

PROBLEM STATEMENT:

Identifying areas for improvement in GTM, specifically sales process and methodology.

The business had established a highly successful field sales go-to-market model in the mid 1970's that had not evolved in line with the needs of the modern day digital market. The existing model saw sales representatives operating in within their own schedules, which made it difficult to measure and manage sales activities and conversions. At a micro level, this resulted in a longer sales cycles and saw sales managers only spending around 35% of their total available time in front of customers. The macro impact, as evidenced by data insights, was that two-thirds of sales representatives were not making their quota each year, while the organisation was exceeding their budget for remuneration and rewards because of the disproportionate contribution of top performers. These factors made it difficult for organization to ensure they have a consistent and transparent sales process.



Client profile

- Australian Advertising Industry
- SMB Customer Segment
- 200k+ customers
- 1500+ employees
- \$600M+ Revenue

Key Team Roles

- Sales
- Sales Operations

Business Impact

- Achieved sales results with more efficient utilization of resources
- Improved performance across sales channels
- Increased visibility and adherence to sales management activities
- Improved sales adherence to pricing policies and eliminated discretionary discounting practises,
- Increased effectiveness of sales pipeline management and specifically moving prospects through towards conversion and close
- Differentiated the clients profile in the industry as a best of breed sales business renowned for it's sales process
- Improved customer satisfaction relative to delivering customer ROI



Approach: More than just revisiting the sales targets and processes.

To move towards a culture based on performance, we had to find a way to balance the art of selling effectively with the science of structured sales processes and methodologies. With our experience overlayed with industry best practise, we implemented a structured sales methodology which saw representatives who were managed against a structured sales methodology deliver stronger sales results with deals closing faster,

sales targets were exceeded, customers were satisfied and this accelerated the revenue growth for the organisation. Throughout the process we focused on improving the capabilities of the sales management team, with clear accountabilities for playing the role of 'head coach' and the new process gave them greater visibility throughout the new sales process which enabled more effective coaching, and drove sales effectiveness.

Strategic initiatives implemented:

- Aligned the sales organisation to a world-class sales methodology and applied it consistently to maximize value and drive successful sales behaviours across all go-to-market channels.
- Re-designed the end-to-end sales processes and embedded a "'programmed work week model"' so as to enable flexibility as to meet the every changing market conditions across various geographies.
- Tested the new methodology and processes prior to launch to ensure it added value to sales representatives and managers and iterated the model based on feedback and unique organisation and cultural nuances.
- Redefined and implemented productivity and sales performance KPI's.
- Create operational roles and mechanisms for continuous improvements.

REVENUE GROWTH

+22%

YEAR 1

INCREASE REVENUES

+9%

YEAR 1

REPS ACHIEVING TARGET

63%

YEAR 1