

## 62. Hunting & Farming Typology

*How should I organize my sales process?*

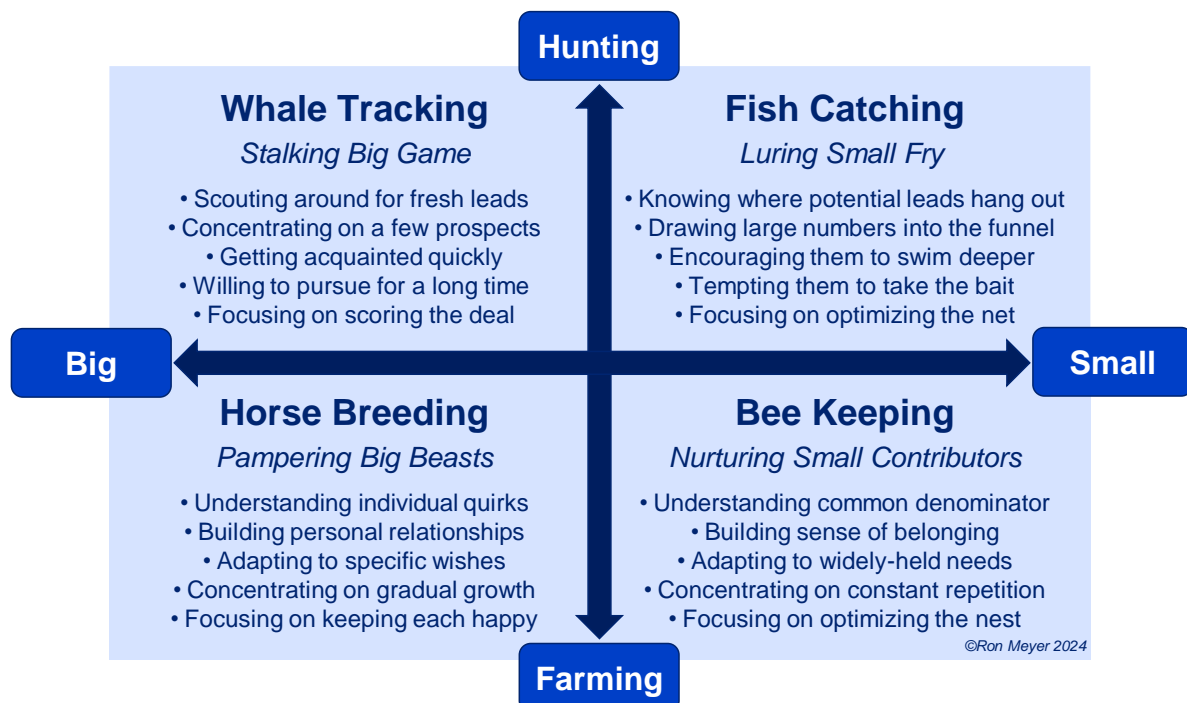
### Key Definitions

All commercial organizations need to sell products and/or services to customers to survive. As even the best value propositions don't sell themselves, firms need to organize a *sales process* to ensure that customers purchase what is on offer.

The process of acquiring new customers is often referred to as *hunting*, while the process of cultivating existing customers is referred to as *farming*. In most firms both processes are required, but the mix of acquisition and retention can differ widely.

### Conceptual Model

The *Hunting & Farming Typology* gives an overview of the four generic types of sales processes, comparing them to four common ways of dealing with animals. Along the vertical axis a distinction is made between hunting (customer acquisition) and farming (customer retention), while along the horizontal axis a distinction is made between selling to big customers (large enough to be approached individually) and small ones (each so little they need to be approached as a group). Each of the four quadrants describes a fundamentally different way of running a sales process. By extension, each approach requires a different type of organization, performance management system, set of skills and culture.



### Key Elements

The four generic types of sales processes are the following:

1. **Whale Tracking.** To take a stunning picture of a whale, you need to go out and track one down – this is also called *outbound sales*. It requires a thorough understanding of one or

just a few specimens and a willingness to pursue each lead for a long time, with the intention of eventually catching the big prize. Success largely depends on the skill of the salespeople doing the hunting – they need tenacity, perseverance, and a risk-taking attitude. Sales performance is often motivated by giving significant bonuses and is supported by a culture valuing ‘scoring the deal’.

2. **Fish Catching.** While you need to go out to find a whale, the best way to catch a lot of fish is to let them swim into your net, which is also called *inbound sales*. This approach requires an understanding of where large schools of potential leads can be found and then luring them ever deeper into the ‘trap’. Success depends less on the individual salespeople and more on the structure of the sales funnel – together with marketing people an attractive setting needs to be created that tempts enough leads to willingly swim into the net and let themselves be caught. The supporting culture values ‘seduction and conversion’.
3. **Horse Breeding.** You can go out hunting for wild horses, but it usually makes more sense to breed with the ones you already have. In this approach, the intention is to keep the existing clients happy and gradually increase their size. This requires a thorough understanding of each magnificent beast’s unique character and a willingness to cater to their specific wishes. Success largely depends on the skill of the salespeople at building and maintaining long-term trusting relationships and adapting to each customer’s whims. The supporting culture values customer intimacy and relational continuity.
4. **Bee Keeping.** While you can pamper each individual horse, as beekeeper you need to focus on what will keep a whole swarm happy. This approach requires an understanding of the needs of the average bee and then shaping a hive that will satisfy their wishes and get them to constantly come back with a bit of honey. Here too, success depends less on the individual salespeople, but more on creating an attractive setting that tempts each customer to faithfully return to the ‘nest’. Ideally, each customer will feel at home, or even experience a sense of belonging. The supporting culture values building long term loyalty.

## Key Insights

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- **Sales processes can be like hunting or farming.** Sales activities can be focused on acquiring new customers (hunting) or nurturing existing ones (farming). Most organizations will engage in both activities but can have a hugely different mix between the two.
- **Sales processes can be directed at big or small customers.** Sales activities can be targeted towards individual big customers, that can be known individually, or designed to deal with larger numbers of difficult-to-know smaller customers.
- **Sales processes come in four generic types.** The Hunting & Farming Typology describes four distinct approaches to structuring the sales process, giving them names that show a parallel between ways of dealing with animals and selling to customers.
- **Sales processes need to be supported by a sales organization.** Each of the four types of sales processes requires a different team of salespeople, with different skills, a different performance management system and a different culture. It is possible to combine all four in one firm, yet they need to be organized differently and often separately, to avoid creating a stuck-in-the-middle mishmash of conflicting ways of working.
- **Sales processes shouldn’t only focus on salespeople.** Traditional salespeople tend to focus on whale tracking and horse breeding, because it makes them more important than the sales system. Yet enlightened sales managers take a broader perspective, looking for ways to move to the right and keep the ‘feet off the street’. Fish catching and beekeeping are often more efficient, less person-dependent and easier to automate.

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## **Meyer's Management Models**

### ***Insightful Tools to Kickstart Your Thinking***

#### **Publication Schedule**

<b><i>July 2019</i></b>	<b><i>Mind the Gap Model</i></b>	<b><i>Change Management</i></b>
<b><i>August 2019</i></b>	<b><i>Digital Platform Map</i></b>	<b><i>Digital Strategy</i></b>
<b><i>September 2019</i></b>	<b><i>Interaction Pressure Gauge</i></b>	<b><i>Interpersonal Interaction</i></b>
<b><i>October 2019</i></b>	<b><i>Revenue Model Framework</i></b>	<b><i>Revenue Model Typology</i></b>
<b><i>November 2019</i></b>	<b><i>House of Engagement</i></b>	<b><i>Organizational Engagement</i></b>
<b><i>December 2019</i></b>	<b><i>Confidence Quotient</i></b>	<b><i>Trust Building</i></b>
<b><i>January 2020</i></b>	<b><i>Competition Tornado</i></b>	<b><i>Competitive Strategy</i></b>
<b><i>February 2020</i></b>	<b><i>11C Synergy Model</i></b>	<b><i>Corporate Synergy Management</i></b>
<b><i>March 2020</i></b>	<b><i>Leadership Fairness Model</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>April 2020</i></b>	<b><i>Strategic Agility Model</i></b>	<b><i>Strategy Process Approach</i></b>
<b><i>May 2020</i></b>	<b><i>Control Panel</i></b>	<b><i>Corporate Control Dimensions</i></b>
<b><i>June 2020</i></b>	<b><i>Rising Star Framework</i></b>	<b><i>Talent Management</i></b>
<b><i>July 2020</i></b>	<b><i>Strategy Development Cycle</i></b>	<b><i>Strategy Process Steps</i></b>
<b><i>August 2020</i></b>	<b><i>7I Corporate Center Model</i></b>	<b><i>Corporate Organization</i></b>
<b><i>September 2020</i></b>	<b><i>Storytelling Scripts</i></b>	<b><i>Leadership Communication</i></b>
<b><i>October 2020</i></b>	<b><i>Strategic Bets Framework</i></b>	<b><i>Strategic Decision-Making</i></b>
<b><i>November 2020</i></b>	<b><i>Rebound Model of Resilience</i></b>	<b><i>Organizational Resilience</i></b>
<b><i>December 2020</i></b>	<b><i>4C Leadership Capabilities</i></b>	<b><i>Leadership Competences</i></b>
<b><i>January 2021</i></b>	<b><i>Digital Product Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>February 2021</i></b>	<b><i>Digital Distribution Model Dial</i></b>	<b><i>Digital Strategy</i></b>
<b><i>March 2021</i></b>	<b><i>Empowerment Cycle</i></b>	<b><i>Employee Empowerment</i></b>
<b><i>April 2021</i></b>	<b><i>Innovation Box</i></b>	<b><i>Innovation Approaches</i></b>
<b><i>May 2021</i></b>	<b><i>Knowledge Sharing Bridges</i></b>	<b><i>Best Practice Sharing</i></b>
<b><i>June 2021</i></b>	<b><i>Followership Cycle</i></b>	<b><i>Leader-Follower Interaction</i></b>
<b><i>July 2021</i></b>	<b><i>Everest Model of Change</i></b>	<b><i>Change Management</i></b>
<b><i>August 2021</i></b>	<b><i>Fruits &amp; Nuts Matrix</i></b>	<b><i>Priority-Setting</i></b>
<b><i>September 2021</i></b>	<b><i>Powerhouse Framework</i></b>	<b><i>People &amp; Organization Strategy</i></b>
<b><i>October 2021</i></b>	<b><i>Strategy Hourglass</i></b>	<b><i>Strategy-Making Steps</i></b>
<b><i>November 2021</i></b>	<b><i>Disciplined Dialogue Model</i></b>	<b><i>Interpersonal Communication</i></b>
<b><i>December 2021</i></b>	<b><i>Team Building Cycle</i></b>	<b><i>Team Building Process</i></b>
<b><i>January 2022</i></b>	<b><i>Market System Map</i></b>	<b><i>External Analysis Framework</i></b>
<b><i>February 2022</i></b>	<b><i>Strategic Alignment Model</i></b>	<b><i>Business Level Strategy</i></b>
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<b><i>April 2022</i></b>	<b><i>Organizational System Map</i></b>	<b><i>Organizational Analysis</i></b>
<b><i>May 2022</i></b>	<b><i>Corporate Value Creation Model</i></b>	<b><i>Corporate Level Strategy</i></b>
<b><i>June 2022</i></b>	<b><i>Change Manager's Toolbox</i></b>	<b><i>Change Methodologies</i></b>

<i>July 2022</i>	<i>Sustainable You Model</i>	<i>Personal Sustainability</i>
<i>August 2022</i>	<i>Value Proposition Dial</i>	<i>Business Level Strategy</i>
<i>September 2022</i>	<i>The Tree of Power</i>	<i>Organizational Power</i>
<i>October 2022</i>	<i>Psychological Safety Compass</i>	<i>Team Dynamics</i>
<i>November 2022</i>	<i>Strategic Action Modes</i>	<i>Strategy Process</i>
<i>December 2022</i>	<i>Corporate Management Styles</i>	<i>HQ Management</i>
<i>January 2023</i>	<i>Thinking Directions Framework</i>	<i>Reasoning Skills</i>
<i>February 2023</i>	<i>5I Innovation Pipeline</i>	<i>Innovation Process</i>
<i>March 2023</i>	<i>Resistance to Change Typology</i>	<i>Change Management</i>
<i>April 2023</i>	<i>Ambition Radar Screen</i>	<i>Motivation Analysis</i>
<i>May 2023</i>	<i>Corporate Strategy Framework</i>	<i>Corporate Strategy</i>
<i>June 2023</i>	<i>Cultural Fabric Model</i>	<i>Organizational Culture</i>
<i>July 2023</i>	<i>New Pyramid Principle</i>	<i>Presentation Approaches</i>
<i>August 2023</i>	<i>Activity System Dial</i>	<i>Value Creation Analysis</i>
<i>September 2023</i>	<i>Customer-Centricity Circle</i>	<i>Organizational Design</i>
<i>October 2023</i>	<i>Status Snakes &amp; Ladders</i>	<i>Leadership Branding</i>
<i>November 2023</i>	<i>Stakeholder Stance Map</i>	<i>Stakeholder Management</i>
<i>December 2023</i>	<i>Best Practice Sharing Modes</i>	<i>Sharing Methods</i>
<i>January 2024</i>	<i>Duty of Care Feedback Model</i>	<i>Feedback Method</i>
<i>February 2024</i>	<i>BOLD Vision Framework</i>	<i>Organizational Vision</i>
<i>March 2024</i>	<i>MOVING Mission Framework</i>	<i>Organizational Mission</i>
<i>April 2024</i>	<i>Leadership Circle Map</i>	<i>Leadership Skills</i>
<i>May 2024</i>	<i>Digitalization Staircase</i>	<i>Digital Strategy</i>
<i>June 2024</i>	<i>Time Management Funnel</i>	<i>Personal Time Management</i>
<i>July 2024</i>	<i>Wicked Problem Scorecard</i>	<i>Organizational Decision-Making</i>
<i>August 2024</i>	<i>Hunting &amp; Farming Typology</i>	<i>Sales Management</i>
<i>September 2024</i>	<i>Guiding STAR</i>	<i>Goal Setting Approach</i>
<i>October 2024</i>	<i>Performance Assignment Matrix</i>	<i>Corporate Strategy</i>
<i>November 2024</i>	<i>Self-Centered Thinking Framework</i>	<i>Thinking Styles</i>
<i>December 2024</i>	<i>Sustainability Maturity Model</i>	<i>Sustainability Management</i>
<i>January 2025</i>	<i>Triple Diamond Model</i>	<i>Organizational Decision-Making</i>
<i>February 2025</i>	<i>Interpersonal Interaction Levels</i>	<i>Communication Approaches</i>
<i>March 2025</i>	<i>Synergy Value Matrix</i>	<i>Corporate Level Strategy</i>
<i>April 2025</i>	<i>Dynamic Organization Paradigm</i>	<i>Human-centered Organization</i>
<i>May 2025</i>	<i>New Learning Curve</i>	<i>Personal Learning</i>
<i>June 2025</i>	<i>Partnership Distance Model</i>	<i>Interorganizational Relations</i>
<i>July 2025</i>	<i>Embedded Identity Model</i>	<i>Personal Awareness</i>