



A CUSTOMER STATE OF MIND

DECODING COMMERCIAL EXCELLENCE

Interim Insights after 50 Scans



Peter Rademakers (Founder of Motion5) shares the first results of the Commercial Excellence Scan that started in the last quarter of 2023. The foundation of the research is the five critical levels of commercial maturity. In this white paper he explains how to decode the outcome.

At Motion5, we are deeply engaged in the continual pursuit of understanding Commercial Excellence, navigating through the complexities of various sectors, including Healthcare, Manufacturing, Professional Services, Logistics, and IT. This research is not a one-time effort but an ongoing process to update our findings every six months based on the insights derived from the latest 100 scans.

**"EXCELLENCE IS DOING ORDINARY THINGS
EXTRAORDINARY WELL"**

— John W. Gardner -

Having recently completed our first 50 scans, we have reached a significant junction in our research journey. The initial results offer a glimpse into the diverse practices and benchmarks of commercial excellence across international organizations, shedding light on prevailing industry trends and pinpointing opportunities for strategic improvements.

By sharing these evolving insights, we not only celebrate the progress made but also highlight the potential for further advancements. Our commitment to this continuous cycle of research and publication underscores our dedication to fostering commercial excellence, ensuring that our findings remain relevant, insightful, and actionable for stakeholders across the board.

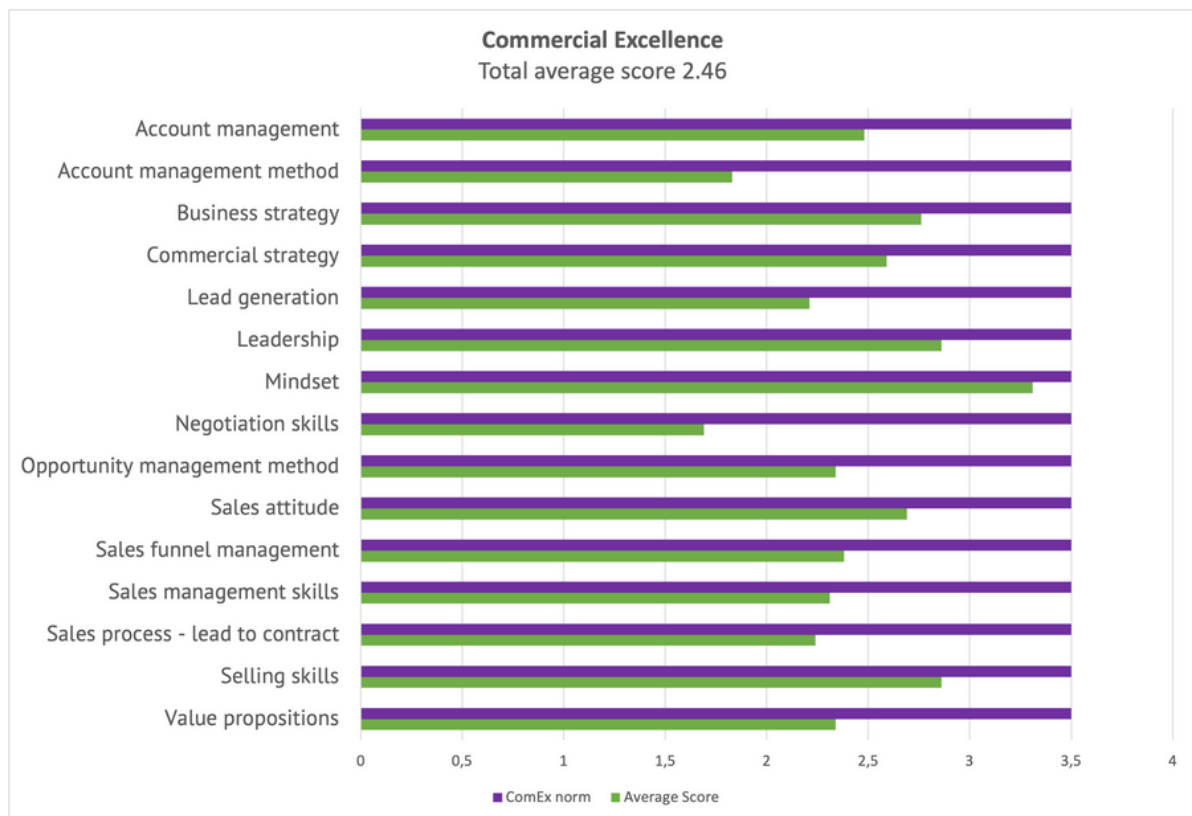


Capability Maturity Levels

Our exploration has identified five critical levels of commercial maturity:

1. **Organic:** Without standardized commercial practices, organizations operate on an ad-hoc or re-active basis.
2. **Appropriate Standard:** Standards are recognized and established but still need to be fully integrated.
3. **Appropriate Use:** Standards are effectively applied, marking significant progress towards excellence.
4. **Business Outcome:** The impact of commercial practices is tangible, contributing to measurable success.
5. **Self-Learning:** Continuous improvement and learning are embedded into the culture.

The following table shows the average score of the 50 scans across the various topics in Commercial Excellence:



The current average scores reveal a landscape that is still evolving towards the ideal benchmark >3.5, indicative of practices that effectively lead to clear business outcomes. Despite all areas falling below this benchmark, there are notable strengths within 'Mindset' and areas for targeted improvement, especially in 'Negotiation skills' and 'Account management method', highlighting opportunities for strategic enhancements to reach Commercial Excellence.

Primary observations

Drawing upon a comprehensive blend of research data and insights from interviews with industry leaders who participated in the Commercial Excellence scan, our preliminary observations unveil vital trends and areas for strategic focus. These findings are instrumental in shaping the direction for enhancing commercial excellence within organizations.

Robust Leadership & Selling Skills

The data and interviews highlight a strong foundation in leadership and selling skills across various organizations, marking a crucial framework for sales execution and strategic guidance. This core strength underpins consistent performance and the ability to navigate complex sales environments effectively.

Growth-Oriented Mindset

A pronounced focus on cultivating a growth mindset is a central theme, reflecting an organizational commitment to adaptability and ongoing enhancement. This mindset is fundamental to commercial success, emphasizing a proactive approach to overcoming challenges and capitalizing on opportunities. Despite this, the current status quo shows that customer-facing staff maintain a predominantly reactive approach to customer engagement.



Challenges in Value Proposition and Lead Generation

The research points to significant hurdles in formulating clear, compelling value propositions and consistency in lead generation efforts. These challenges underscore the necessity for a more strategic stance in aligning products or services with customer needs and refining lead generation tactics to maintain a robust opportunity pipeline.

Sales Process Optimization Needed

The acknowledgment of the sales process's significance, from lead acquisition to contract closure, is widespread yet accompanied by a clear call for optimization. Similarly, enhancing sales funnel management through better utilization of established methodologies could boost sales efficiency and results, with many organizations still facing challenges in achieving reliable sales funnel predictability.

Opportunity in Account Management

Given that over 85% of revenue originates from existing accounts, the suboptimal scores in account management methods highlight a critical area for improvement. This presents a significant opportunity for companies to innovate and strategically bolster their account management approaches, which could lead to considerable gains.

Urgent Need for Enhanced Negotiation Skills

Alarmingly low scores in negotiation skills reveal an urgent need for action. By investing in advanced negotiation training, organizations can substantially upgrade their team's proficiency, improving their competitive stance and profitability.

Fine-Tuning Commercial and Business Strategies

Initial scores indicate the existence of a baseline for commercial and business strategies, yet there is a broad opportunity for enhancement. More precise tailoring of these strategies could drive more robust business growth and ensure long-term viability.

**"INNOVATION IS THE ABILITY TO SEE CHANGE
AS AN OPPORTUNITY - NOT A THREAT."**

— Steve Jobs —

Final words

We learn a lot from our research that's more than just numbers. We find stories about hidden chances, strong determination, and a continuous effort to be the best. As we start this journey, we are fully committed to helping businesses with the knowledge and tools they need to reach new levels of success in their fields. We aim to change the usual ways of doing things into examples that others in the industry can follow, helping companies become leaders in their areas.

Join us

We're excited to invite you to join us in this exploration. We're calling on businesses to take part in our ongoing research. You can trust us to keep your company's information private and only use it to talk about ways to improve.

I'm looking forward to giving you an update in six months (around October 2024), where we'll share more about our progress in helping businesses achieve Commercial Excellence.



**A CUSTOMER
STATE OF MIND**

MOTION5

HEADQUARTERS

Communicatieweg 9-16
3641 SG Mijdrecht
the Netherlands

www.motion5.com

info@motion5.com

Motion5

Your commercial change partner