

Empowering Sales Teams with Data-Driven Insights and Customer-Centric Selling at Kurita America

Case Study



SUMMARY



In the wake of rapid growth through mergers and acquisitions, **Kurita America** recognized the need to unify its sales teams and refocus on delivering exceptional customer value. By implementing the **Miller Heiman sales methodology** and integrating it seamlessly into their CRM and analytics platforms with **Korn Ferry Sell**, Kurita America transformed its sales culture. This strategic shift fostered greater alignment, enhanced team engagement, and delivered measurable improvements in sales performance.

THE CHALLENGE

Kurita America strives to create unique value for their customers while conserving natural resources for a better, more sustainable world. As a **leader in industrial water treatment solutions and services**, they had recently experienced accelerated growth and integration. While this expansion enriched the organization with diverse expertise, it also introduced communication silos and inconsistencies in sales language and practices.

Sales teams were contending with post-pandemic fatigue and internal distractions from integration efforts, resulting in a reactive, defensive selling approach. To continue delivering value in an increasingly complex environment, Kurita America needed to unify its teams with a shared language and mindset, reestablish a customer-first focus, and empower its field teams to proactively address evolving customer needs.

*“Given the complexity of our solutions, we needed more than just a sales methodology. We required a **structured approach** that aligns our technical based water treatment solutions to metrics that help our customers understand the impact to their business. Korn Ferry gave us a framework that matches perfectly with how we think and sell, enabling us to bring clarity and value to every customer engagement.”*

- Kurita America Senior Sales Leader

THE SOLUTION

Kurita America partnered with Korn Ferry to implement elements of the **Miller Heiman sales methodology** designed to elevate customer engagement and unify team behaviors. A key priority was seamless integration of this methodology into Kurita America's existing systems, particularly their CRM and Power BI dashboards. This ensured minimal workflow disruption and maximized time spent with customers.

To drive adoption and lasting behavior change, Kurita America leveraged **Korn Ferry Sell** to embed 'Blue Sheets' (*Strategic Selling with Perspective*) and 'Green Sheets' (*Conceptual Selling with Perspective*) directly into the CRM, conducted regular coaching sessions with Korn Ferry, and provided real-time data visibility through dashboards. These tools enabled sales leaders to track usage, measure performance, and target coaching where it was most needed.

The rollout also emphasized **practical application and cultural alignment**. By aligning Korn Ferry's methodology to reflect the Kurita America's focus on delivering shared value to customers, the company, and society, Kurita America ensured the approach resonated with its core values and business objectives.

"This isn't just a sales tool, it's a development and retention strategy. Our newer sellers gain confidence faster, and our experienced team members see it as an investment in their success."

- Kurita America EVP, Business Strategy

THE IMPACT

Even in the early stages the results were profound. Sales teams eagerly adopted the new shared language, helping break down silos and foster unity across the organization. More importantly, they began shifting from traditional product pitches to active listening and collaborative problem-solving, positioning themselves as **trusted partners** to clients.

Sales leaders now benefit from **clear, data-driven insights** into adoption and performance. Opportunities managed using Blue Sheets and Green Sheets consistently show **higher close rates**, providing transparency that allows for more informed, strategic decision-making.

The integration of the methodology has also **improved forecasting accuracy** and enabled a culture of continuous improvement. With usage now visible in CRM and Power BI, leadership can deliver targeted coaching and celebrate progress with confidence.

For teams navigating highly technical solutions and diverse stakeholders, this structured framework brings **clarity and confidence**, making client interactions more intentional and strategic. Sellers are now better equipped to align with customer buying journeys and address complex challenges.

Beyond driving performance, the methodology and integrated tools have become key assets for **talent development and retention**, helping Kurita America invest and support in its people. Newer sellers ramp up faster, while experienced team members recognize the investment in their ongoing success.

Ultimately, the transformation has improved sales effectiveness, deepened customer relationships, and reinforced Kurita America's position as a market leader.

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