



Sales Growth: Five Proven Strategies from the World's Sales Leaders

By Thomas Baumgartner, Homayoun Hatami, Maria Valdivieso de Uster



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The challenges facing today's sales executives and their organizations continue to grow, but so do the expectations that they will find ways to overcome them and drive consistent sales growth.

There are no simple solutions to this situation, but in this thoroughly updated *Second Edition* of *Sales Growth*, experts from McKinsey & Company build on their practical blueprint for achieving this goal and explore what world-class sales executives are doing right now to find growth and capture it—as well as how they are creating the capabilities to keep growing in the future.

Based on discussions with more than 200 of today's most successful global sales leaders from a wide array of organizations and industries, *Sales Growth* puts the experiences of these professionals in perspective and offers real-life examples of how they've overcome the challenges encountered in the quest for growth.

The book, broken down into five overarching strategies for successful sales growth, shares valuable lessons on everything from how to beat the competition by looking forward, to turning deep insights into simple messages for the front line. Page by page, you'll learn how sales executives are digging deeper than ever to find untapped growth, maximizing emerging markets opportunities, and powering growth through digital sales. You'll also discover what it takes to find big growth in big data, develop the right "sales DNA" in your organization, and improve channel performance. Three new chapters look at why presales deserve more attention, how to get the most out of marketing, and how technology and outsourcing could entirely reshape the sales function.

Twenty new standalone interviews have been added to those from the first edition, so there are now in-depth insights from sales leaders at Adidas, Alcoa, Allianz, American Express, BMW, Cargill, Caterpillar, Cisco, Coca-Cola Enterprises, Deutsche Bank, EMC, Essent, Google, Grainger, Hewlett Packard Enterprise, Intesa Sanpaolo, Itaú Unibanco, Lattice Engines, Mars, Merck, Nissan, P&G, Pioneer Hi-Bred, Salesforce, Samsung, Schneider Electric, Siemens, SWIFT, UPS, VimpelCom, Vodafone, and Würth. Their stories, as well as numerous case studies, touch on some of the most essential elements of sales, from adapting channels to meet changing customer needs to optimizing sales operations and technology, developing sales talent and capabilities, and

effectively leading the way to sales growth.

Engaging and informative, this timely book details proven approaches to tangible top-line growth and an improved bottom line. Created specifically for sales executives, it will put you in a better position to drive sales growth in today's competitive market.

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Editorial Review

Review

"*Sales Growth* belongs in the selling-as-science school. The book argues that data, process management and outsourcing can do as much for sales departments as for other areas of the corporation. This book, which finally gives the field some proper attention, is long overdue."

—*The Economist*

PRAISE FOR SALES GROWTH

"Reading this book is like walking into a room where more than a hundred of the world's sales leaders are openly sharing their perspectives. *Sales Growth* puts sales management back where it belongs: at the center of management thinking about what makes businesses successful."

—**Marc Benioff**, Chairman and CEO, Salesforce

"*Sales Growth* reflects a deep understanding of face-to-face sales while also bringing to life the issues— and lessons to learn— around e-commerce and new channels. Filled with pragmatic insights, this book is essential reading for anyone managing sales in both today's and tomorrow's multichannel world."

—**Robert Friedmann**, Chairman, Central Managing Board, Würth Group

"*Sales Growth* shares wisdom that successful sales leaders have cultivated to create greater value for their customers and their companies. It offers a compelling set of case examples that combine the art of selling with true analytical rigor and operational know-how."

—**Gerhard Gschwandtner**, CEO, Selling Power magazine

"*Sales Growth* is essential reading for business leaders and MBA students. It is a thoughtful and practical addition to the discipline of sales management. Using timely stories and provocative anecdotes, the authors provide executives with an important and accessible book."

—**David Schmittlein**, John C. Head III Dean, MIT Sloan School of Management

"Improving sales performance with methods and tools is a must. A refreshing change beyond the common focus on back office and operational excellence. This book is fact-based and takes a unique customer perspective. I have no doubt that the practical insights laid out here lead to sales growth."

—**Michel Crochon**, Executive Vice-President, Schneider Electric

"*Sales Growth* is sales wisdom condensed in a book. I have recommended this book to many of my sales executives who tell me it's helped them look at the sales function with a fresh perspective."

—**Joydeep Mukherjee**, CEO, HR Johnson

"The new edition of *Sales Growth* sheds lights on presales, a critically important function in sales management, but one that is often overlooked."

—**William Hendrickx**, former President EMEA, Alcatel Lucent

"*Sales Growth* is an outstanding book, sharing deep insights into the processes embedded in great companies. It is a 'must read' book for any company aspiring to outperform its industry. I have personally worked on the principles the book sets out, and seen them deliver exceptional results."

—**Vivek Agnihotri**, Executive Director & CEO, Prism Cement

"This book is a must-read for sales executives in emerging markets. The research and practical ideas clearly spell out how to create a global sales strategy with a local edge."

—**Ricardo Villela Marino**, CEO, Itaú Latin America; Board Member, Itaú Unibanco

"The authors' perspectives on the future of sales management are intriguing and thought-provoking. This book is essential reading for senior sales executives."

—**Sunil Rayan**, Director of Sales, Google

"If timing is everything, then *Sales Growth* has it made. We are at an inflection point where massive changes in technology and customer behavior point to growth opportunities. This book provides a critical blueprint for bridging those opportunities—both those in the future and right in front of us."

—**Richard Kellam**, Former Chief Customer Officer, Mars

From the Inside Flap

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About the Author

THOMAS BAUMGARTNER is a senior partner in McKinsey & Company's Vienna office. He co-leads McKinsey's work on sales and channels globally. Thomas advises clients in industries including high-tech, electronics, transportation, basic materials, telecommunications, and consumer goods—where he helps them outline and drive large-scale, top-line growth programs.

HOMAYOUN HATAMI is a senior partner in the Paris office of McKinsey & Company. He leads the firm's Marketing & Sales Practice in Europe, the Middle East, and Africa. Homayoun has a broad range of experience working with clients around the world to help them drive above-market growth.

MARIA VALDIVIESO is a director of knowledge in McKinsey & Company's Marketing & Sales Practice, based in Miami. She advises B2B and consumer companies on driving sales growth and commercial transformations, and leads McKinsey's research on sales and channel excellence.

Users Review

From reader reviews:

Lottie Jowers:

Spent a free time to be fun activity to accomplish! A lot of people spent their sparetime with their family, or their own friends. Usually they performing activity like watching television, about to beach, or picnic within the park. They actually doing same thing every week. Do you feel it? Do you need to something different to fill your free time/ holiday? Could be reading a book may be option to fill your free of charge time/ holiday. The first thing that you'll ask may be what kinds of book that you should read. If you want to test look for book, may be the e-book untitled Sales Growth: Five Proven Strategies from the World's Sales Leaders can be great book to read. May be it may be best activity to you.

Eva Burton:

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