

KPIs FOR SALES SUCCESS

Retail Industry

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FINLISTICS
SOLUTIONS

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KPIs FOR SALES SUCCESS OVERVIEW



One of the greatest sales challenges is understanding your client's business. Knowing their business includes the industry in which they operate, challenges they face, how they're performing financially, how they measure success, and how your solutions align with their goals and strategies – the list goes on and on. Yet, a recent survey by FinListics Solutions and Revegy reveals that only around twenty percent of sales organizations understand their client's business! Looking deeper into the survey results, the most common responses revealed these challenges:



Communicating with clients in industry-specific language.



Assessing a client's financial performance and using insights in conversations with a client.



Aligning solutions with a client's goals, initiatives, and measures of success.

UNDERSTANDING AND KNOWING YOUR CLIENT BETTER HAS NEVER BEEN MORE IMPORTANT, AND RESEARCH RESULTS REVEAL:

THE GOOD NEWS

In an organization where a vendor's solution made a significant impact on their business, it resulted in a **31 PERCENT** higher share of wallet compared to other vendors.¹

THE BAD NEWS

77 PERCENT of senior buyers said sellers don't understand their business.²

71 PERCENT of B2B buyers are ready and willing to take their business elsewhere.¹

THE CHALLENGE

The average size of a buying group has gone from **5.4** stakeholders in 2014 to **10.0** in 2018.³

FinListics wants to help you understand your clients better and increase your sales – by introducing the **FinListics KPIs for Sales Success** series. In this installment, we will focus on the **Retail** industry. In other series, we explore industries like Banking, Business Services, Retail, Manufacturing, Insurance, Life Sciences, and Travel and Transportation.

KPIs for Sales Success won't provide you all the information you need to know about your client's business, but it will help you sell more effectively by providing:

- ▲ *industry-specific information that you can use to quickly understand your client's business*
- ▲ *a framework for aligning your solutions with common industry challenges and initiatives*
- ▲ *insights into assessing your client's financial performance and your solutions' potential benefits*

In each **KPIs for Sales Success** series we explore:

- ▲ *Overview of the industry*
- ▲ *Business and technology trends*
- ▲ *Financial insights*
- ▲ *Framework for aligning your solutions*
- ▲ *Industry trend data for key financial metrics*

GOOD LUCK.

Let's get started on elevating your sales game.

¹ Gallup Survey, Advice for B2B Leaders, 2017

² Forrester: Why don't buyers want to meet with your salespeople, Sept. 2014

³ CEB / Gartner Research, Nov 2018

RETAIL INDUSTRY OVERVIEW

What is it?

Retail companies are in the business of selling merchandise or services through multiple channels of distribution (such as storefronts and online sales). Retail businesses can include internet marketplaces, grocery, drug, department and convenient stores. Comparable/Same Store Sales (including online sales) is typically an important measure of revenue growth for a Retailer since it excludes growth from new store openings.

How big is it?

Prior to the COVID-19 outbreak, global retail sales were projected to grow to \$30 trillion (USD) by 2023 (up 23% from 2017).⁴ Now, analysts report US retail traffic fell 9% in the early stages of the COVID-19 outbreak. Grocery stores and some club retailers have seen increased sales, with luxury and specialty retailers experiencing traffic declines.⁵ Future retail trends are to be determined, as we enter this uncharted territory.

Who are the players in Retail?

INTERNET RETAIL

Internet retail includes companies providing retail services not only online, but through mail order, catalog, and television home shopping channels. This group of companies includes giants like Amazon, Alibaba, eBay and Zooplus.

Internet retail, sometimes referred to as e-tailers, sell primarily online, but sometimes also have a number of brick and mortar stores also, as is the case with Autozone or Gamestop. Many brands have their own online retail stores and cut the middlemen out by directly selling to end customers.

Future retail trends are to be determined, as we enter this uncharted territory.

⁴ Statista: Total retail sales worldwide from 2017 to 2023, Nov. 2019

⁵ Retail Dive March, 2020: Retailers brace for the impact of coronavirus

MULTILINE RETAIL

Multiline retailers are department stores and variety stores that carry general merchandise. This can include a combination of grocery, apparel, household products, furnishing and other miscellaneous products all under one roof. For example, department stores include Macy's, Marks & Spencer and Hudson's Bay. Variety retailers consists of stores like Walmart, Costco and Dollar General.

SPECIALTY RETAIL

Specialty retail covers a broad range of merchandise including apparel, home improvement, home furnishings, auto dealers, sporting goods and electronics. Specialty stores pursue a particular product type – like cars at Carmax - and sometimes items of a limited brand, such as paint sold at Sherwin-Williams. Specialty stores offer selective items for the consumers and focus on high customer satisfaction. This group includes companies such as JD Sports, Best Buy, H&M, and Home Depot.

GROCERY AND DRUG STORE RETAIL

The Grocery and Drug segments often work in tandem, offering both types of merchandise under one roof. The Grocery Store sub-industry is comprised of companies engaged in selling grocery merchandise to consumers via a store front or other distribution channels. Online sales and pick-up sales are becoming a more popular distribution method for grocers. Examples include Kroger and Carrefour.

The Drug Stores sub-industry includes companies engaged primarily in two segments, pharmacy services and retail operations - selling a range of merchandise. The larger drug stores may also offer pharmacy benefit management solutions. Drug store examples include CVS and Walgreens.

RESTAURANTS

The Restaurants sub-industry includes retailers such as Starbucks and McDonalds. These establishments are engaged in selling prepared foods and drinks typically served and eaten on premise. This industry will also include Bars which primarily serves alcoholic beverages. For those restaurants that operate a franchise model, revenues will include franchise fees in addition to food and beverage sales.



BUSINESS TRENDS & TECHNOLOGY TRENDS

Figure 1 Industry Trends

Retail Industry

BUSINESS TRENDS

- Expanded use of In-Store Analytics
- Unique and Personalized Shopping
- Increased Same Day Delivery
- No Hassle Shopping
- More Mobile Apps and Payments

TECH TRENDS

- Augmented and Virtual Reality
- Omni-Channel Analytics
- Personalization
- Chatbots
- Internet of Things (IoT)
- Digital Convergence
- Secure Mobile Payments

Business and technology trends typically affect all companies in an industry and can help and/or hinder growth, profitability and management of assets. Figure 1 shows examples of key business and technology trends in Retail. As you review these trends, consider the following questions for your organization:

BUSINESS

- ▲ *Which of these trends are having the greatest impact (good and bad) on your client's business?*
- ▲ *What is your client doing to leverage these trends?*
- ▲ *How can your solutions help your client take advantage of these trends?*

TECHNOLOGY

- ▲ *Which of these trends is your client leveraging to better manage the business?*
- ▲ *What is your assessment of how well your client is leveraging these trends compared to the better performers in the industry?*
- ▲ *Which areas of the business can your solutions help your client better manage their business, and further leverage these technologies?*

BUSINESS FINANCIAL INSIGHTS

Finance, for some of you, was not your favorite course in college. Sorry to hear that. But managing financial performance is one of the most important responsibilities of client executives. And that's why it's so important that you understand which metrics are most important to your buyers, and ultimately how your solutions impact them.

But it's not just about the numbers. The numbers must be evaluated in the context of why they are important to individual Business Functions or buyers (e.g., marketing, operations, I/T, etc.), their goals and strategies and how they measure success.

Here is the good news. For most buyers, they usually only focus on two to three areas of financial performance. For example, Marketing is focused on revenue and the cost of marketing. It's not their job to manage the cost of manufacturing and payments to suppliers. Production, on the other hand, primarily is responsible for producing, at a competitive cost, enough high-quality products to meet demand. It is very unlikely these Business Functions will be measured on the collection of accounts receivable.

BUSINESS FUNCTIONS – FINANCIAL PERFORMANCE MAP

Figure 2 shows the **Business Functions – Financial Performance Map**. This highlights the most important areas of financial performance for the Retail industry and identifies those Business Functions that are most interested in them. We will explore each of these areas of performance in more detail later in this section.

Managing financial performance is one of the most important responsibilities of client executives.

For now, use the map as a framework to think about how your solutions help enhance a client's financial performance, and which Business Functions or buyers will be interested in YOUR solutions? Experience shows that this framework often identifies additional buyers of your solutions.

As you review the map, answer the following questions:

- ▲ *Which areas of financial performance do your solutions have a material impact?*
 - *It is not likely that your solutions will impact all areas of performance*
 - *Even if it's just one area, there are still multiple Business Functions that want to talk to you*
- ▲ *For these areas of performance, which buyers will be interested in your solutions?*
- ▲ *What is your financial performance elevator pitch for those buyers?*

Figure 2 - Financial Metrics - Business Function Map

Retail Industry					
Revenue Mgt	Expense Management		Asset Management		
Revenue Growth	% Cost of Goods Sold (COGS)	% SG&A	Days in Inventory (DII)	Days Purchases Outstanding (DPO)	Fixed Asset Utilization
Buyers Who Care	Buyers Who Care		Buyers Who Care		
Chief Risk Officer	Distribution & Logistics	Chief Risk Officer	Distribution & Logistics	Chief Risk Officer	Distribution & Logistics
Customer Service	Information Technology	Customer Service	Information Technology	Finance & Accounting	Information Technology
Distribution & Logistics	Omni-Channel	Finance & Accounting	Omni-Channel	Information Technology	Omni-Channel
Information Technology	Store Operations	Human Resources	Store Operations		Store Operations
Marketing		Information Technology			
Omni-Channel		Marketing			
Sales		Omni-Channel			
Store Operations		Sales			
		Store Operations			
		Environmental Health & Safety			

CASE STUDY

To illustrate, looking at a sample company – “ABC” is a Retail company and has a goal to improve their profit margins, by reducing cost of goods sold. ABC has 1 billion in revenue. The KPIs for Sales Success for Cost of Goods Sold reveals using industry average data, a 1 percent improvement in costs of goods sold is 6.1 million for a company with 1 billion in revenue. Some of the important operational KPIs for cost of goods sold are merchandise costs, labor and overhead. Suppose your solutions help to better manage labor cost. Applying the industry specific averages for labor along with ABC’s revenues of 1 billion, the KPIs for Sales Success shows the Power of One for labor is 1.5 million which is the increase in profits from a 1 percent reduction in labor costs for this example company.

KPIs for Sales Success

For each of the areas of financial performance and information provided in Figure 2, the KPIs for Sales Success also explores:

1	Which operational KPIs have the greatest impact
2	Power of One – financial benefit of improving the area of performance and its related operational KPIs
3	Challenges in managing the metric
4	How the area of financial performance is being better managed

Let’s explore the Power of One, before you review the areas of financial performance KPIs for Sales Success.

You may have heard of the Power of One. No, I’m not talking about the Power of One Pokémon movie or the movie with Daniel Craig. The Power of One is the financial benefits from a **1% improvement** in an area of financial performance or operational KPIs. It uses industry benchmark data, along with real company results, to calculate the 1% improvement potential. Showing the “how much” equips sellers to position their solutions in terms of the decision maker’s bottom line.

The Power of One do's and don'ts:

DO'S:

- ▲ *Focus on those areas of financial performance and related operational KPIs the client is seeking to better manage and that can be improved by your solutions.*
- ▲ *Make it a part of the conversation to provide a financial focus.*
- ▲ *Use it to have the client share with you their goal for improvement in the operational KPIs your solutions can improve.*

DON'TS:

- ▲ *Don't give the impression that the Power of One is a promise or that the minimum your solutions can deliver is a 1% improvement*
- ▲ *Don't make it the focus of the conversation...it should be made part of the conversation.*

In the following infographics, we show you the KPIs for Sales Success by financial metric. Each infographic gives an overview of a metric, and is a valuable snapshot to review. Select the areas of performance relevant for your clients, and answer the following questions:

- ▲ *How does your client's performance compare to the industry?*
- ▲ *If very different, what are some contributing factors?*
- ▲ *What are your client's greatest challenges and what are they doing to improve performance?*
- ▲ *What are the operational KPIs your solutions help to improve?*
- ▲ *What is the Power of One for these metrics?*
- ▲ *How will you use your observation in a business discussion with your client?*

Now it's time to explore the KPIs for Sales Success. Remember, your goal is to learn more about the metrics that YOUR client is interested in improving, and ultimately how your solutions can help improve them.

KPIs for Sales Success

REVENUE GROWTH FOR THE RETAIL INDUSTRY

What is it?

Growth from in-store and online merchandise sales, membership fees, net of any returns

What's in it?



- Internet
- Multiline
- Specialty
- Grocery & Drug Stores
- Restaurants

How is it measured?

Period percentage growth (such as year or quarter)

(% GROWTH)

Who impacts it?

- Merchandising
- Store operations
- Marketing
- Logistics

Why is it important?

Averages

-1% to +10%

one of the most important measures of performance

What's the goal?

The higher the better



What's the challenge? ²

- E-commerce
- Delivery options
- Pricing pressures

What's the Power of One for Growth? ¹

10 M

What are the KPIs & their Power of One? ¹

CHURN & CROSS-SELL/UPSELL

1.4 M

ONLINE SALES

1.0 M

NEW CUSTOMERS

2.0 M

STOCKOUT LOSSES

0.2 M

Ways to better manage Growth? ²

- Customer analytics
- Expansion of channels
- Personalization

¹ The Power of One is the increase in revenue from a 1% improvement in revenue and related operational KPIs, based on a company with 1 billion in revenue.

² Not an exhaustive list of challenges or ways to manage the metric.

KPIs for Sales Success

COST OF GOODS SOLD FOR THE RETAIL INDUSTRY

What is it?

Total direct cost of goods or services intended for sale

What's in it?



- Merchandise
- Labor
- Overhead (rent/utilities)
- Logistics

How is it measured?

Expressed as percentage of revenue

(% COGS)

Who impacts it?

- Procurement
- Store operations
- Logistics

Why is it important?

Absorbs

50 - 70%
of revenues

What's the goal?

Lower is better and the higher the profit



What's the challenge? ²

- Product proliferation
- Inventory
- Labor management

What's the Power of One for COGS? ¹

6.4 M

What are the KPIs & their Power of One? ¹

MERCHANDISE	LABOR
2.7 M	1.6 M
OVERHEAD	LOGISTICS
1.8 M	0.3 M

Ways to better manage COGS? ²

- Investments in technology to manage inventory
- Predict consumer buying habits

¹ The Power of One is the increase in operating income from a 1% improvement in COGS and related operational KPIs, based on a company with 1 billion in revenue.

² Not an exhaustive list of challenges or ways to manage the metric.

KPIs for Sales Success

SELLING, GENERAL & ADMINISTRATIVE (SG&A) FOR THE RETAIL INDUSTRY

What is it?

The indirect costs of running a business

What's in it?



- Sales
- Marketing
- IT
- Finance & Accounting
- HR

How is it measured?

It's expressed as percentage of revenue

(% SG&A)

Who impacts it?

- Sales
- Marketing
- IT
- F&A
- HR

Why is it important?

Absorbs

20 - 35%
of revenue

What's the goal?

Lower is better and the higher the profit



What's the challenge?²

- Allocation of marketing spend
- Labor costs
- Security

What's the Power of One for SG&A?¹

2.7 M

What are the KPIs & their Power of One?¹

SALES	MARKETING
0.7 M	0.4 M
IT	CUSTOMER SERVICE
0.2 M	0.1 M

Ways to better manage SG&A?²

- Marketing technology
- Artificial Intelligence
- Business process outsourcing

¹ The Power of One is the increase in operating income from a 1% improvement in SG&A and related operational KPI's, based on a company with 1 billion in revenue.

² Not an exhaustive list of challenges or ways to manage the metric.

KPIs for Sales Success

FIXED ASSET UTILIZATION (FAU) FOR THE RETAIL INDUSTRY

What is it?

How effectively a company uses their fixed assets to generate revenue

What's in it?



- Stores
- Distribution assets
- IT infrastructure

How is it measured?

It's expressed as revenue generated per dollar invested in fixed assets

$$\left(\frac{\text{REVENUE}}{\text{FIXED ASSETS}} \right)$$

Who impacts it?

- Store operations
- Logistics
- IT

Why is it important?

Averages in revenue

3.0 - 12.0

per 1.0 in fixed assets

What's the goal?

Higher is better, but must invest to maintain quality of assets



What's the challenge? ²

- Change in buying habits
- SKU proliferation
- Shorter customer order lead time

What's the Power of One for FAU? ¹

1.7 M

What are the KPIs & their Power of One? ¹

REVENUE PER
SQUARE FOOT

0.6 M

EQUIPMENT
UTILIZATION

0.2 M

Ways to better manage FAU? ²

- IoT
- Virtual reality
- Third party logistics providers (3PLs)

¹ The Power of One is the annual increase in cash from avoided capital expenditures from a 1-percent improvement in fixed asset utilization and related operational KPIs, based on a company with 1 billion in revenue.

² Not an exhaustive list of challenges or ways to manage the metric.

KPIs for Sales Success

DAYS IN INVENTORY (DII) FOR THE RETAIL INDUSTRY

What is it?

Investment in inventory from procurement to when merchandise is sold

What's in it?



Merchandise in:

- Stores
- Transit
- Distribution centers

How is it measured?

It's expressed in number of days in inventory relative to the cost of inventory

(DII)

Who impacts it?

- Procurement
- Store operations
- Logistics

Why is it important?

Average Days:

15 - 105

Impacts working capital

What's the goal?

Lower is better but must consider the impact on sales



What's the challenge?²

- Changing consumer preference
- Visibility
- SKU proliferation

What's the Power of One for DII?¹

1.9 M

What are the KPIs & their Power of One?¹

SAFETY STOCK

0.4 M

REPLENISHMENT

1.2 M

RETURNS

0.2 M

Ways to better manage DII?²

- Improved forecasting
- Blockchain
- Artificial Intelligence
- Supply chain collaboration

¹ The Power of One is the one-time increase in cash from a 1-day reduction in inventory and a 1-percent improvement in related operational KPIs, based on a company with 1 billion in revenue.

² Not an exhaustive list of challenges or ways to manage the metric.

KPIs for Sales Success

DAYS PURCHASES OUTSTANDING (DPO) FOR THE RETAIL INDUSTRY

What is it?

Accounts payable are moneys a company owes its suppliers

What's in it?



Unpaid Purchases of:

- Merchandise
- Supplies
- Logistics Services

How is it measured?

It's expressed in number of days in accounts payable relative to cost of goods sold

(DPO)

Who impacts it?

- Procurement
- Finance

Why is it important?

Average Days:

25 - 65

Impacts working capital

What's the goal?

Higher is better, but must consider the impact to cost of purchases



What's the challenge? ²

- Poor data entry
- Exceptions
- Fraud

What's the Power of One for DPO? ¹

1.8 M

What are the KPIs & their Power of One? ¹

DIRECT
PROCUREMENT

1.2 M

INDIRECT
PROCUREMENT

0.5 M

Ways to better manage DPO? ²

- Artificial Intelligence
- Dynamic discounting
- Supply chain financing

¹ The Power of One is the one-time increase in cash from a 1-day increase in accounts payable and the increase in operating income for a 1-percent improvement in related operational KPIs, based on a company with 1 billion in revenue.

² Not an exhaustive list of challenges or ways to manage the metric.

ALIGNING YOUR SOLUTIONS

Remember in the seller survey we shared earlier that difficulty in aligning solutions with a client's goals, initiatives, and measures of success is one of the common challenges for sellers. When a seller doesn't fully understand their client's needs, it's difficult to offer the right solution. The Solutions Alignment Map example shown in Figure 3 is a proven framework to overcome this challenge. It's not some slick hypothetical sales framework. It is based on how many of your clients manage their business. So, why shouldn't you use it. The framework includes:

- ▲ *Company-wide Goal(s) that your solutions can help the client achieve*
- ▲ *Targeted Business Functions/Buyers supporting the goal that your solutions can help*
- ▲ *These buyers' Initiatives to achieve the goal that your solutions can help them implement*
- ▲ *Operational KPIs that buyers will use to measure the success of their initiatives*

Figure 3, for illustrative purposes, shows an example of one corporate-wide financial goal and two Business Functions. The framework is easily expanded to multiple goals and additional buyers.

Keep in mind that the Solutions Alignment Map is a way of organizing what you know about the client. It is a living breathing document. Initially, it does not need to be perfect. It will change as you learn more about the client and how your solutions can help. How to use the Map is explored later in the section.

The Solutions Alignment Map is a way of organizing what you know about the client. It is a living breathing document.

Appendix A provides a Solutions Alignment Map template that you can use for your clients and initiatives.

Some benefits from using the Solutions Alignment Map that have been shared by sellers are:

- ▲ *More comprehensive account planning*
- ▲ *Better focus on your solutions' business benefits*
- ▲ *More structured approach to engaging in client dialogue*

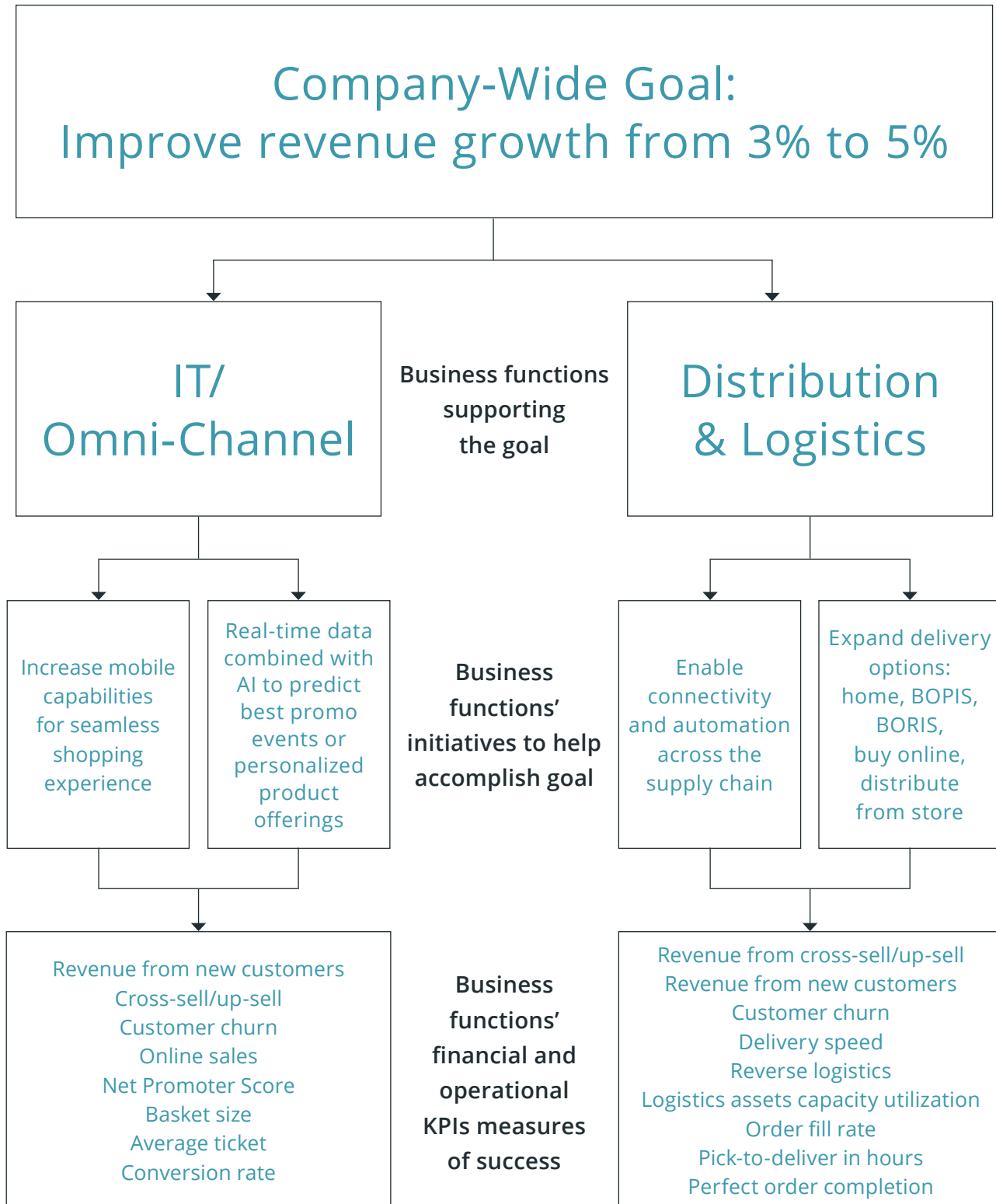
Another benefit of the Solutions Alignment Map is that it is scalable across clients. Within industries, company-wide goals are often similar as are the supporting Business Functions and their initiatives.

The scenario in Figure 3 is consistent with one of the most prevalent company-wide goals often found in the Retail industry. That is to improve revenue growth. For example, a large US-based Retail company has a goal to grow net sales at least 3 percent with part of the improvement coming from an increase in comparable store sales and ecommerce growth.

In Figure 3 example:

- ▲ *Company-wide Goal is to improve revenue growth 3.0 percent to 5.0 percent*
- ▲ *Targeted Business Functions/Buyers are IT/Omni-channel and Distribution and Logistics, assuming your solutions improve these areas.*
- ▲ *Buyer's Initiatives are based on company research and knowledge of similar buyer's at other clients.*
- ▲ *Operational KPIs are those commonly focused on by the targeted buyers.*

Company-wide goal



How to use the Solutions Alignment Map

The Solutions Alignment Map is a proven tool that sales professionals apply in several ways:

▲ Account planning

- *Helps develop a more comprehensive and business-focused account plan and often helps identify new buyers*

▲ Client dialogue

- *Provides a way to better organize a meeting plan.*
- *Use as basis for white boarding session to identify buyers' areas of focus, initiatives and measures of success.*
- *Sellers suggest that it is best not to share your initial draft of the Map with buyers, but instead collaborate with the buyer to build the map. Having prepared your initial draft in advance helps you more effectively and efficiently collaborate with them.*

It is recommended that you build the Solutions Alignment Map for some of your clients and solutions. It will be time well spent.

SUMMARY & NEXT STEPS



Earlier we reviewed the survey by FinListics Solutions and Revegy that showed only about twenty percent of sales organizations understand their client's business. Common challenges as we saw earlier are:

1

Communicating with client's in industry-specific language.

2

Assessing a client's financial performance and using insights in conversations with a client.

3

Aligning solutions with a client's goals, initiatives, and measures of success.

This eBook hopefully has provided you insights and frameworks for better understanding your clients' business in the Retail industry.

Your next steps

Apply what you have learned to some of your clients.

Review the business and technology trends in Figure 1.

- ▲ *Which of these are most relevant to your clients?*
- ▲ *How do your solutions help them leverage these trends?*

Review the Business Functions – Financial Performance Map in Figure 2.

- ▲ *Identify those areas of financial performance your client is focused on improving that your solutions can help, and which Business Functions to target.*
- ▲ *What are your elevator pitches for these areas of performance and buyers?*

Review KPIs for Sales Success Infographics for those areas of financial performance your solutions can help to improve.

- ▲ *What operational KPIs do your solutions impact?*
- ▲ *What is their Power of One for your solutions and clients?*

Build a Solutions Alignment Map using the template in Appendix A.

Do all these take-aways take time? Yes, they do. Based on sellers' feedback, it is time well spent. Also, this approach is highly scalable since clients in the same industry face similar challenges, share similar goals, initiatives and measures of success.

GOOD LUCK.

For more information, contact FinListics at **www.finlistics.com** or email us at **info@finlistics.com**.

Also, please let us know what other industries you are interested in, for us to create additional KPIs for Sales Success eBooks. Send your ideas to **info@finlistics.com**.

THANKS.

APPENDIX A

SOLUTIONS

ALIGNMENT MAP

Use the Solutions Alignment Map template to:

- ▲ *Create more comprehensive account plans*
- ▲ *Better focus on your solutions' business benefits*
- ▲ *Use a more structured approach to engaging in client dialogue*

The framework includes:

- ▲ *Company-wide Goal(s) that your solutions can help the client achieve*
- ▲ *Targeted Business Functions/Buyers supporting the goal that your solutions can help*
- ▲ *These buyers' Initiatives to achieve the goal that your solutions can help them implement*
- ▲ *Operational KPIs that buyers will use to measure the success of their initiatives*

SOLUTIONS ALIGNMENT MAP TEMPLATE

Company-wide goal

