Global Sales Barometer (GSB)

Results from the 2010 survey

N. Panagopoulos, PhD
A.LA.R.M. - Athens University of Economics & Business
ABOUT THE GSB
Mission and objectives

Mission
- The GSB is an annual GSSI-sponsored research initiative that aims at providing sales academics and practitioners with the latest global insights on what constitutes sales best practice.

Objectives
- Identify the trends in the world of selling on a global scale.
- Provide sales practitioners a basis for benchmarking sales best practice.
- Publish sales research priorities and a research agenda on topics of importance to organizations worldwide.
GSB Research Model

Benchmarking sales best practice across
- Countries
- Sectors
- High vs. low performing companies
- Time*

Improving sales practice

Sales goals

Customer strategy

Sales channels

Customer portfolio mix

Sales expenses budget

Sales management expenses

Sales management practices

Sales compensation

Sales competencies
RESEARCH METHODS
Research design

Key informants:
- Sales executives.

Population:
- Any organization employing salespeople in both B2B and B2C settings across countries.

Sampling frames:
- Compiled by country coordinators at the local level.

Data collection method:
- Online data collection was the dominant method of collecting responses.
Data collection

- **Initial size of sampling frame**: 33,872.
  - Nonexistent contacts: 436.
  
  = **Effective size of sampling frame**: 33,436.

- **Total number of initial responses**: 1,526 (4.6% response rate)
  - cases with excessive number of incomplete responses: 452

  = **Total number of effective responses**: 1,074
Distribution of effective responses across countries

- Italy: 27.6%
- Greece: 20.6%
- Chile: 19.6%
- France: 8.0%
- Poland: 5.8%
- US: 5.4%
- Germany: 4.7%
- Finland: 3.7%
- UK: 2.0%
- Austria: 2.0%
- India: 0.7%
- Australia: 0.1%
Research instrument

- Initially designed in the English language
- Translation-back-translation method was employed
- Pretesting conducted in Greece and Italy
PRELIMINARY ANALYSES
Preliminary analyses

1. Competence assessment:

- We assessed the *competence and knowledge level* of respondents by employing a 3-item 7-point scale (see Kumar, Stern & Anderson, 1993, *Academy of Management Journal*).

- Overall, the mean value of competency was 6.13 indicating a relatively high level of competence among respondents.

- To ensure that only those responses of maximum quality are included in the analysis, however, we retained only those respondents that reported an average competency of at least 4 on the 7-point scale.

- This procedure resulted in a final usable sample of 670 respondents across countries.
Preliminary analyses

2. Conversion of monetary values:
   • To allow meaningful comparisons of monetary values (i.e., compensation, sales expenses, and sales revenues) among different countries that are characterized by different cost-of-living and GDP levels, variables were converted to international dollars by using the 2010 Purchasing Power Parity index (implied PPP exchange rate) which is published by the International Monetary Fund and the World Bank.

   • A PPP exchange rate is the ratio of the local currency prices of a particular basket of goods in two different countries.

3. Company performance groups:
   • For the purposes of the study, companies were grouped into 2 groups (i.e., high vs. low performing) on the basis of their responses on four items which assessed company performance relative to major competitors on a 7-point scale ranging from 1=“Much worse than competitors” to 7=“Much better than competitors” (Vorhies and Morgan, 2005, Journal of Marketing).

   • Specifically, items referred to performance in terms of (a) market share growth, (b) sales revenue growth, (c) profitability, and (d) customer satisfaction.

   • Cronbach’s alpha reliability value for this scale was .80, thereby providing evidence that the scale is a reliable measure of company performance.
SAMPLE PROFILE
Job titles of respondents

- Chief Sales Executive/Officer: 26.4%
- General/National Sales Manager: 19.9%
- Field/District/Regional Sales Manager: 11.7%
- Sales Manager: 11.0%
- Business-Unit/General Manager: 10.6%
- Top Management (President/Chairman/CEO/Owner/Managing Director): 3.2%
- Vice President of Sales/Marketing: 3.3%
- Marketing/PR/Product Manager: 2.9%
- Salesperson/Sales support employee: 2.9%
- Business development manager: 1.7%
- Other: 1.5%
- Account/National/Key Account Manager: 1.0%
- Commercial Director: 1.0%
- Marketing & Sales Manager: 0.7%
- Operations/Services Managers: 0.7%
- HR manager: 0.6%
- Finance/Accounting Manager: 0.6%
- Export Manager: 0.6%
- Other: 0.0% (5.0% 10.0% 15.0% 20.0% 25.0% 30.0%)
Area of economic activity (sectors)

- Manufacturing (other than food): 30.55%
- Wholesale and retail trade: 12.19%
- Information and communication: 10.14%
- Agriculture, forestry, and fishing: 6.44%
- Financial and insurance activities: 6.16%
- Professional, scientific, and technical activities: 5.75%
- Construction: 4.38%
- Food manufacturing: 3.56%
- Human health and social work activities: 3.42%
- Cosmetics/pharmaceuticals: 3.15%
- Accommodation and food service activities: 2.88%
- Electricity, gas, steam and air conditioning supply: 2.19%
- Administrative and support service activities: 1.92%
- Transportation and storage: 1.78%
- Education: 1.51%
- Arts, entertainment, and recreation: 0.96%
- Water supply; sewerage, waste management and remediation activities: 0.82%
- Other: 0.55%
- Public administration and defense; compulsory social security: 0.55%
- Real estate activities: 0.55%
- Mining and quarrying: 0.55%

MAIN FINDINGS
### Sales competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Mean Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attracting the best sales talent</td>
<td>0.34</td>
</tr>
<tr>
<td>Designing compensation systems</td>
<td>0.35</td>
</tr>
<tr>
<td>Decreasing the time needed to close a sale</td>
<td>0.50</td>
</tr>
<tr>
<td>Using sales technologies</td>
<td>0.53</td>
</tr>
<tr>
<td>Quickly turning new recruits into effective salespersons</td>
<td>0.53</td>
</tr>
<tr>
<td>Determining the right size of the sales force</td>
<td>0.55</td>
</tr>
<tr>
<td>Building sales managers’ skills</td>
<td>0.60</td>
</tr>
<tr>
<td>Motivating salespeople</td>
<td>0.61</td>
</tr>
<tr>
<td>Allocating sales resources</td>
<td>0.64</td>
</tr>
<tr>
<td>Accurately forecasting sales</td>
<td>0.67</td>
</tr>
<tr>
<td>Building salespeople’s skills</td>
<td>0.69</td>
</tr>
<tr>
<td>Evaluating sales force performance</td>
<td>0.69</td>
</tr>
<tr>
<td>Generating attractive sales leads</td>
<td>0.72</td>
</tr>
<tr>
<td>Providing training to salespeople</td>
<td>0.73</td>
</tr>
<tr>
<td>Turning sales goals into sales plans</td>
<td>0.75</td>
</tr>
<tr>
<td>Controlling sales expenses</td>
<td>0.75</td>
</tr>
<tr>
<td>Keeping the best salespeople</td>
<td>0.76</td>
</tr>
<tr>
<td>Selecting the right mix of sales channels to reach customers</td>
<td>0.78</td>
</tr>
<tr>
<td>Avoiding excessive discounting</td>
<td>0.79</td>
</tr>
<tr>
<td>Getting customer/market information</td>
<td>0.80</td>
</tr>
<tr>
<td>Providing good support to salespeople</td>
<td>0.82</td>
</tr>
<tr>
<td>Working effectively with other functions in the organization</td>
<td>0.83</td>
</tr>
<tr>
<td>Segmenting customers</td>
<td>0.84</td>
</tr>
<tr>
<td>Delivering the right sales message</td>
<td>0.85</td>
</tr>
<tr>
<td>Cross/up-selling customers</td>
<td>0.87</td>
</tr>
<tr>
<td>Organizing the sales force</td>
<td>0.89</td>
</tr>
<tr>
<td>Selecting the appropriate selling model for each customer</td>
<td>0.90</td>
</tr>
<tr>
<td>Setting sales goals</td>
<td>0.90</td>
</tr>
<tr>
<td>Targeting customers in the right way</td>
<td>0.91</td>
</tr>
<tr>
<td>Providing leadership to salespeople</td>
<td>0.92</td>
</tr>
<tr>
<td>Closing sales</td>
<td>0.93</td>
</tr>
<tr>
<td>Providing good after-sales service to customers</td>
<td>1.15</td>
</tr>
<tr>
<td>Building customer relationships</td>
<td>1.29</td>
</tr>
<tr>
<td>Maintaining customer relationships</td>
<td>1.30</td>
</tr>
</tbody>
</table>

Numbers correspond to mean values on a 7-point scale, where -3 = “Much worse than competitors” and +3 = “Much better than competitors”
Conclusions

• **There is much room for improvement** in almost any aspect of sales force and sales process management (**mean value of competencies is not very high**).

• Clearly, India, US, and Austria are **outperforming** the rest of the countries with regard to the average level of most sales competencies.

• **The lowest average levels of competencies** are found in the following countries:
  - Finland
  - France
  - Germany
  - Italy
  - UK
Conclusions

• Average levels for most of the competencies do not differ significantly among sectors.

• However, the following statistically significant differences were found:

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Highest-performing sectors</th>
<th>Lowest-performing sectors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizing the sales force</td>
<td>Transportation and storage</td>
<td>Accommodation and food service activities</td>
</tr>
<tr>
<td>Building salespeople’s skills</td>
<td>Other</td>
<td>Public administration and defense; compulsory social security</td>
</tr>
<tr>
<td>Controlling sales expenses</td>
<td>Construction</td>
<td>Real estate activities</td>
</tr>
<tr>
<td>Working effectively with other functions in the organization</td>
<td>Administrative and support service activities</td>
<td>Public administration and defense; compulsory social security</td>
</tr>
</tbody>
</table>
Conclusions

• More effective companies outperform lower performing ones across all 34 sales competencies.

• Sales competencies that high performing companies differ most compared to low performing companies are in descending order:

1. Motivating salespeople
2. Attracting the best sales talent
3. Providing good after-sales service to customers
4. Closing sales
5. Accurately forecasting sales

• These are areas that companies around the world should target for improvement

• Academic research and teaching need to focus at these areas in order to help companies improve their performance
Conclusions

• Greek sales forces score lowest on the following 5 sales competencies

1. Motivating salespeople
2. Designing compensation systems
3. Allocating sales resources
4. Building sales managers’ skills
5. Attracting the best sales talent

Need improvement
Sales management expenses
## Sales management expenses across countries in Local Currency Units

<table>
<thead>
<tr>
<th></th>
<th>Mean cost of ...</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>...recruiting, selecting, and hiring an individual new recruit</td>
<td>...training an individual new recruit</td>
<td>... training an established salesperson</td>
<td>... a sales call</td>
</tr>
<tr>
<td><strong>Australia (Dollars)</strong></td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td><strong>Austria (Euros)</strong></td>
<td>3.804,00</td>
<td>6.583,33</td>
<td>2.300,00</td>
<td>86,25</td>
</tr>
<tr>
<td><strong>Chile (Pesos)</strong></td>
<td>1.279.354,65</td>
<td>2.024.588,24</td>
<td>1.095.912,50</td>
<td>112.734,21</td>
</tr>
<tr>
<td><strong>Finland (Euros)</strong></td>
<td>8.447,06</td>
<td>5.852,94</td>
<td>4.052,94</td>
<td>372,50</td>
</tr>
<tr>
<td><strong>France (Euros)</strong></td>
<td>8.629,63</td>
<td>9.380,00</td>
<td>7.126,09</td>
<td>611,77</td>
</tr>
<tr>
<td><strong>Germany (Euros)</strong></td>
<td>17.520,00</td>
<td>15.132,81</td>
<td>3.903,57</td>
<td>672,42</td>
</tr>
<tr>
<td><strong>Greece (Euros)</strong></td>
<td>13.002,94</td>
<td>1.444,84</td>
<td>1.029,53</td>
<td>168,49</td>
</tr>
<tr>
<td><strong>India (Rupees)</strong></td>
<td>16.500,00</td>
<td>31.625,00</td>
<td>25.600,00</td>
<td>641,00</td>
</tr>
<tr>
<td><strong>Italy (Euros)</strong></td>
<td>9.403,03</td>
<td>5.934,85</td>
<td>3.796,67</td>
<td>473,57</td>
</tr>
<tr>
<td><strong>Poland (Zloties)</strong></td>
<td>4.935,29</td>
<td>3.650,00</td>
<td>3.692,86</td>
<td>279,29</td>
</tr>
<tr>
<td><strong>UK (Pounds)</strong></td>
<td>8.364,08</td>
<td>8.250,00</td>
<td>4.653,64</td>
<td>519,75</td>
</tr>
<tr>
<td><strong>US (Dollars)</strong></td>
<td>33.427,78</td>
<td>35.125,00</td>
<td>26.325,26</td>
<td>1.140,16</td>
</tr>
</tbody>
</table>

Executives can use these figures to benchmark their expenses in their respective country.

Mean costs are shown; Costs across countries are not directly comparable since they are measured in local currency units. They should only be interpreted within the realms of a given country.
Average cost of recruiting, selecting, and hiring a new recruit across countries

Mean costs are shown; Costs are converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 79.38; Asymp. Sign. = .000)
Average cost of training a new recruit across countries

Mean costs are shown; Costs are converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 92.34; Asymp. Sign. = .000)
**Average cost of training an established salesperson across countries**

Mean costs are shown; Costs are converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 71,55; Asymp. Sign. = .000)
Mean costs are shown; Costs are converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 109.11; Asymp. Sign. = .000)
Average cost of recruiting, selecting, and hiring a new recruit across sectors

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 41,934; Asymp. Sign. = .002)
Average cost of training a new recruit across sectors

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 36,122; Asymp. Sign. = .015)
Average cost of training an established salesperson across sectors

- Public administration and defense; compulsory social security: $20,84
- Financial and insurance activities: $15,88
- Professional, scientific, and technical activities: $8,06
- Accommodation and food service activities: $5,51
- Manufacturing: $4,95
- Administrative and support service activities: $4,78
- Mining and quarrying: $4,49
- Agriculture, forestry, and fishing: $4,18
- Education: $3,68
- Information and communication: $3,46
- Electricity, gas, steam and air conditioning supply: $3,25
- Water supply; sewerage, waste management and remediation activities: $3,08
- Cosmetics/pharmaceuticals: $3,01
- Human health and social work activities: $3,00
- Arts, entertainment, and recreation: $2,58
- Construction: $2,41
- Food manufacturing: $2,04
- Other: $1,72
- Wholesale and retail trade; repair of motor vehicles and motorcycles: $1,43
- Transportation and storage: $0,83

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 43,813; Asymp. Sign. = .001)
Average cost of a sales call across sectors

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 62,794; Asymp. Sign. = .000)
Average cost of recruiting, selecting, and hiring a new recruit between performance groups

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were not found between groups of companies based on T-test (T-test = -1.1592; Sig. (2-tailed) = .247)
Average cost of training a new recruit between performance groups

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found between groups of companies based on T-test (T-test = -2.544; Sig. (2-tailed) = .011)
Average cost of training an established salesperson between performance groups

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were not found between groups of companies based on T-test (T-test = -1.160; Sig. (2-tailed) = .247)
Average cost of a sales call between performance groups

Mean values are shown; Expenses are converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were not found between groups of companies based on T-test (T-test = 0.270; Sig. (2-tailed) = .787)
Conclusions

Clearly, more effective companies don’t overspend on everything.

• Expenses for...
  • Recruiting, selecting, and hiring salespeople,
  • Training established salespeople, and
  • Making sales calls
• ...do not differ significantly between the two groups of companies.

• Higher performing companies, however, spend more money for training new recruits.

• Apparently, this helps companies in ramping up new recruits faster and more efficient.
Sales management practices
Number of new salespeople hired

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 125.92; Asymp. Sign. = .00); Australia is excluded from this analysis due to very low number of cases.
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 120.19; Asymp. Sign. = .00); Australia is excluded from this analysis due to very low number of cases.
Number of salespeople who left voluntarily

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 67.65; Asymp. Sign. = .00); Australia is excluded from this analysis due to very low number of cases.
Number of salespeople assigned to a field sales supervisor

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 81.93; Asymp. Sign. = .00); Australia is excluded from this analysis due to very low number of cases.
% of the sales force that is female

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 75,49; Asymp. Sign. = .00); Australia is excluded from this analysis due to very low number of cases.
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 110.90; Asymp. Sign. = .00); Australia is excluded from this analysis due to very low number of cases.
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 64.45; Asymp. Sign. = .00)
Number of salespeople who were terminated

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 57.60; Asymp. Sign. = .00)
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 44.92; Asymp. Sign. = .00)
Number of salespeople who were assigned to a field sales supervisor

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 34.33; Asymp. Sign. = .02)
% of the sales force that is female

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 126,19; Asymp. Sign. = .00)
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square = 51.88; Asymp. Sign. = .00)
Comparison between performance groups

- Number of weekly sales calls
- Number of customers assigned to a salesperson
- Age of the sales force
- Percentage of the sales force that holds a college/university degree or more (e.g., MBA)
- Percentage of the sales force that is female
- Number of salespeople who were assigned to a field sales supervisor
- Number of salespeople who voluntarily left
- Number of salespeople who were terminated
- Number of new salespeople hired
- Number of salespeople employed

Mean values are shown; Statistically significant differences (at least at $\alpha = 5\%$) found between groups are based on T-test and are indicated by a red circle.
Sales compensation practices
### Compensation practices across countries (in local currency units)

<table>
<thead>
<tr>
<th>Countries</th>
<th>Average...</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>gross monthly salary</td>
</tr>
<tr>
<td>Australia (Dollars)</td>
<td>NA</td>
</tr>
<tr>
<td>Austria (Euros)</td>
<td>3.164,29</td>
</tr>
<tr>
<td>Chile (Pesos)</td>
<td>869.941,67</td>
</tr>
<tr>
<td>Finland (Euros)</td>
<td>3.344,74</td>
</tr>
<tr>
<td>France (Euros)</td>
<td>2.833,53</td>
</tr>
<tr>
<td>Germany (Euros)</td>
<td>4.144,61</td>
</tr>
<tr>
<td>Greece (Euros)</td>
<td>1.551,66</td>
</tr>
<tr>
<td>India (Rupees)</td>
<td>89.600,00</td>
</tr>
<tr>
<td>Italy (Euros)</td>
<td>2.546,24</td>
</tr>
<tr>
<td>Poland (Zloties)</td>
<td>11.905,26</td>
</tr>
<tr>
<td>UK (Pounds)</td>
<td>3.051,21</td>
</tr>
<tr>
<td>US (Dollars)</td>
<td>4.254,64</td>
</tr>
</tbody>
</table>

Executives can use these figures to benchmark their compensation practices in their respective country.

Mean values are shown; Compensation across countries is not directly comparable since remuneration is measured in local currency units. They should only be interpreted within the realms of a given country.
Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test.
Gross monthly bonuses (PPP-adjusted)

Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test.
Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test.
Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test.
Total gross monthly compensation (PPP-adjusted)

Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Australia is excluded from this analysis due to very low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test.
Gross monthly salary (PPP-adjusted)

Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among sectors based on Kruskal Wallis test.
Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among sectors based on Kruskal Wallis test.
Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were not found among sectors based on Kruskal Wallis test.
Gross monthly fringe benefits (PPP-adjusted)

Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were not found among sectors based on Kruskal Wallis test.
Mean values are shown; Compensation is converted to international dollars using IMF/WB PPP index 2010; Statistically significant differences were found among sectors based on Kruskal Wallis test.
Compensation practices across performance groups (PPP-adjusted)

Mean values are shown; Statistically significant differences between company groups are indicated by a red arrow.
Sales goals
How did the sales goals (in monetary value) assigned to your sales force for 2010 change as compared to 2009?

- 67% increased
- 21% stayed the same
- 12% decreased
What is the average % change in sales goals (in monetary value) between 2009 and 2010?
Sales goals have increased by ... %

Mean values are shown; Australia is excluded from this analysis due to very low number of cases; statistically significant differences were found across countries based on Kruskal Wallis test.
Sales goals have decreased by ... %

Mean values are shown; Australia is excluded from this analysis due to very low number of cases; no statistically significant differences were found among countries based on Kruskal Wallis test
Sales goals have increased by ... %

Mean values are shown; differences across sectors were not found to be statistically significant based on Kruskal Wallis test.
Sales goals have decreased by ... %

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional, scientific, and technical activities</td>
<td>25.00</td>
</tr>
<tr>
<td>Education</td>
<td>24.00</td>
</tr>
<tr>
<td>Real estate activities</td>
<td>20.00</td>
</tr>
<tr>
<td>Construction</td>
<td>19.00</td>
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<tr>
<td>Manufacturing</td>
<td>17.95</td>
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<tr>
<td>Human health and social work activities</td>
<td>15.00</td>
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<tr>
<td>Information and communication</td>
<td>14.11</td>
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<tr>
<td>Financial and insurance activities</td>
<td>14.00</td>
</tr>
<tr>
<td>Wholesale and retail trade</td>
<td>12.31</td>
</tr>
<tr>
<td>Agriculture, forestry, and fishing</td>
<td>11.00</td>
</tr>
<tr>
<td>Arts, entertainment, and recreation</td>
<td>10.00</td>
</tr>
<tr>
<td>Cosmetics/pharmaceuticals</td>
<td>7.33</td>
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<tr>
<td>Administrative and support service activities</td>
<td>5.50</td>
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<tr>
<td>Public administration and defense; compulsory social security</td>
<td>5.00</td>
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<tr>
<td>Food manufacturing</td>
<td>4.33</td>
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<tr>
<td>Accommodation and food service activities</td>
<td>0.00</td>
</tr>
<tr>
<td>Transportation and storage</td>
<td>0.00</td>
</tr>
<tr>
<td>Water supply; sewerage, waste management and remediation</td>
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</tr>
<tr>
<td>Electricity, gas, steam and air conditioning supply</td>
<td>0.00</td>
</tr>
<tr>
<td>Mining and quarrying</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Mean values are shown; differences across sectors were not found to be statistically significant based on Kruskal Wallis test.
How did the sales goals (in monetary value) assigned to your sales force for 2010 change as compared to 2009?

Mean values are shown; Statistically significant differences were found between groups of companies based on Mann Whitney U test.
% of companies’ salespeople having attained their sales goals in 2010

On average across countries, **63%** of company salespeople have attained their sales goals in 2010.
% of companies’ salespeople having attained their sales goals in 2010

Mean values are shown; Australia is excluded from this analysis due to low number of cases; Statistically significant differences were found among countries based on Kruskal Wallis test (Chi-square: 40,818; Asymp. Sign.: 0,000)
% of companies’ salespeople having attained their sales goals in 2010

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test (Chi-square: 49.76; Asymp. Sign.: 0.000)
% of companies’ salespeople having attained their sales goals in 2010

12.9% difference

Mean values are shown; Statistically significant differences were found between groups of companies sectors based on Mann Whitney U test (Mann Whitney U : 30.079,00; Asymp. Sign.: 0,00)
Sales expenses budget
Total sales expenses as a ratio of total sales revenues in 2010

On average across countries, the ratio is 18%.
Total sales expenses as a ratio of total sales revenues in 2010

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
Total sales expenses as a ratio of total sales revenues in 2010

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test; Data for the real estate sector were not available.
Total sales expenses as a ratio of total sales revenues in 2010

3.8% difference

SS

Global benchmark!
Compared to 2009 sales expenses budget, how has 2010 sales expenses budget changed in your business unit/company?
Average % of change in 2010 sales expenses budget compared to 2009 sales expenses budget
2010 sales expenses budget has increased compared to 2009 sales expenses budget by...

Statistically significant differences were not found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to very low number of cases.
2010 sales expenses budget has **decreased** compared to 2009 sales expenses budget by...

Statistically significant differences were not found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to very low number of cases.
2010 sales expenses budget has **increased** compared to 2009 sales expenses budget by...

Mean values are shown; No statistically significant differences were found among sectors based on Kruskal Wallis test; Data for the real estate sector were not available.
2010 sales expenses budget has decreased compared to 2009 sales expenses budget by...

Mean values are shown; No statistically significant differences were found among sectors based on Kruskal Wallis test; Data for the real estate, mining/quarrying, and accommodation/food service activities sectors were not available.
2010 sales expenses budget has increased/decreased compared to 2009 sales expenses budget by...

Mean values are shown; Statistically significant differences were found between performance groups based on Mann Whitney U test
Customer strategy
% of selling effort that is allocated to the following activities for 2010
% of selling effort that is allocated to acquiring new customers

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of selling effort that is allocated to retaining and growing current customers

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases
% of selling effort that is allocated to winning back lost customers

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of selling effort that is allocated to acquiring new customers

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of selling effort that is allocated to retaining and growing current customers

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of selling effort that is allocated to winning back lost customers

Mean values are shown; Statistically significant differences were not found among sectors based on Kruskal Wallis test;
% of selling effort that is allocated to the following activities for 2010

Mean values are shown; No statistically significant differences were found between groups of companies based on Mann Whitney U test.
Sales channels
Number of sales channels utilized

More effective companies employ more sales channels to go to markets compared to low performing companies.
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
Number of sales channels utilized

Mean values are shown; No statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by sales channel
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of 2010 sales contributed by manufacturing reps/dealers/brokers/agents

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases
Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of 2010 sales contributed by direct marketing

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of 2010 sales contributed by e-commerce

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of 2010 sales contributed by mobile commerce

Mean values are shown; Statistically significant differences were found among countries based on Kruskal Wallis test; Australia is excluded from this analysis due to low number of cases.
% of 2010 sales contributed by company-owned field sales force

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by manufacturing reps/dealers/brokers/agents

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by call centers

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by direct marketing

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by e-commerce

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by mobile commerce

Mean values are shown; Statistically significant differences were found among sectors based on Kruskal Wallis test;
% of 2010 sales contributed by sales channel

Mean values are shown; Statistically significant differences were found between the two performance groups based on Mann Whitney test.
Customer portfolio mix
% of sales attributed to different customer types

- For-profit B2B customers: 41.2%
- End consumers: 22.5%
- Wholesalers/Dealers/Distributors: 17.2%
- Retailers: 13.3%
- Governmental/state-owned organizations: 6.3%
- Not-for-profit B2B customers: 2.8%
% of sales attributed to different customer types

Mean values are shown; Statistically significant differences were found between performance groups based on Mann Whitney U test.
THANK YOU

Contact me at npanag@aueb.gr