

## Research: C-level Selling

### MILLER HEIMAN LAUNCHES UNIQUE NEW WORKSHOP FOLLOWING IN-DEPTH STUDY OF TOP-LEVEL EXECUTIVES

**A** groundbreaking study from Miller Heiman's Robert Miller has identified what is believed to be a fundamental shift in the world of sales. Purchasing decisions have moved up in organisations and executive approval is now a standard part of the buying process. The report finds that if impact at the executive level is not achieved, companies lose business.

Miller, co-founder of Miller Heiman and author of *Strategic Selling*® and *Conceptual Selling*®, reveals five distinct decision-making styles of executives. These styles determine how executives use and process information to make decisions. With the right process and tools, selling strategies can be aligned to an executive's decision-making style.

The research, conducted over two years and involving 1,700 key decision makers, became the basis of Executive Impact, a new workshop announced in April. "Executive-level selling is not a new concept," said Sam Reese, president and CEO of Miller Heiman. "We've been talking about it for years. A lot of sales managers in the past could grow their businesses without selling at the executive level. All of that has changed. The ability to impact an executive's decision is the number one reason why organisations are losing business today."

#### Executive impact

Miller Heiman states that Executive Impact<sup>SM</sup>:

- is the first executive selling programme to map selling strategies to how decisions actually get made at the executive level;

- is the only executive selling programme that is based on real data, not theory.

According to Robert Miller, the research showed that sales professionals are presenting information that is entirely inconsistent with how executives make decisions: "As a result, deals are often lost because of how they are proposed." Executive Impact is designed to help sales professionals tailor information to an executive's decision-making style, resulting in winning more business in less time. The sales training programme instructs participants to deliver the right information, using the best language, in the most effective sequence and format.

According to Miller Heiman's *2004 Sales Effectiveness Study* (see pages 12-



#### Robert's executive decision styles

##### Charismatics

Captivated by new, bold, and innovative ideas.

##### Thinkers

Methodical in making decisions. Every pro and con is thoroughly reviewed before rendering a decision.

##### Sceptics

Question those things that do not fit their view of the world.

##### Followers

Make decisions by how similar decisions have been made in the past.

##### Controllers

Must manage every aspect of the decision.

14), an organisation's ability to consistently sell at the executive level is one of the leading factors considered most likely to improve overall sales productivity. Sam Reese added: "In every complex sale there is a senior decision maker. This is the person who will ultimately approve or deny any significant purchase. Unfortunately, sales professionals aren't effective at influencing an executive's decision." With the advent of Executive Impact, there may never be a

more appropriate time to consider your company's C-level selling strategy. ■

*Miller Heiman, Inc. is a global sales training and consulting company, which helps organisations improve sales productivity through consistent, field-ready processes, benchmarking tools, development programmes, and process consulting.*

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#### To find out more

The Executive Impact<sup>SM</sup> one-day programme is available only from Miller Heiman and is supported by the book, *The 5 Paths To Persuasion*, recently published by Warner Books. For further information visit [www.millerheiman.co.uk](http://www.millerheiman.co.uk) or call 01908 211212