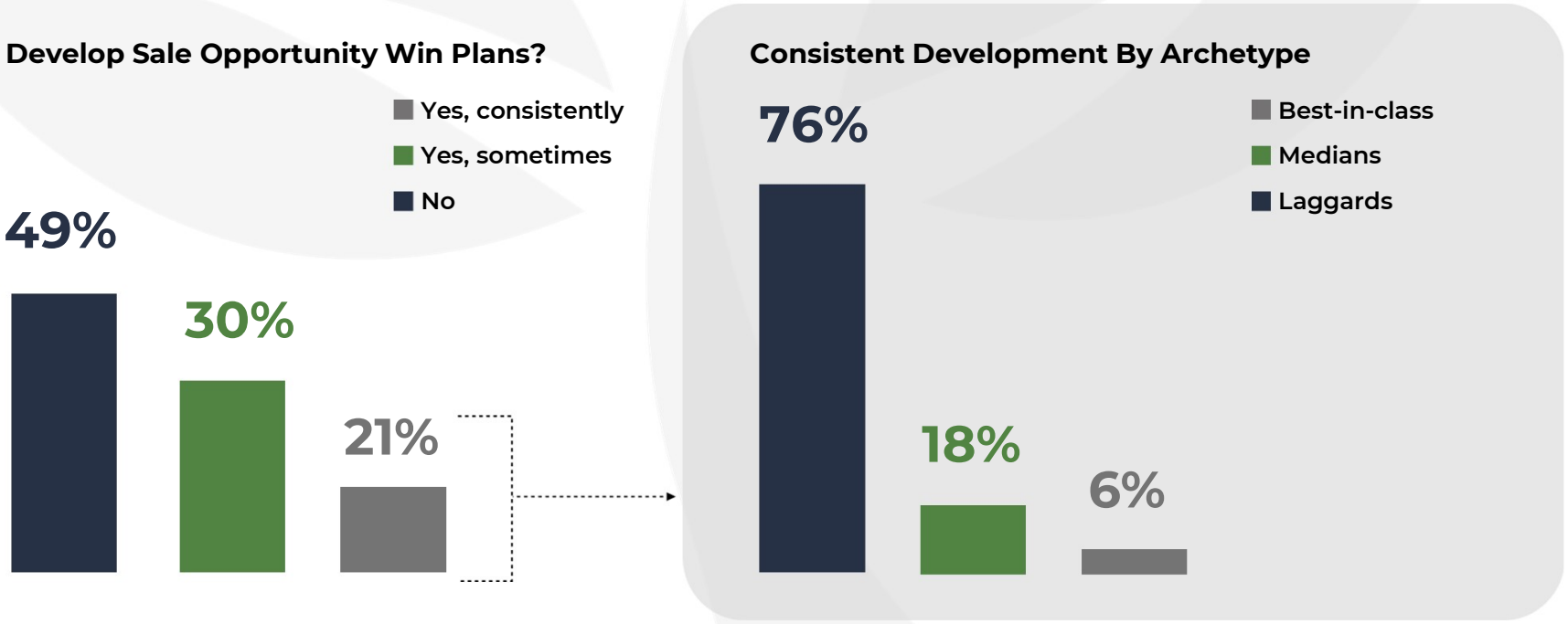
**Sales tactics** are actions that drive strategies. There are many tactics but the four shown below at the bottom of the pyramid are often the most influential in aiding sales strategies. Tactics are helpful if they support a sales strategy. Otherwise, they are distractions.
Strategies and tactics are symbiotic. Strategies without the right tactics falter and growth occurs at a snail's pace. Tactics without strategies are mostly aimless, never efficient and unlikely to achieve the most important sales goal.

# 6 Sales Win Plans

The research surfaced three significant findings related to sale opportunity win plans.

- 89 percent of sales managers recognize that sale opportunity win plans increase sales conversions. Yet only 21 percent consistently leverage win plans and only an additional 30 percent sometimes leverage them.
- The average sale opportunity win rate is 48 percent. When sale opportunity win plans are consistently used, the average sale win rate is 53 percent.
- Sales teams that consistently developed sales win plans achieved 10 **percent higher sales quota attainment** than those who did not.

The data shows that only 21 percent of sales teams consistently develop sale opportunity win plans. However, when drilling into that group, the research also reveals that the Best-in-Class sales leaders (i.e., the top 15 percent) consistently prepare sales win plans 4 times more frequently than Medians.



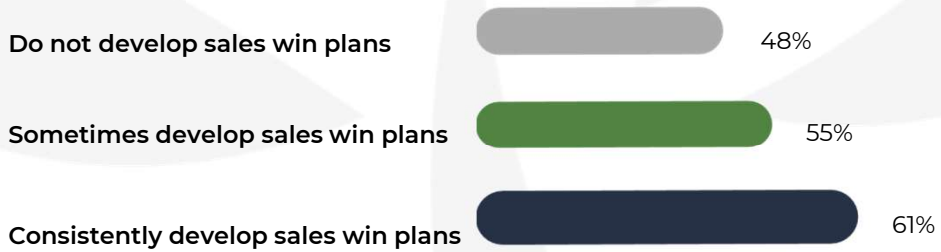
# 6 Sales Win Rate

When we compared those sales teams that consistently develop sale opportunity win plans with those who do not, we also discovered that the former achieved a 5 percent higher sales win rate.

## Sales Opportunity Win Plan Correlated to Sale Conversions

The third finding of statistical significance was the correlation between consistent sale opportunity win plan development and salesperson quota attainment. Those sales teams that consistently developed sales win plans averaged 10 percent higher sales team quota attainment than the combined group of those who sometimes or did not develop win plans.

## Average Sales Team Quota Attainment




Sale opportunity win plans define the essential steps and shortest path to a successful sale. They guide sales teams with orchestrated strategies and tactics to win the deal. They create and maintain momentum to accelerate the sales cycle. When you operate with a clear roadmap to a defined destination, you are more likely to get there and get there faster.

# 7 Strategic Pricing

## Price Strategy & Optimization

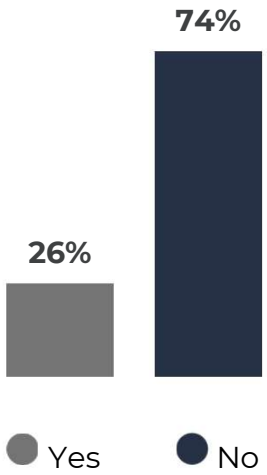
The data surfaced three key findings regarding price and its impact to sales performance and revenue growth.

First, the combination of a formal price strategy and active price optimization program directly contributed to 2 to 8 percent annual revenue growth.

The revenue uplift varied for different types of companies. For example, B2B companies that implemented price strategy and optimization increased annual top line revenue by 3 to 8 percent. About 80 percent of that revenue growth was sourced from optimized pricing while the other 20 percent was gained by reducing price leakage from activities such as discounting, deal incentives, payment terms and off-invoice charges.

**Second, while a minority of sales organizations implemented formal price strategies and price optimization, those who did were 40 percent more likely to achieve year over year revenue growth.**

Only 26% of participants had a formal price strategy and active price optimization program

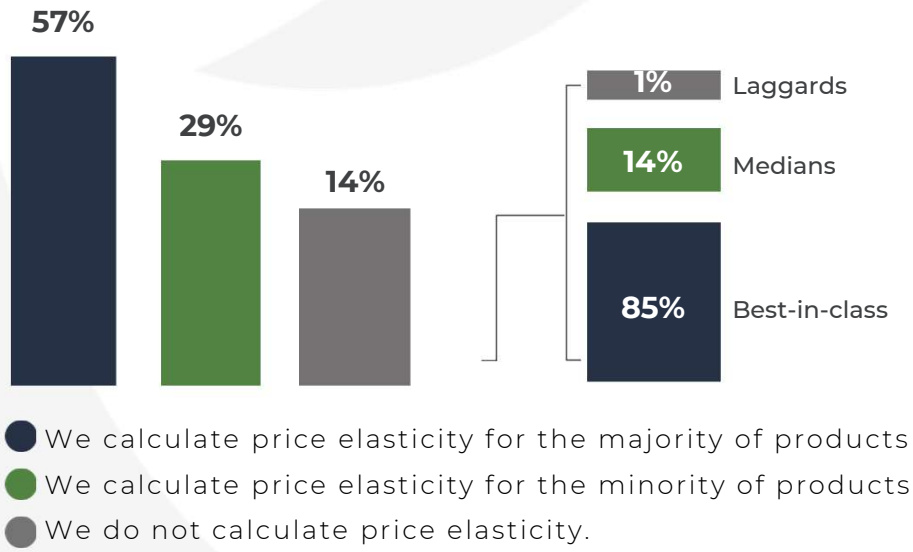


**+40%**

But that minority was 40% more likely to achieve year over year revenue growth when compared to all respondents

**And third, while only 14 percent of participants routinely calculated price elasticity for a majority of their products or services, 85 percent of that group achieved Best-in-Class sales performance results.**

### Price Elasticity Adoption



# 7 Strategic Pricing

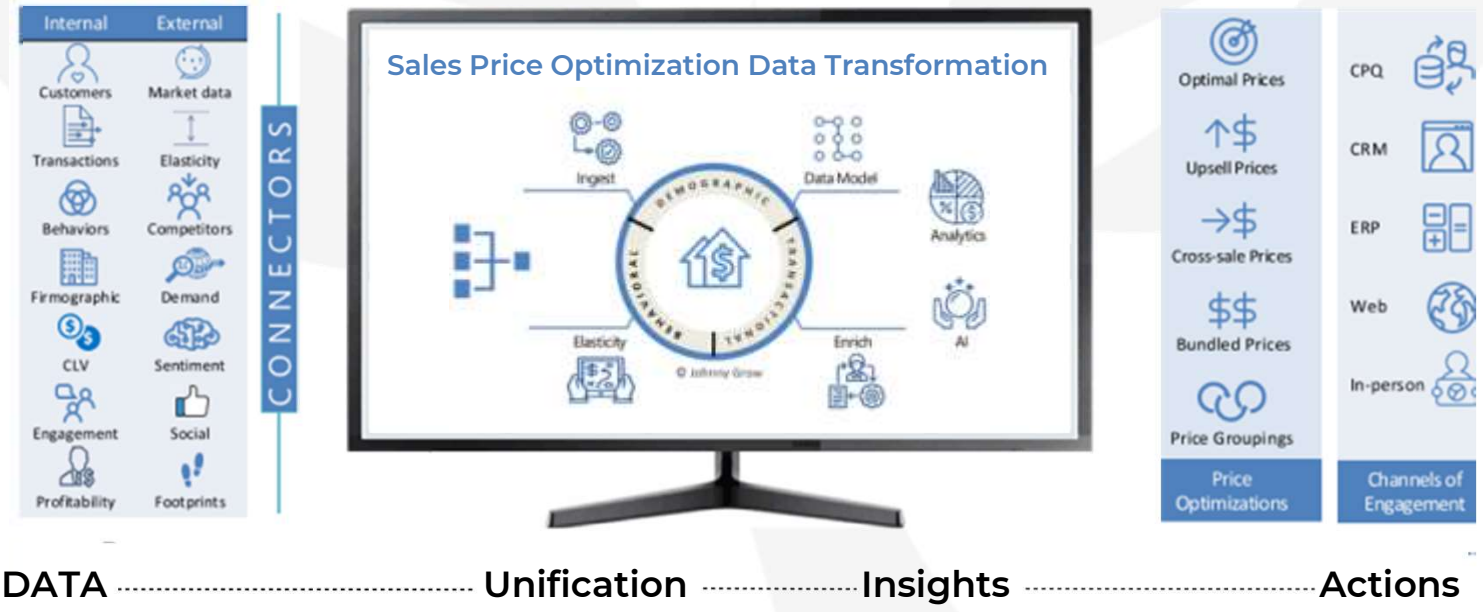
## Strategic Pricing Insights

A price strategy is the overarching framework that defines how the company will use price to increase market share, revenue and profit. Some price strategies go further and define how to penetrate new markets or defend markets from competitor encroachment.

Price optimization finds the highest price a customer segment will pay for a product or service. It models the price factors that impact quantity sold, statistically measures how customers respond to price changes, compares alternative price scenarios to achieve financial goals, identifies the optimal price and forecasts how price changes impact revenue and profits.

Trying to manage complex pricing data in spreadsheets is laborious, inefficient, prone to error and unlikely to surface the optimal prices to maximize market share, revenue or profit. The number of price permutations and combinations make manual price setting impractical.

Price optimization software is needed to harvest market, customer and competitor data; analyze a multitude of variables and data relationships; create elasticity models; and apply algorithms to deliver fact-based optimal pricing recommendations.




Price strategies, software solutions, best practices and research findings are available at https://johnnygrow.com/category/price-optimization

# 8 Sales Coaching

## Sales Coaching

Sales coaching applies insights, dialogue, collaboration, feedback and practice to improve salesperson performance.

The goals are to develop each salesperson's potential and grow the cumulative revenue impact of the salesforce.

Good sales coaching programs are well-defined, committed to, personalized, progressive and measurable. The best sales coaching programs empower and motivate salespeople to take responsibility for their performance improvements and career growth.
The sales research surfaced two overarching findings.

First, **sales coaching ROI skyrocketed** for participants that applied formal and regular sales coaching. Only 23 percent of participants with informal and irregular sales coaching reported a positive ROI. However, that figure more than tripled for participants that brought structure and regular cadence to the program.

### Positive ROI for participants with formal and regular sales coaching

78%

### Positive ROI for participants with informal and irregular sales coaching

23%

# 8 Sales Coaching

The second finding was discovered by correlating sales coaching maturity levels with sales performance measures. The data illustrated that more mature sales coaching programs highly correlated with higher sales win rates, salesforce quota attainment, year over year revenue growth and salesperson tenure.

## Sales Coaching Maturity Model

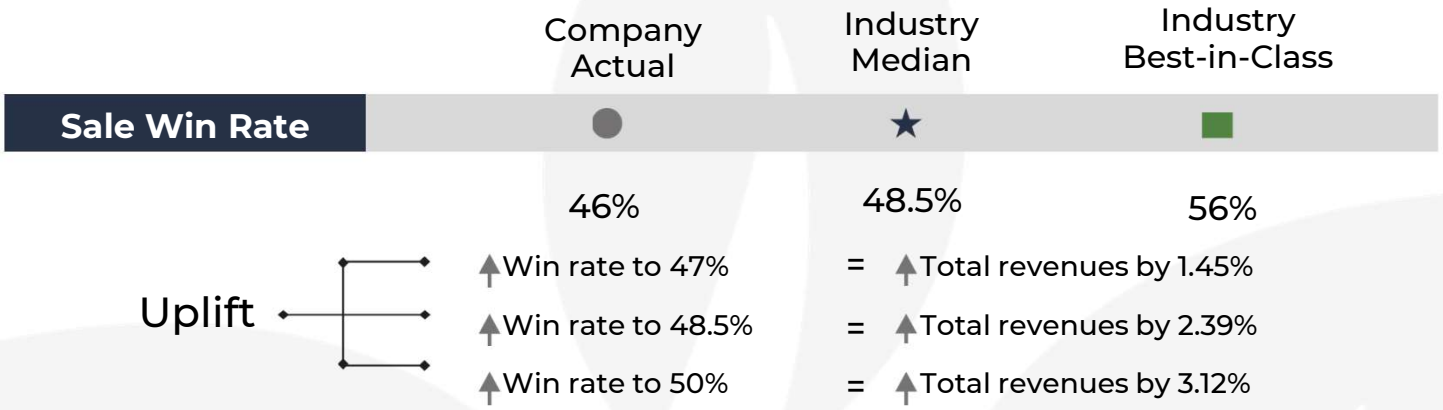
| Lagging | Achieving | Leading | Exceeding |
|---|---|---|---|
| • Fire fighters<br>• Ad hoc, informal, irregular coaching<br>• Haphazard interventions<br>• Process inconsistent<br>• No coaching strategy<br>• No technology | • Problem solvers<br>• Coaching Commitment<br>• Haphazard<br>• interventions<br>• Process inconsistent<br>• No coaching strategy<br>• No technology | • Coaching methodology (i.e, GROW)<br>• Data driven, insights-based coaching<br>• Sales manager<br>• coaching training<br>• Data and metrics driven program Closed loop reporting<br>• Full technology automation | • Salespeople assume primary coaching responsibility<br>• Able to replicate top producer behaviours<br>• Adopt benchmarks<br>• and best practices<br>• Data Driven Operating<br>• Model (DDOM) Measure ROI<br>• Automated with CRM AI & pred ictive analytics Continuous Process Improvement (CPI) |
| ◂····· Laggards ·····▸ | ◂····· Medians ·····▸ | | ◂····· Best-in-Class ·····▸ |

| | | | | |
|---|---|---|---|---|
| Sale Opportunity Win Rate | 41% | 52% | 57 % | 61% |
| Salesforce Quota Attainment | 49% | 58% | 62% | 68% |
| Year over Year Revenue Growth | 67% | 76% | 82% | 96% |
| Voluntary Sales Turnover | 21% | 18% | 15% | 12% |

Sales coaching models, best practices and additional research findings are available at the Sales Coaching Hub @ https://johnnygrow.com/category/sales-coaching/

# 9 Sales Analytics Findings and Example

When company performance metrics are compared with industry benchmarks management can quickly spot gaps or underperforming areas that offer the biggest financial uplift.




**MQL:** Marketing Qualified Lead

**SLA:** Service Level Agreement

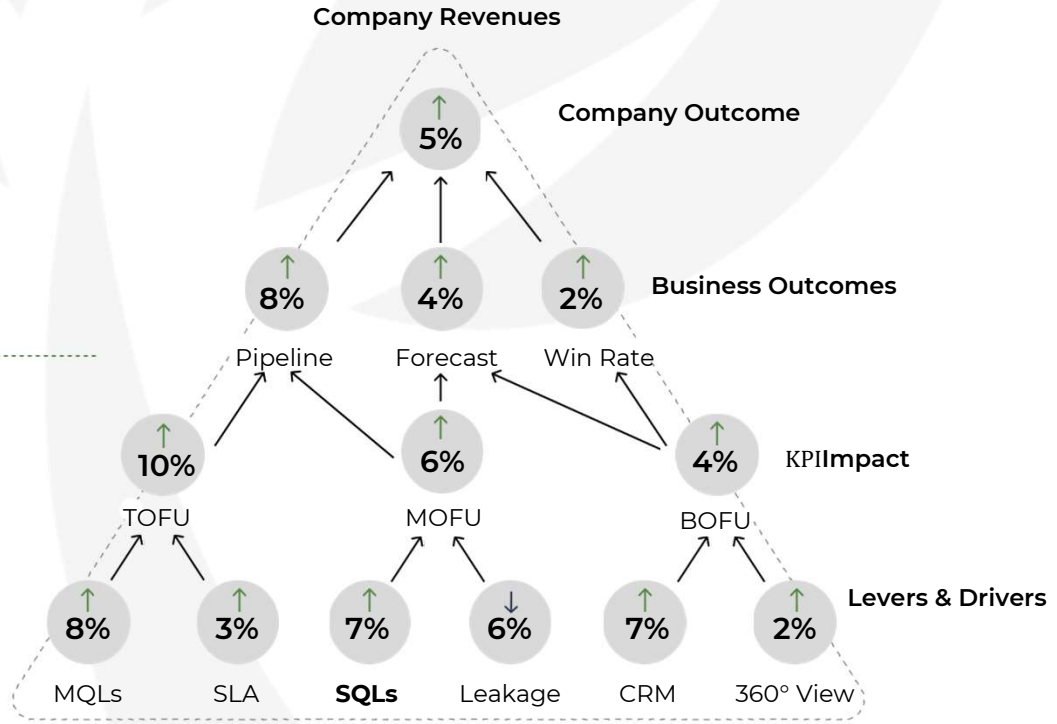
**SQL:** Sales Qualified Lead

**TOFU:** Top of The Funnel

**MOFU:** Middle of The Funnel

**BOFU:** Bottom of The Funnel

Legend



# 9 Sales Analytics

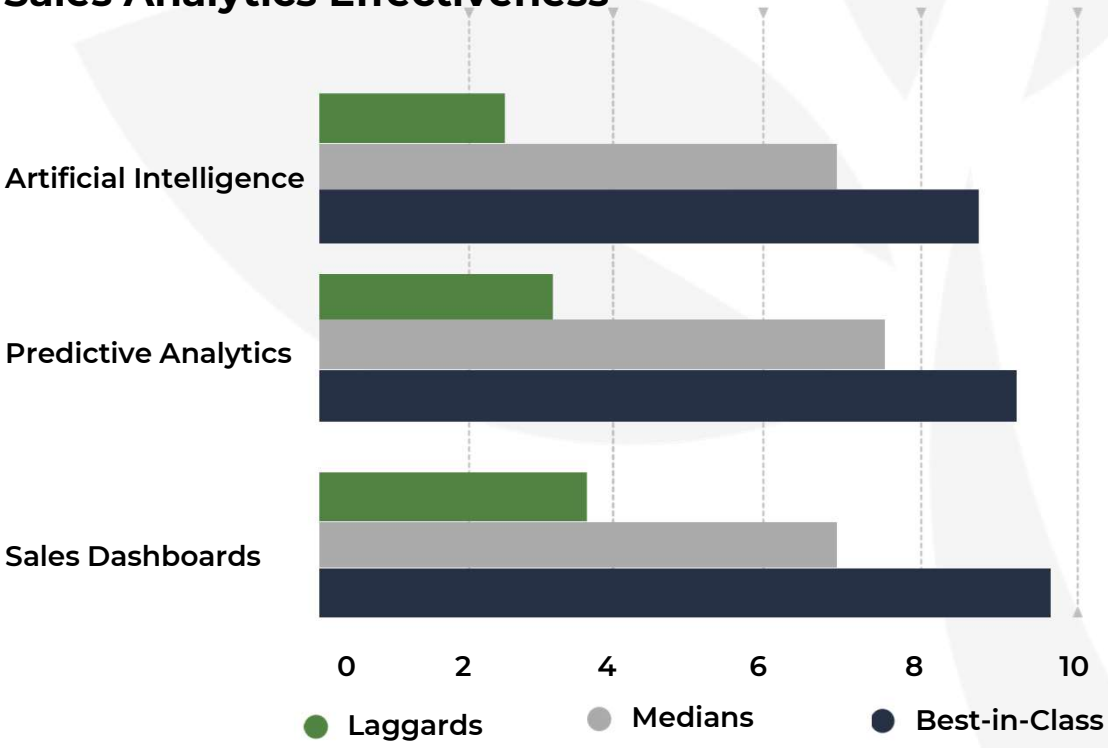
## When Technology is both Panacea and Pitfall

Survey participants were asked to rate each type of analytics tool (on a 10-point scale) in terms of effectiveness. For those analytics tools rated above a score of 8 we asked why they were effective. For those scored below 7 we asked why they were ineffective.

The data illustrated extreme disparities for the same sales analytics tools. For example, the three most used sales analytics of dashboards, predictive reporting and artificial intelligence (AI) had both the highest and lowest scores rendering them both highly effective and ineffective.

However, the qualitative analysis brought the data into focus and suggested effectiveness was less about the technology and more about how it was used. Below are the top three sales analytics tools rated by effectiveness for each performance archetype.

### Sales Analytics Effectiveness




### Sales Analytics Utilization

**↑3.5 X** | Best-in-Class Sales leaders used AI 3.5x more than their lower performing peers

**↑ 4X** | Best-in-Class Sales leaders used predictive analytics 4x more than their lower performing performing peers

**↑ 3X** | Best-in-Class Sales leaders used interactive dashboards 3X more than their lower performing performing peers

# Next Steps

## From Insights to Action

The research reveals findings that can be replicated.

Best-in-Class sales performance is a measurable pursuit achieved in a five-step approach.

**01.** Start with clear goals. Use **design thinking** to go beyond incremental gains and achieve order of magnitude advancements. Design thinking quickly identifies the most important and highest impact sales outcomes.

**02.** Solidify what's most important in **the Sales Plan.** The research is clear. The best-in-class performers lead with an iron clad sales plan that focuses on the things that most matter and avoids wasting time with things that don't. The sales plan is the roadmap and is used nearly every day of the journey. Without this roadmap execution is aimless.

**03.** Leverage industry **performance benchmarks**. There's no need to reinvent the wheel. Replicate the sales processes of industry leaders to achieve already proven results. This will likely require some Business Process Redesign (BPR) to simplify, streamline and automate sales activities. Consider agile value stream mapping to reduce cycle times and eliminate non-value-added tasks and activities.

**04.** Execute with **agility**. Agile execution with time-boxed iterations and daily measurements will promote collaboration, accelerate time to value and lower risk.

**05.** Leverage these **best practices.** Sales recommendations without supporting data are just somebody's opinion. The 9 evidence-based best practices in this publication are born from research and show what the highest sales performers do differently than their peers. When you start with research-based findings, learn from companies that have achieved success and apply best practices to repeat that performance, you eliminate the guesswork, avoid trial and error, and pursue the straightest and shortest course to targeted outcomes.

Implementing these evidence-based best practices need not be a daunting task. They can be pursued individually and incrementally. The most important thing is to get started and make continuous improvements.

## How JohnnyGrow Can Help

Helping clients transform sales for significant and sustained revenue growth is a Johnny Grow core competency. We have the research, benchmarks, frameworks and expertise to help clients apply best practices and technology automation for Best-in-Class performance.
Visit **https://johnnygrow.com/sales** to check out our flexible services, prescriptive methods and predictable results.

# Methodology

## About This Report

This research was conducted using an online survey.

The survey was completed by 184 respondents in the United States.

The composition of respondents included the following firmographics and demographics:

| Job Title | | Company Size | | Industry | | Department | |
|---|---|---|---|---|---|---|---|
| CEO/President: | 3% | Annual Revenues: | | AEC: | 7% | Corporate: | 5% |
| VP/SVP/EVP: | 4% | Over $1B: | 11% | Communications: | 6% | Sales: | 94% |
| VP Sales/CRO: | 10% | $100M to $1B: | 44% | Distribution: | 12% | Other: | 1% |
| Sales Manager: | 19% | $10M to $100M: | 33% | Financial Services: | 9% | | |
| Salesperson: | 63% | Less than $10M: | 12% | Industrial: | 15% | | |
| Other: | 1% | | | Life Sciences: | 10% | | |
| | | | | Prof Services: | 15% | | |
| | | | | Retail: | 8% | | |
| | | | | Technology: | 18% | | |

The questions were organized among eleven categories. Respondents were given the option to not respond to questions they deemed not relevant or did not know the answer.

The total number of questions may differ among respondents as based on a given survey response, a participant may be posed additional or cascading questions. Certain questions permitted multiple responses; therefore, response totals may not sum to 100 percent. This research report is independently produced by Johnny Grow, Inc. Johnny Grow research does not permit vendor funding, advertising or sponsorship. The content is free of direct or indirect influence by third parties.

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# About Us

## About Johnny Grow

We are revenue architects.

We team with clients to engineer synergistic combinations of prescriptive growth strategies, evidence-based best practices and supporting technologies that maximize company revenues. Our work delivers order of magnitude results, not incremental improvements.

Helping clients accelerate revenue is our North Star and singular focus. It's the only thing we do.

## For more information

To learn more about this research study, please contact us at research@JohnnyGrow.com.

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## About the Lead Author

Chuck Schaeffer was the lead research analyst and author for this report. Chuck is a business growth strategist, thought leader and implementer of business strategies, best practices and Salesforce technology solutions.

He has been providing advisory services for 32 years and regularly speaks on the topics of revenue growth, CRM, Customer Experience, innovation and disruption at events and conferences. He retains countless certifications, advanced graduate degrees and was appointed a Malcome Baldrige National Quality Award Examiner.