

SALES GROWTH

Five Proven Strategies From the World's Sales Leaders

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The Web site for this book is at salesgrowth.mckinsey.com.

ISBN 978-1-77544-733-7

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MAIN IDEA

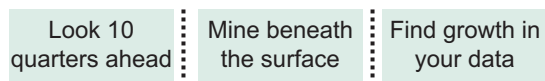
Today's marketplace clearly requires companies to be very, very good at selling and yet when 1,000 leading US and European companies were analyzed, it was shown over half would create greater value if they focused more on creating sales growth rather than on achieving productivity improvements or greater operating efficiencies. Once a company is achieving 15 percent return on invested capital, it will create more shareholder value by improving its revenue growth than it will by trying to continue to improve its return on invested capital.

This means the best way to beat the market today is to put sales at the heart of your growth agenda. Based on a study of more than 100 large global companies (averaging \$31 billion in revenues, \$47 billion market capitalization and 86,000 employees) who have consistently outperformed their peers in terms of growth and profitability over a five-year period, it became clear there were five proven strategies for driving and sustaining sales growth:

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| Five Proven Strategies of Sales Growth | ▶ 1 | Get to growth opportunities before your competitors do |
| | ▶ 2 | Use and optimize multiple channels to serve customers of different sizes |
| | ▶ 3 | Use sales operations and technologies as engines of growth |
| | ▶ 4 | Balance near-term growth with building long-term capabilities |
| | ▶ 5 | Get buy-in to implement difficult changes to beat the market |

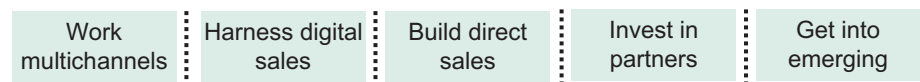
Strategy #1 – Get to growth opportunities before your competitors do Pages 2 - 3

To grow sales, you've first got to start with an appetite for growth. Once you have that determination to grow and grow big, you then start figuring out where that future growth lies.



Strategy #2 – Use and optimize multiple channels to serve customers of different sizes Pages 3 - 5

If you aspire to grow, you'll pretty soon figure out getting your products and services to the customer is the only thing that matters. Growth companies go out of their way to sell the way the customer wants to buy.



Strategy #3 – Use sales operations and technologies as engines of growth Page 6

To achieve growth, you've got to have a sales engine which is tuned for the task. Savvy companies soup up their sales engines by using whatever technology that is available.



Strategy #4 – Balance near-term growth with building long-term capabilities Page 7

Tools and technology are great but you need a star team to make them zing. Talent is at the heart of sales growth. Companies that focus on their people are far more likely to deliver sustained sales growth.



Strategy #5 – Get buy-in to implement difficult changes to beat the market. Page 8

Sales growth is always top-down rather than bottom-up. Great sales leaders set a vision and then work consistently to inspire action. They display strong leadership commitment.



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