

THE PROBLEM

The sales team of a global technology corporation was not organized for maximum productivity. Their issues included the following:

- Job confusion and a lack of role clarity
- A limited focus on hitting key performance & activity metrics
- A lack of teamwork across positions & geographies
- Non-functioning CRM and sales tools
- Poorly defined internal processes

HOW WE HELPED

Our Business Advisory team conducted an in-depth analysis of current and future business needs by assessing staffing levels and key job responsibilities. The analysis methodology included in-depth surveys, detailed time studies and interviews of a broad range of personnel. We then analyzed the data collected in our assessment to develop a list of key findings.

Based on our findings, we worked with the client's leadership team to develop and implement an optimized organizational structure which accomplished the following:

- Gained alignment between executive leadership and sales management concerning the core issues facing the sales team
- Clarified job responsibilities
- Achieved the client's optimal target of direct reports per manager
- Recommended changes to processes and sales tools to improve productivity
- Positioned the team for sustainable success over the next three years

As a result of this engagement, our client identified and eliminated organizational issues and obstacles that limited sales rep success.

THE PROBLEM

The executive leadership team of a mid-market service provider was struggling to motivate sales professionals and to hold them accountable for delivering consistent results. Specifically:

- Qualified leads provided by marketing were not worked effectively
- Sales quotas were consistently missed
- Poor sales performance was tolerated without consequence

HOW WE HELPED

We leveraged our proprietary sales operations assessment tool to analyze the sales team and identify the underlying issues causing the poor performance. Once issues were identified, we worked with the executive leadership team to implement several critical changes:

- Activity metric expectations were established and results were reported daily
- Underperforming sales professionals were identified and held accountable
- Territories were changed to ensure balance and effective sales coverage
- Compensation plans were rewritten to ensure the alignment of interests
- The sales organization was restructured to capitalize on key strengths

As a result of this engagement, our client increased important selling activities by more than 50%, improved the level of accountability for each sales professional and delivered back-to-back record sales months.