

Marketing and Sales Excellence



Marketing and Sales Excellence is critical to success: our compelling benchmark study across industries identifies room for improvement for your company!



Marketing & Sales Excellence Benchmarking

Arthur D. Little and the Leipzig

Graduate School of Management have jointly started an ongoing cross-industry benchmarking study in 2009 to identify key drivers and determinants of marketing and sales excellence across various industries. Over the last years, more than 130 mainly internationally operating companies have participated in the study. The study covers three main industry sectors: consumer goods, represented by players such as Procter & Gamble and Henkel, chemicals, with companies like Evonik, as well as the engineering & manufacturing industry which includes organizations such as Bosch or Hilti. The study aims at an industry specific as well as cross-industry benchmarking - this is especially insightful as 71% of the participating companies' state that they insufficiently gather benchmark data within their industry. Comparison of the cross-industry insights allows for new starting points to achieve marketing and sales excellence according to best in class performance of individual companies and industry sectors.

The Performance Categories

We define marketing and sales excellence along four performance categories:

- Effective use of business, market and customer intelligence
- Quality, consistency and execution of the marketing and sales strategy
- Winning value proposition and customization of the marketing mix (4 Ps) for each individual segment
- Tailored operational and organizational structure

The performance categories comprise 11 performance areas that are made up of individual items in these dimensions.

Improvement areas

Based on the results of the current benchmarking we were able to identify areas of improvement within each performance category:

Market Knowledge and Segmentation

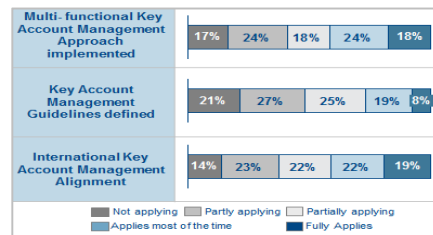
Only about 40% of the participants have sufficient insight data, i.e. the basis for a tailored segment-specific value proposition Marketing & Sales Strategy

- More than 50% of the participants have no dedicated process to develop a marketing and sales strategy
- By contrast more than 70% state that they currently have a detailed marketing & sales strategy

Value Proposition & Marketing Mix

- 59% of the participants have no sufficient multi-functional key account management (KAM) implemented
- Less than 30% of the companies have a dedicated KPI-based idea-management

Marketing & Sales Organization



- Only about 50% of the companies regularly benchmark their organizational structure
- There is no aligned CRM database management implemented within 50% of the companies

Through this benchmarking general trends become obvious. Additional to that the root cause analysis reveals the direct impact of certain performance areas to financial success.

Root Cause Analysis

Starting from a top level the study revealed that some performance categories show significant correlation to the EBIT (as % of sales) and that there are remarkable differences between industries:

- Future market orientation incl. technological and trend scenarios shows strong correlation to EBIT, although in comparison to other industries, none of the consumer goods participants has fully implemented this
- Pricing is the area showing highest correlation to EBIT, in this sense participants out of the chemicals and health care industry show need for improvement and only 30% have implemented dedicated pricing policies and measures
- The implementation of KAM is also strongly correlated, in this case the manufacturing industry reveals most potential in the future since only 20% have a multifunctional KAM team

The short overview outlines the enormous untapped potential to grow top- and bottom line based on improvement of marketing & sales.

Your benefit

Evaluate your marketing & sales performance through participation in the study. Get detailed insights into your own industry and best in class approaches across industries in form of a personalized report for your company.

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