

— L2L COACHING

Unveiling the Dynamics of Sales Performance

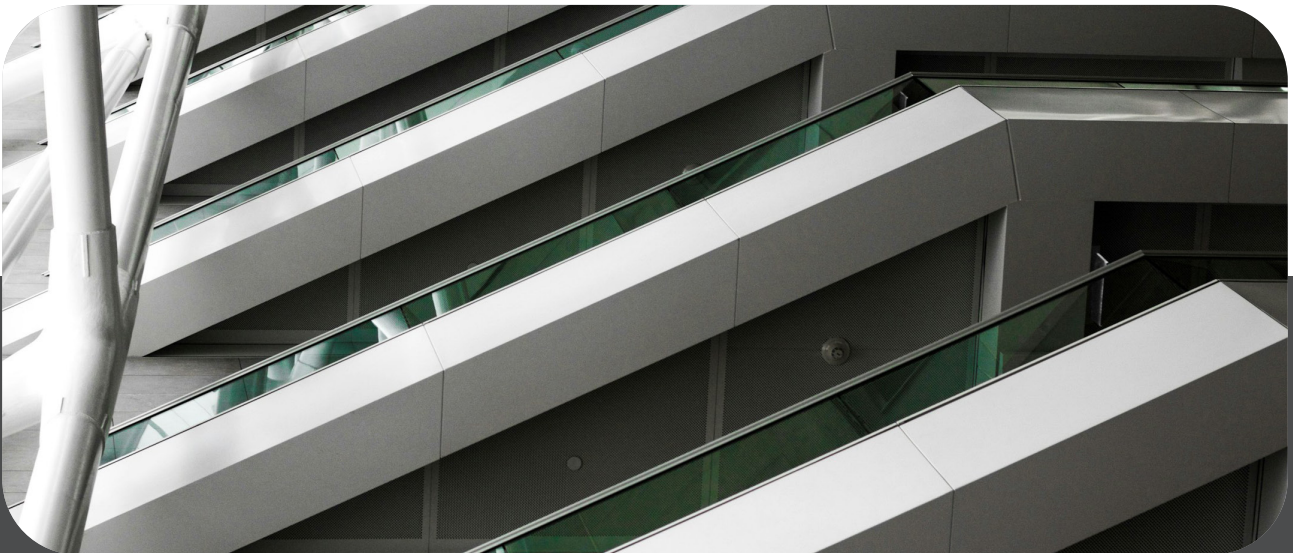
Insights from a Comprehensive Sales Behavior Assessment Study

UNVEILING THE DYNAMICS OF SALES PERFORMANCE

Insights from a Comprehensive Sales Behavior Assessment Study

The present study encompasses the analysis of sales behavior data gathered from 331 sales professionals across various sectors, including construction, consumer discretionary, consumer staples, education, energy, entertainment, financial, healthcare, hospitality, industrial, information technology, materials, professional services, real estate, telecommunication services, transportation, and utilities. These sales professionals exhibit diverse levels of experience in the field.

The research focused on 23 multiple-choice questions that directly relate to the three fundamental pillars of sales: connection, discovery, and closing. Connection refers to the ability to establish effective relationships with customers, while discovery involves asking impactful questions to comprehend clients' preferences and decision-making processes. Closing entails positioning oneself as the preferred provider and effectively closing deals.



The data collected from the sales behavior assessment yielded the following findings:

59%

The overall average total sales behavior score was 58.55%, encompassing performance in connection, discovery, and closing

The average connection score was 59%, the average discovery score was 62%, and the average closing score was 55%.

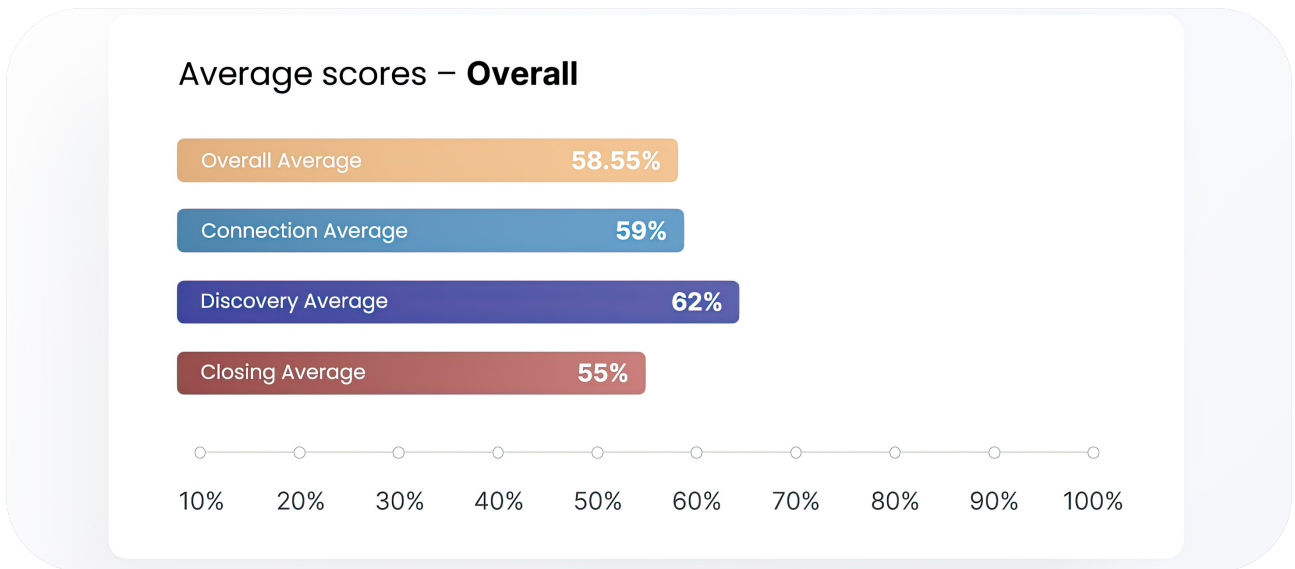


Figure 1. Overall average sales behavior scores

59%

Among sales professionals with less than 1 year of experience, the overall average total sales behavior score was 58.74%.

The average connection score for this group was 61.16%, the average discovery score was 63.31%, and the average closing score was 53.02%.

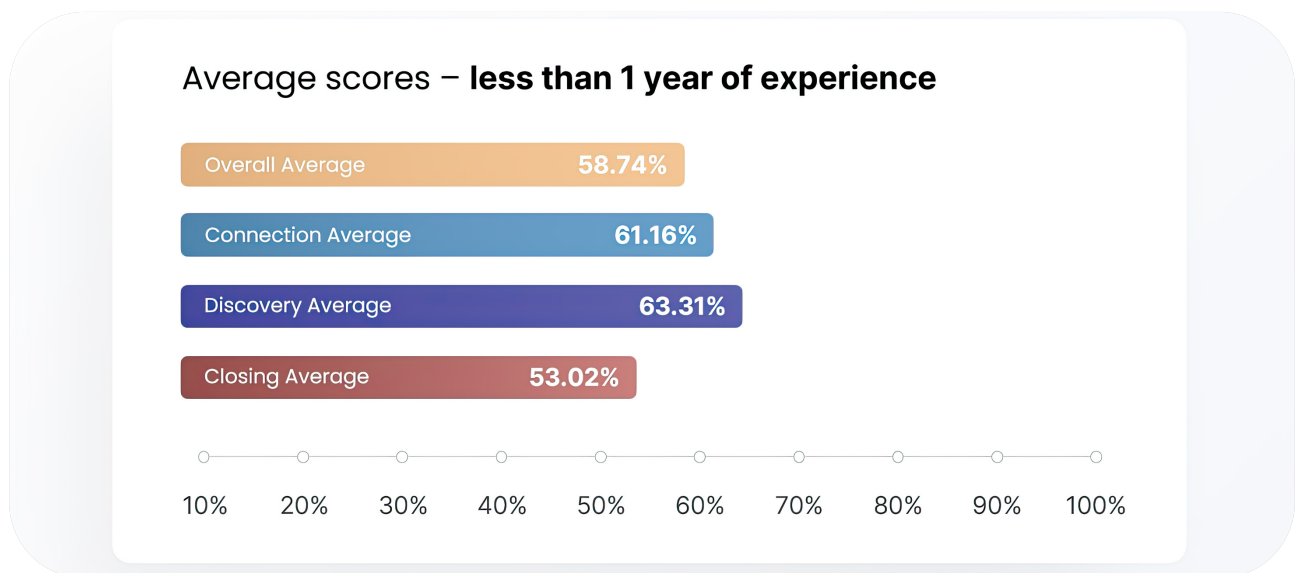


Figure 2. Average scores among sales professionals with less than 1 year of experience

58%

Sales professionals with 3-5 years of experience achieved an overall average total sales behavior score of 57.93%

The average connection score for this group was 59%, the average discovery score was 60%, and the average closing score was 55%.

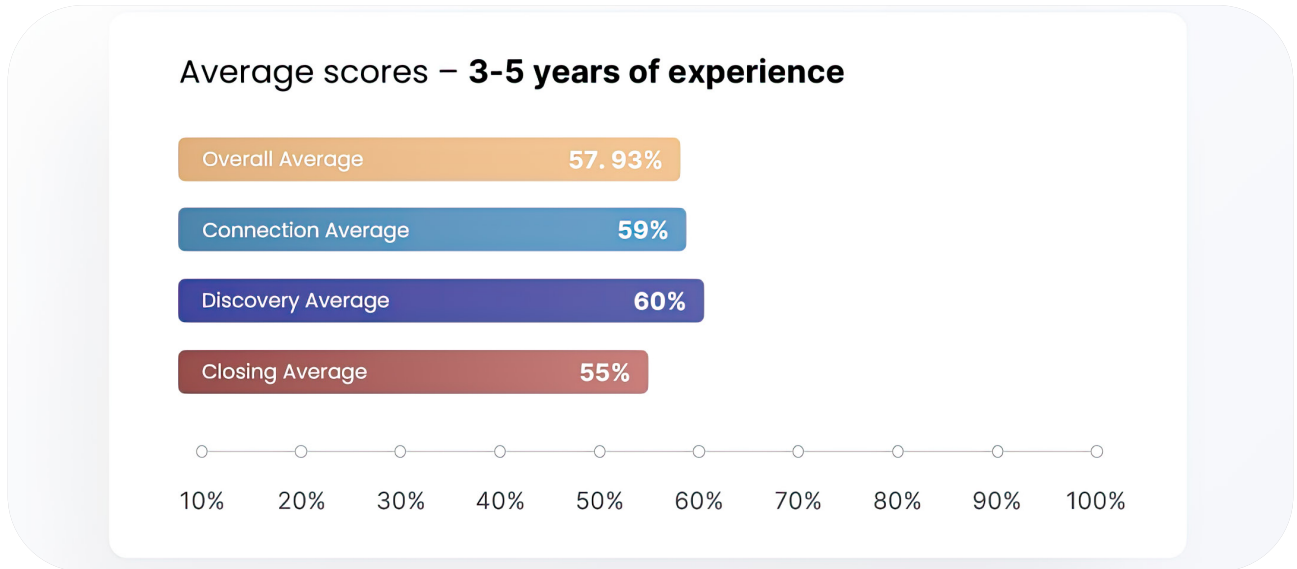


Figure 3. Average scores among sales professionals with 3-5 years of experience

56%

Sales professionals with 5-10 years of experience attained an overall average total sales behavior score of 56.15%.

The average connection score for this group was 57%, the average discovery score was 60%, and the average closing score was 52%.

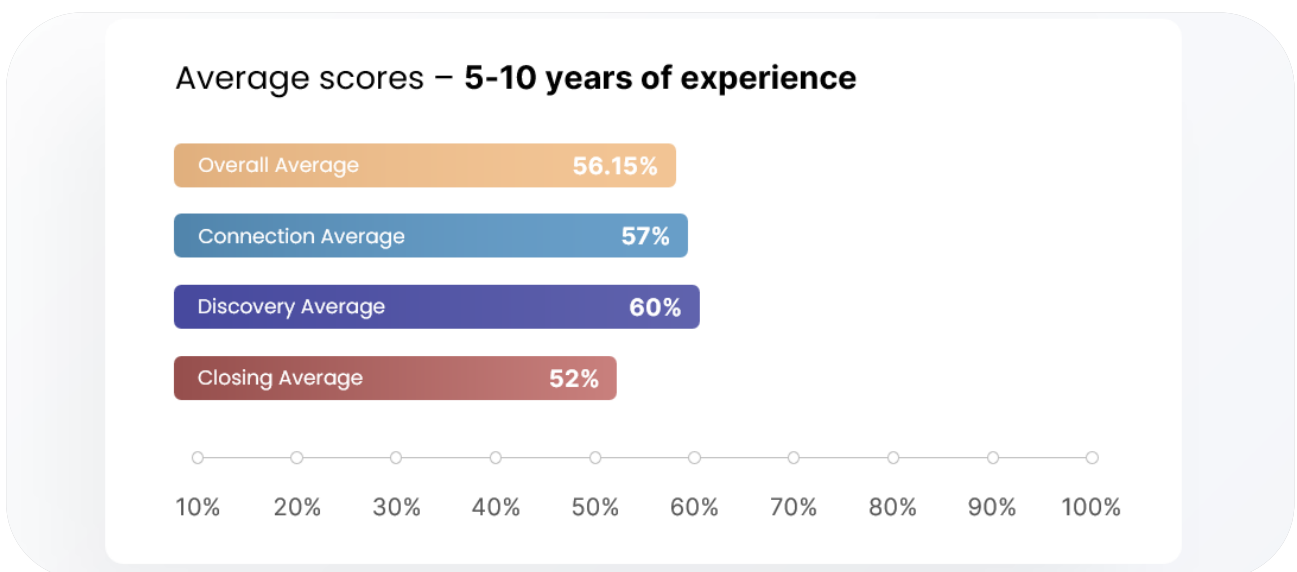


Figure 4. Scores among sales professionals with 5-10 years of experience

62%

Sales professionals with over 10 years of experience demonstrated an overall average total sales behavior score of 62%.

The average connection score for this group was 62%, the average discovery score was 65%, and the average closing score was 59%.

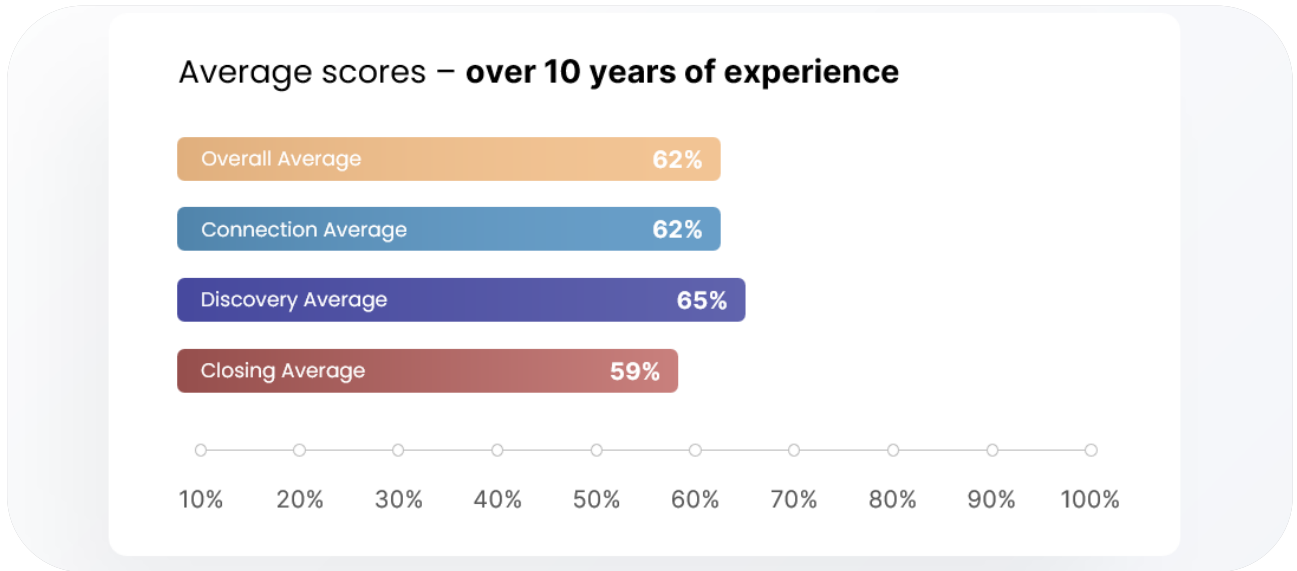


Figure 5. Scores among sales professionals with over 10 years of experience

Noteworthy observations

Among all the groups examined, the Discovery Pillar has attained the highest score, indicating a profound comprehension among sales professionals regarding the significance of inquiry-based approaches.

Notably, the Closing Pillar emerges as the most arduous aspect for sales professionals, both historically and presently.

It is imperative for organizations to devote meticulous attention to this pillar and gain a comprehensive understanding of the requisite sales behaviors essential for successfully concluding a transaction. The research unequivocally demonstrates that organizations are currently lacking in the provision of the most efficacious training methods for this particular pillar.

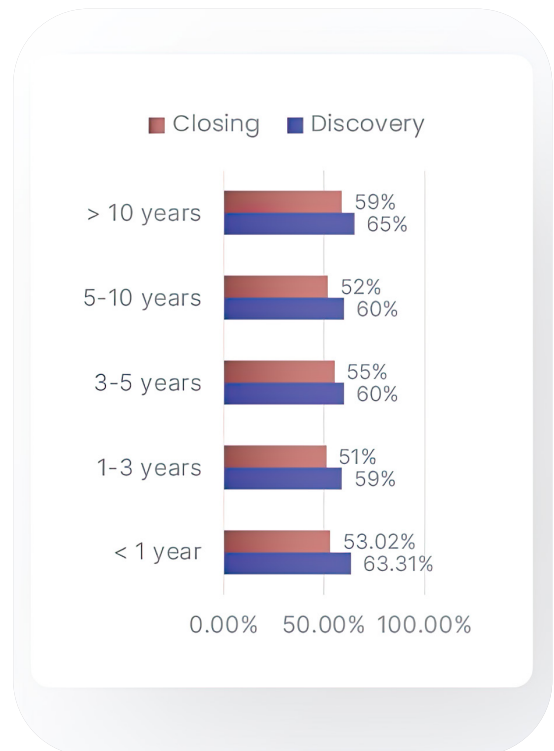


Figure 6. Observations

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Topics Analyzed

Among the assessed questions, the following areas received the lowest scores across all groups:

1. If I notice my client is preoccupied when I enter his/her office, I will ...
2. If a client asks me to talk about my product/service at the beginning of our conversation, I...
3. A presentation is the best way to convince a client to do business with me
4. How would you characterize these words: security, peace of mind, stability, saves time?
5. When dealing with a new client, I always make them aware they will receive a call from their previous provider trying to convince them to stay
6. My presentation must list all the features and benefits of our product/service?

Upon analyzing the data, it becomes evident that sales professionals with over 10 years of experience achieved the highest scores. These individuals consistently apply the sales behaviors they learned early in their careers, which contributes to their success as top performers in their industry. Their longevity and proficiency as sales professionals are not merely products of chance; rather, they have demonstrated the necessary sales behaviors required for success and recognize the impact of these behaviors on their sales outcomes.

Furthermore, sales professionals with less than 1 year of experience displayed better scores than the three subsequent groups (1-3 years of experience, 3-5 years of experience, and 5-10 years of experience). This finding highlights the positive influence of investments made by sales organizations within the initial months of onboarding new sales professionals, with the aim of fostering their success.

However, concerns arise after the completion of their training. Organizations often mistakenly assume that these individuals possess the necessary tools and knowledge to operate independently and achieve favorable results. While short-term improvements may be observed, performance tends to decline after the first year. At this point, organizations may question the suitability of these sales professionals for their roles and doubt their potential for future success.

Conversely, many sales professionals experience a surge in confidence after signing initial clients, leading to a decline in sales behaviors. They may erroneously believe that since they have secured clients and experienced early success, they no longer need to follow the teachings and guidelines provided during their training. Consequently, issues begin to arise. Organizations may attribute poor results to market conditions, rather than recognizing the impact of declining sales behaviors. Only after several quarters or years of poor performance do organizations reinvest in sales training.

The findings of the data strongly support the proposed thesis that organizations tend to invest in their sales teams after a period of poor results, resulting in improved performance as evidenced by the 3-to-5-year group of experienced sales professionals. However, once the initial sales training is completed, a cycle of declining sales performance often ensues, primarily due to the organizational mindset that the responsibility for generating results now falls solely on the sales team.

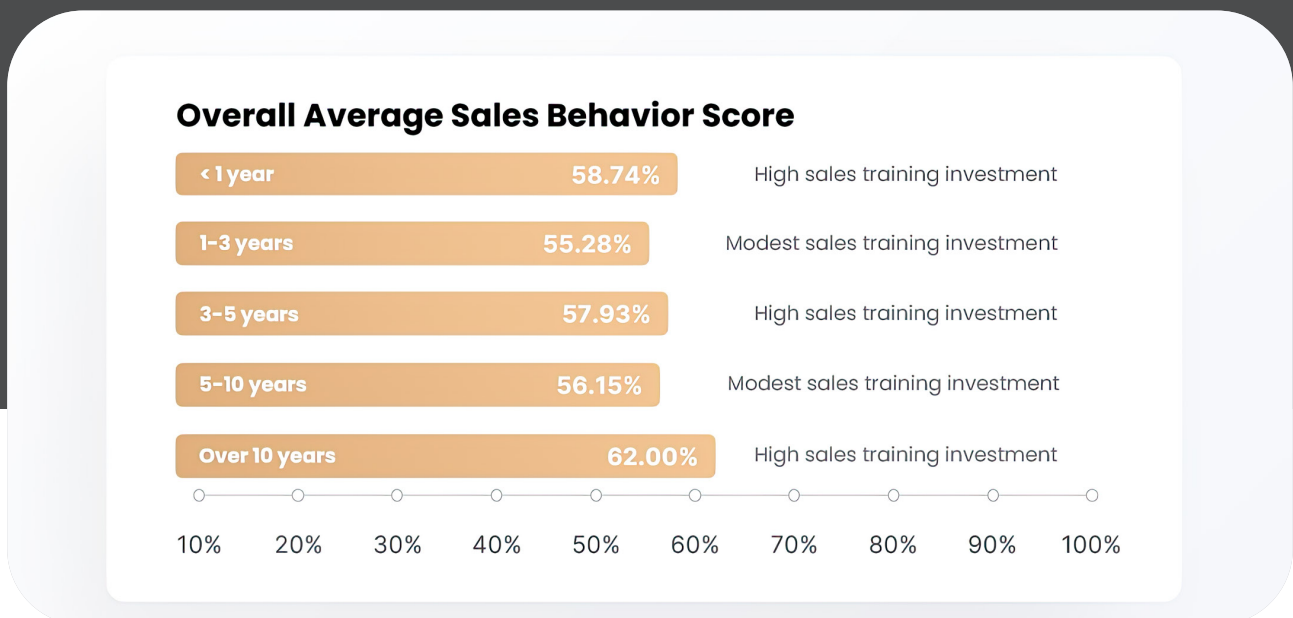


Figure 7. Years of Sales Experience

This pattern of initial success followed by subsequent decline is clearly demonstrated in our research.

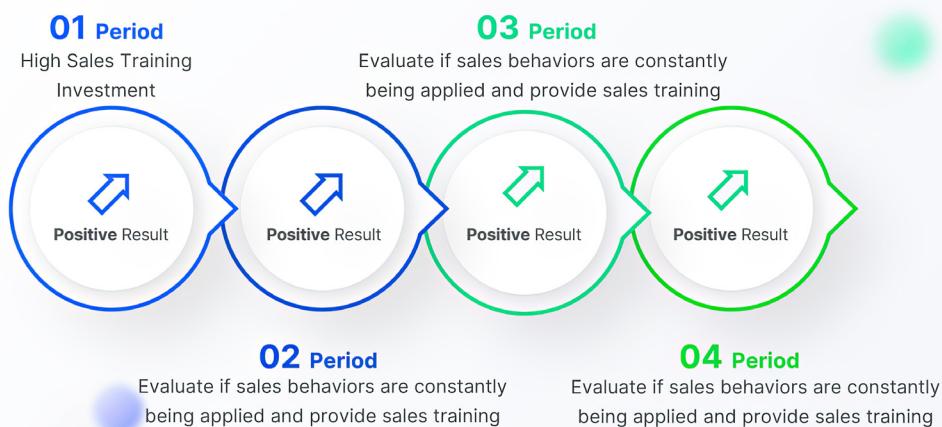
Organizations ought to consider two pivotal inquiries: at what juncture do we administer sales training to our sales team? And have we imparted any sales training within the preceding 12-month period?

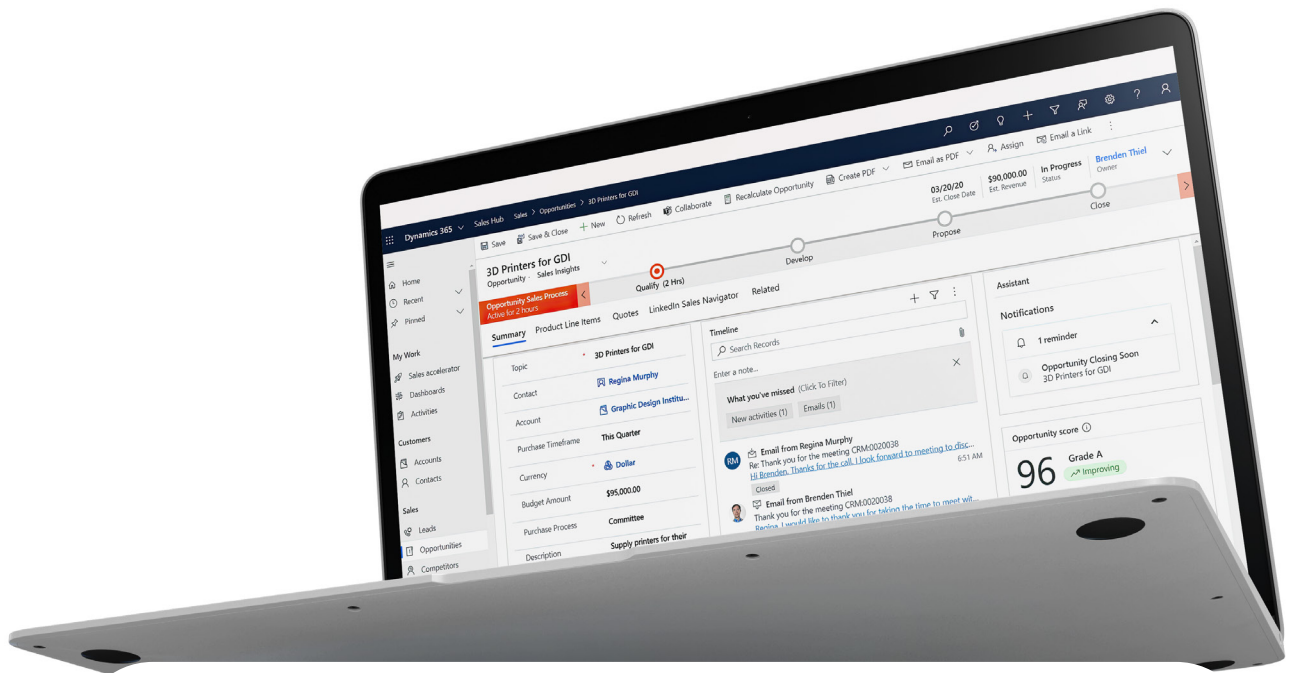
Furthermore, an analysis of the results of the 5-to-10-year group of experienced sales professionals reveals lower overall performance compared to the previous group. Conversely, sales professionals with over 10 years of experience exhibit better overall results.

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Long-term successful sales professionals tend to incorporate various elements of the sales training they have received throughout their careers. The question then arises: is there a way for sales professionals to achieve greatness without having to wait for 10 years? The answer to this question is straightforward: organizations must implement a clearly defined sales training program that is delivered annually, accompanied by a mechanism for evaluating the retention and application of the training content.

By consistently reinforcing and revisiting sales training, sales professionals can be held accountable for their own success. This accountability also serves to identify those individuals who are motivated and passionate about the organization, as well as those who may need to be reassessed.





Importance of CRM

Additionally, organizations need to recognize the importance of a well-defined sales Customer Relationship Management (CRM) system in generating consistent sales results. While many organizations in our research have CRMs, they are not always effectively utilized by sales professionals. Moreover, these CRMs often capture important sales information but rarely collect data related to sales behaviors. By incorporating sales behavior data into CRMs, organizations can gain valuable insights that will aid in defining the type of sales training required, identifying the reasons why a client did not sign, and

assessing the application of the knowledge acquired through substantial investments in sales development.

The incorporation of sales behaviors into the CRM system provides a clear return on investment for sales training initiatives, as every sales professional within the organization is obligated to consistently apply the correct sales behaviors. Furthermore, by evaluating sales behaviors within the CRM, organizations can save significant resources on sales training and generate more consistent, positive, long-term sales outcomes.



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Please feel free to contact us at info@l2lcoaching.com, where you can directly connect with **Domenic Presutti**, the CEO of L2L Coaching.



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