

SBRConsulting Benchmark Your Sales Team



SBR Consulting is a specialist global consultancy that focuses on growth and revenue acceleration. We leverage our experience of 800 clients over the last 20 years to help our clients to transform, enable and increase the effectiveness of their revenue org.

MCA
 A POSITIVE FORCE FOR THE ECONOMY
 ASSOCIATE MEMBER



Transformation

We work closely with the C-suite and organisational leaders to drive the execution of strategy

Enablement





We work with leaders in order to create an inspirational culture, focusing on process, people and performance coaching.

Effectiveness

We help develop and hold the team accountable to the skills, systems and mindset needed to drive success.



JOIN OUR ONLINE SALES COMMUNITY

-  SALES INSIGHTS & BLOGS
-  COMPLIMENTARY WEBINARS
-  THOUGHT LEADERSHIP
-  EVENTS & CONFERENCES

4,000+
SUBSCRIBERS

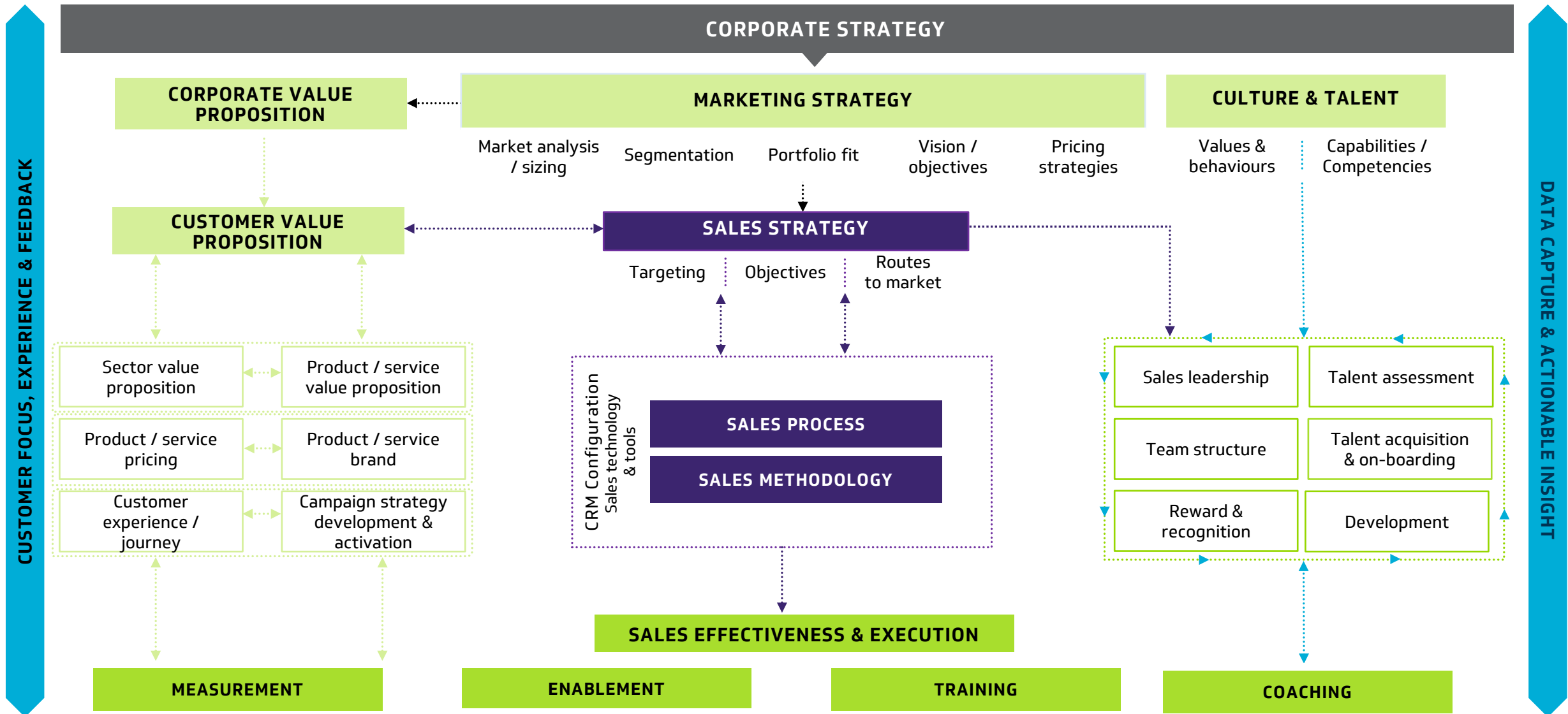
2002
ESTABLISHED



- LONDON
- NASHVILLE
- SINGAPORE
- PRAGUE
- SOFIA
- BRISTOL
- EDINBURGH



FROM STRATEGY TO SALES EFFECTIVENESS AND EXECUTION



TODAY'S SPEAKERS



STUART LOTHERINGTON
Managing Director



JULIET HALL
Associate Director



JASON WALKINGSHAW
Managing Consultant

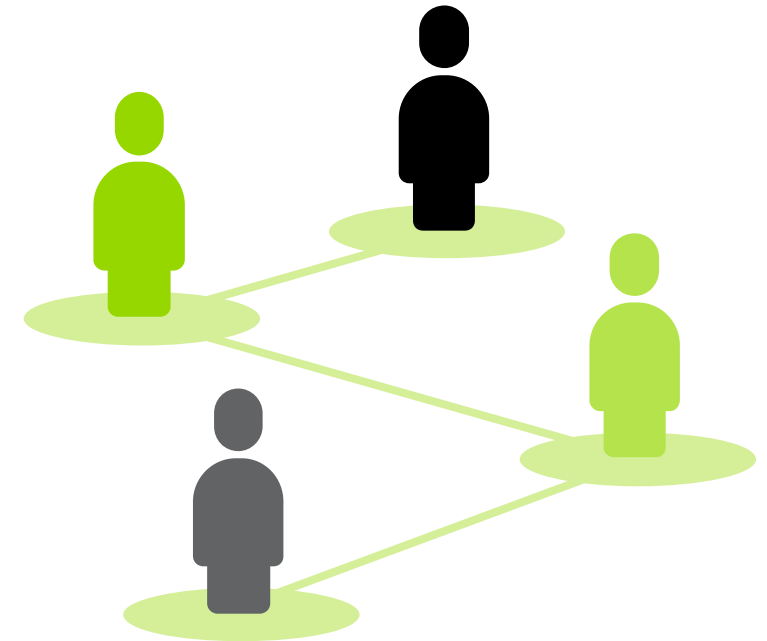
≡ **INSPIRE** THE GLOBAL CHALLENGE FOR SALES LEADERS

11% are disengaged.

76% are ambivalent.

Only **13%** are engaged.

43% are under quota.



*“Engaged employees can yield up to **57%** more discretionary effort.”*

Source: CLC Research

IF YOU...



**If you always think
the way you've always thought,**



**then you'll always do
as you've always done,**



**and you'll always get
what you've always got.**

THE FOUR STAGES OF COMPETENCY



**Unconscious
incompetency**

Blissful ignorance



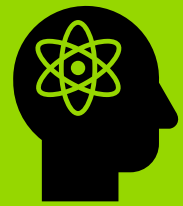
**Conscious
incompetency**

Aware of one's lack
of knowledge



**Conscious
competency**

Thinking &
implementing

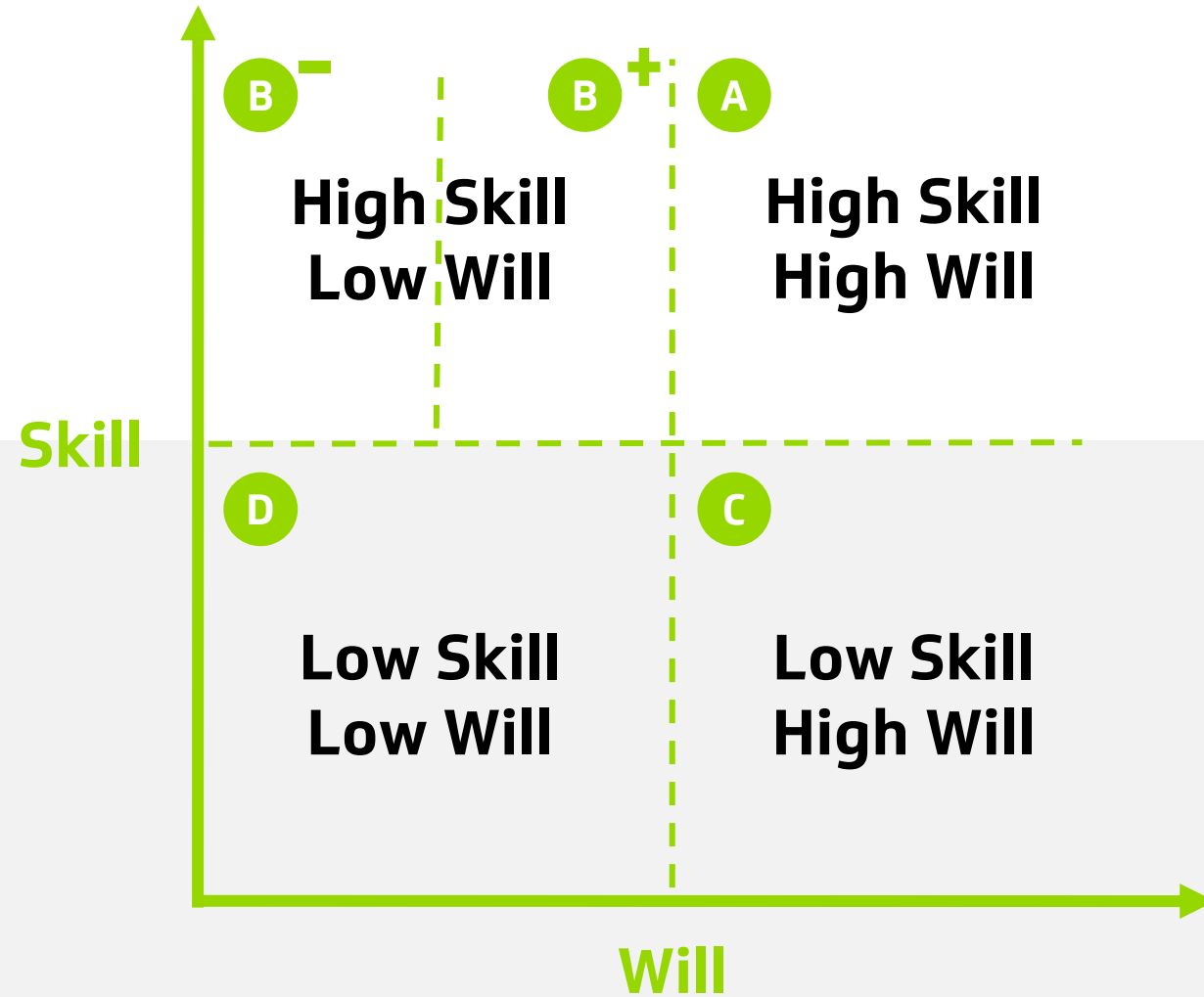


**Unconscious
competency**

Becomes habit

Martin M. Broadwell first articulated the model in his "four stages of teaching" in February 1969

SKILL WILL MATRIX



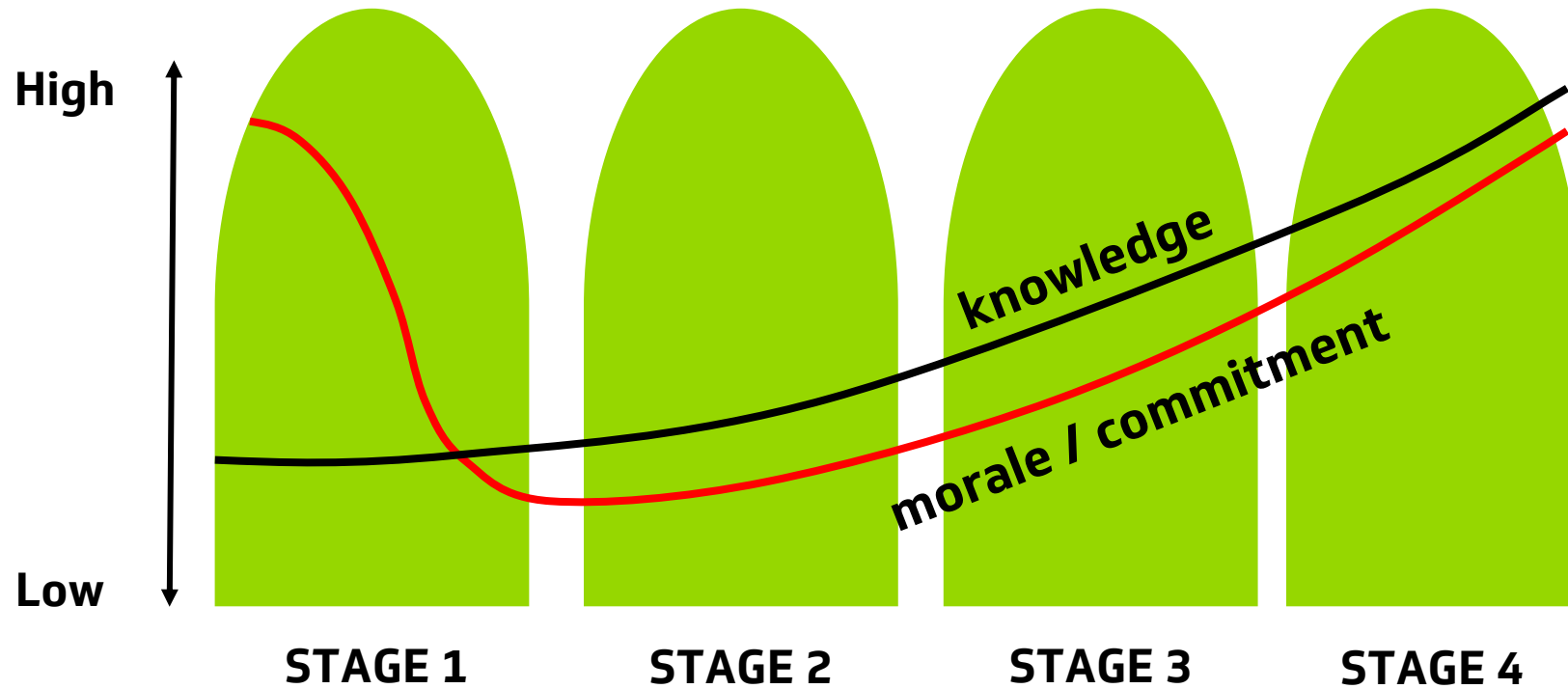
EXERCISE

Map your team on the Skill Will Matrix



LEADERSHIP ADJUSTMENT WHEEL

Stages of Individual Development - New Person/Role



OPTIONS FOR MANAGEMENT / LEADERSHIP STYLE



EDUCATE



COACH

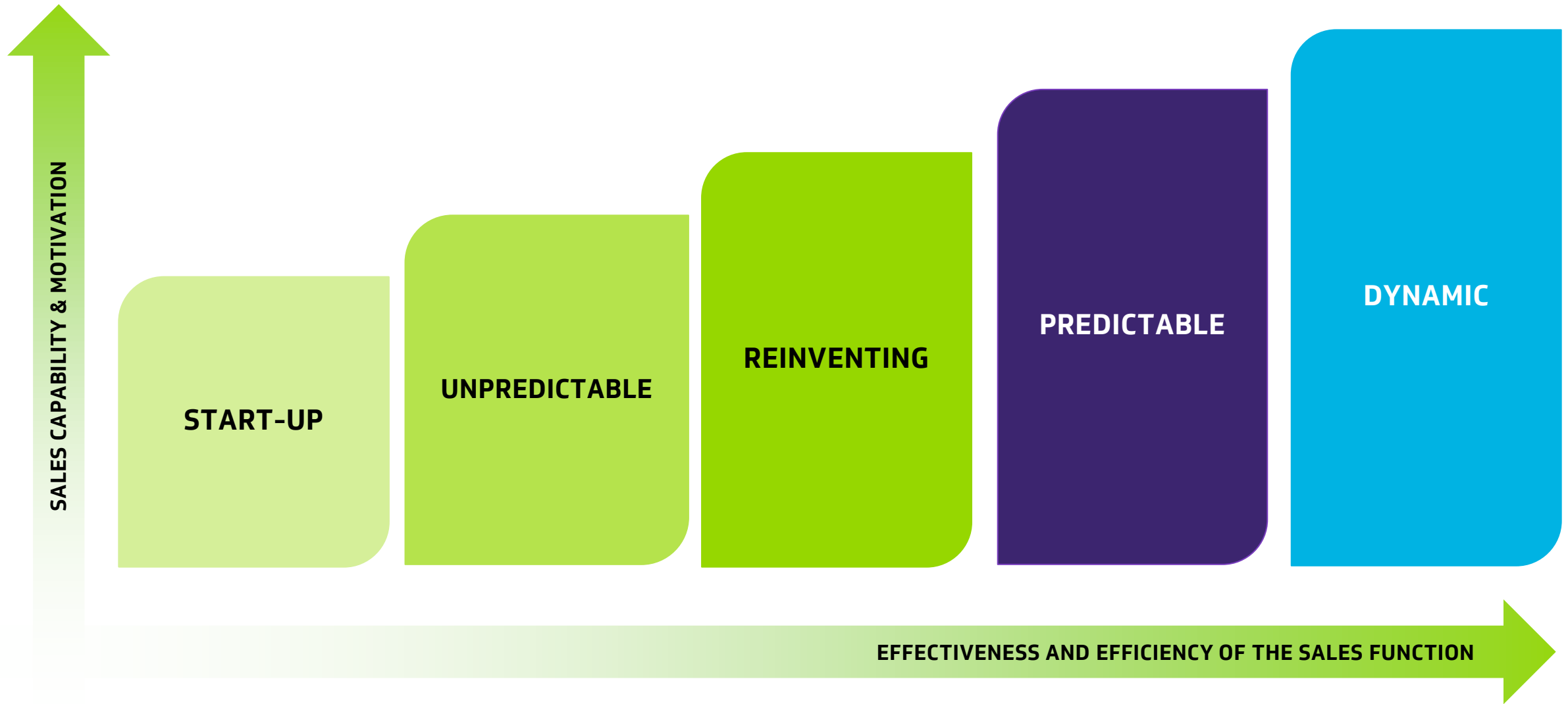


CHALLENGE



ENTRUST

SALES MATURITY MODEL



ASSESSING YOUR 'SALES ENGINE'

RAG assessment, findings & recommendations for each of the following:

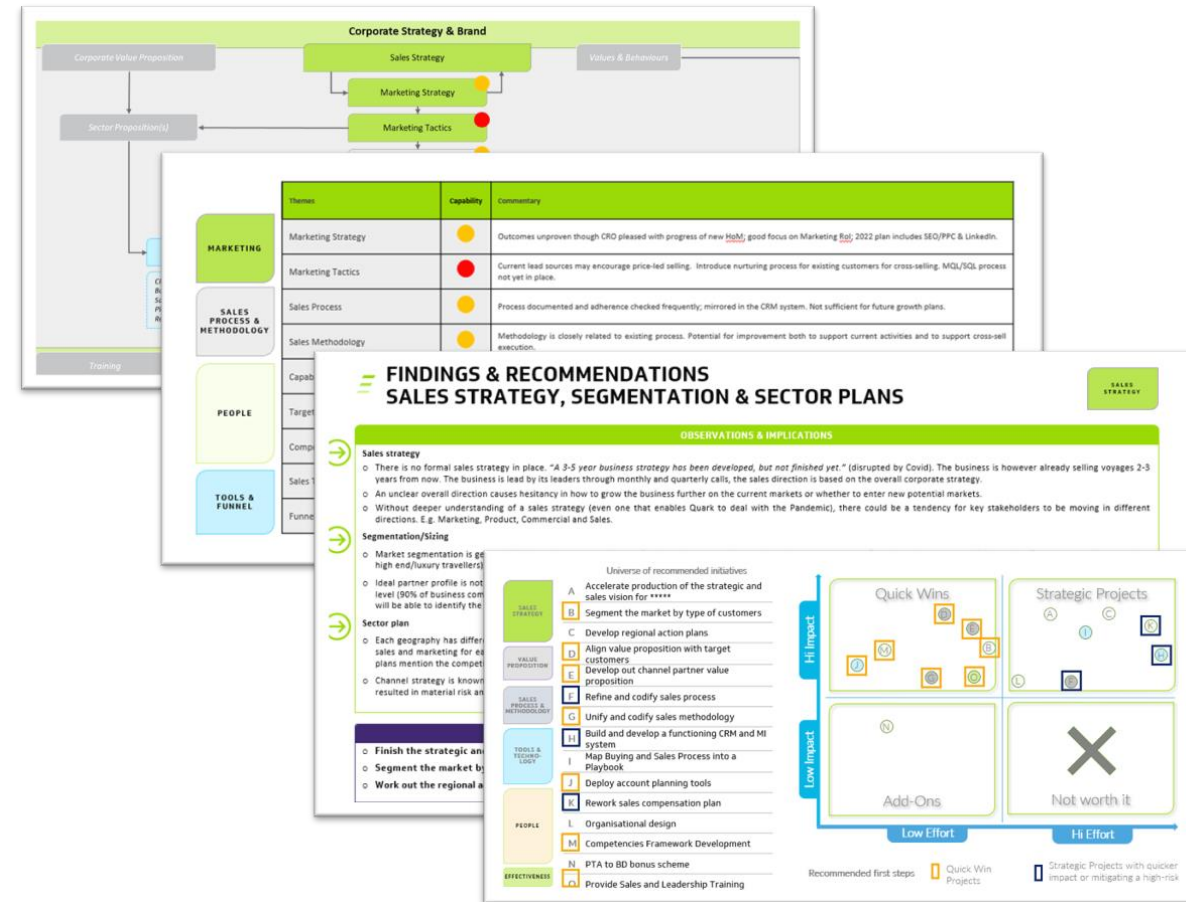
- Commercial Strategy
- Structure & OD
- Demand Generation
- Sales Process & Methodology
- Account Management/Customer Success
- Pipeline & Forecasting
- Tools & Data Capture
- People

Supporting analytics including:

- Salesperson flight risk
- Team performance and leadership
- Renewal and pricing execution
- Pipeline health

Recommendations & Proposed Initiatives:

- Effort vs Impact prioritization
- Phasing for recommendations
- Impact & ROI Sensitivity Analysis

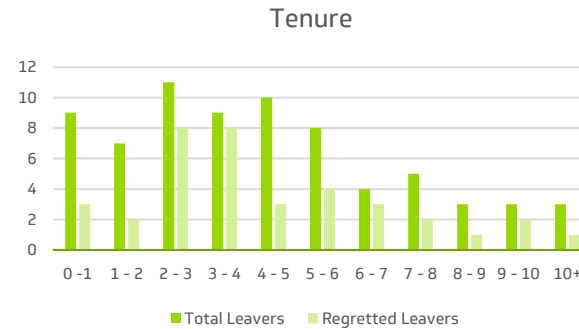


EXAMPLE 1: SALESPERSON FLIGHT RISK

EMPLOYEE SURVEY



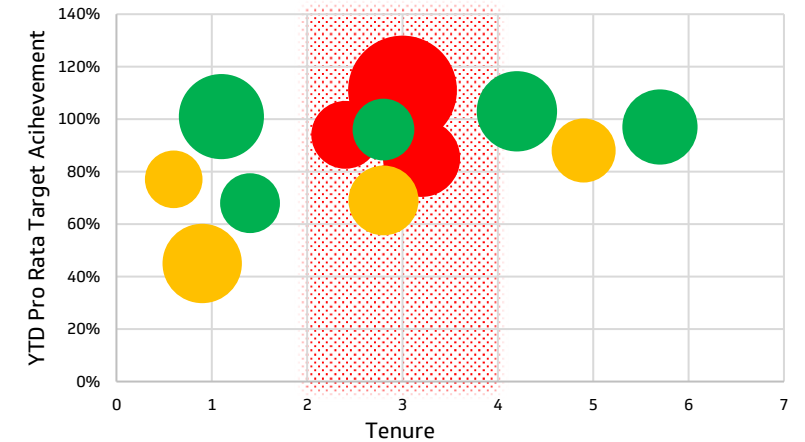
REGRETTED LEAVER ANALYSIS



FLIGHT RISK INDICATORS

	Target	Tenure	Pro Rata Target Achievement	Activity Rate
BB	136	3	111%	45%
EH	68	3.2	85%	55%
AM	53	2.4	94%	67%
AC	38	0.6	77%	85%
AS	47	4.9	88%	88%
DL	72	0.9	45%	96%
DI	56	2.8	69%	96%
EP	83	1.1	101%	103%
AF	41	1.4	68%	105%
DM	74	4.2	103%	110%
EW	44	2.8	96%	114%
DD	65	5.7	97%	135%

Flight Risk Analysis



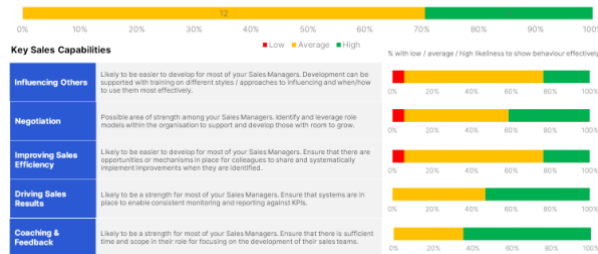
- Regretted leaver analysis identifies “danger zone” for likely churn
- Rising/falling activity rate provides proxy for flight risk
- Employee survey highlights likely causes of dissatisfaction
- Prompts intervention on highest risk leavers and action planning on root causes

EXAMPLE 2: TEAM PERFORMANCE & LEADERSHIP

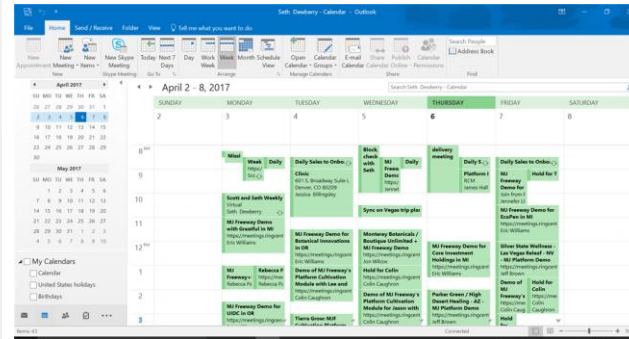
TALENT ASSESSMENT

Your Sales Managers

Most of your 17 Sales Managers are predicted to have average fit to the role:



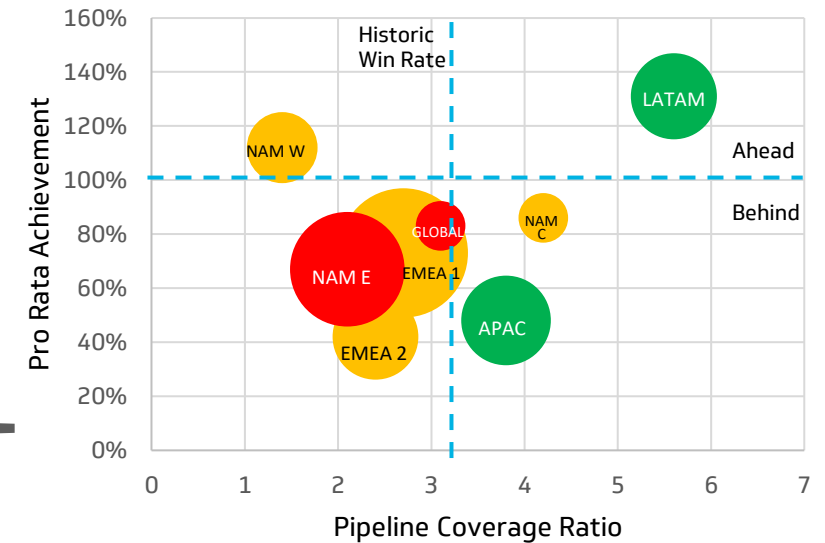
L1 DIARY ANALYSIS



YTD PERFORMANCE AND TRAJECTORY

	Pipeline Cover	Pro Rata Achievement	Target
EMEA 1	2.7	73%	217
EMEA 2	2.4	42%	95
APAC	3.8	48%	104
NAM W	1.4	112%	65
NAM C	4.2	86%	32
NAM E	2.1	67%	170
LATAM	5.6	131%	96
GLOBAL	3.1	83%	32

Coaching Culture: Heat Map



- Provides dynamic picture of current achievement and likely trajectory
- Adds insights from analysis of sales leader capability and behaviours
- Drill down focus on essential improvement areas and capacity to execute






COMPETENCIES FOR YOUR TEAM

What are competencies?

“Measurable skills and behaviours that lead to people to succeed in their work”



Why have them?

-  They provide a track to run on for IC's and give guidance of what is expected of them
-  Provide a focus for leaders to coach to
-  Help yourself and HR recruit the right people for the team
-  Success plan for future growth
-  Apply situational leadership to the competency and not the individual as a whole

How to build one?

Select 10-12 competencies for the role

WHAT DOES IT LOOK LIKE?

Competency Portfolio Management

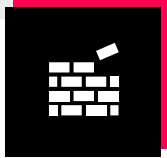


Definition

Understands key revenue drivers and can prioritise to achieve goals. Able to drive impact at scale.

Measurable Actions

Forecast accuracy, pipeline opportunities, revenue growth, client churn rates.



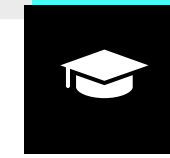
Foundation



Developing



Building



Mastery

- Partially understand of their Book of business.
- Following the existing guideline account segmentation.
- Treating the account equally.
- May rely on basic prioritisation techniques and guidance from peers or leadership, with a limited understanding of the broader context.
- Forecast +/- 15%.
- Revenue Growth (70-79%).

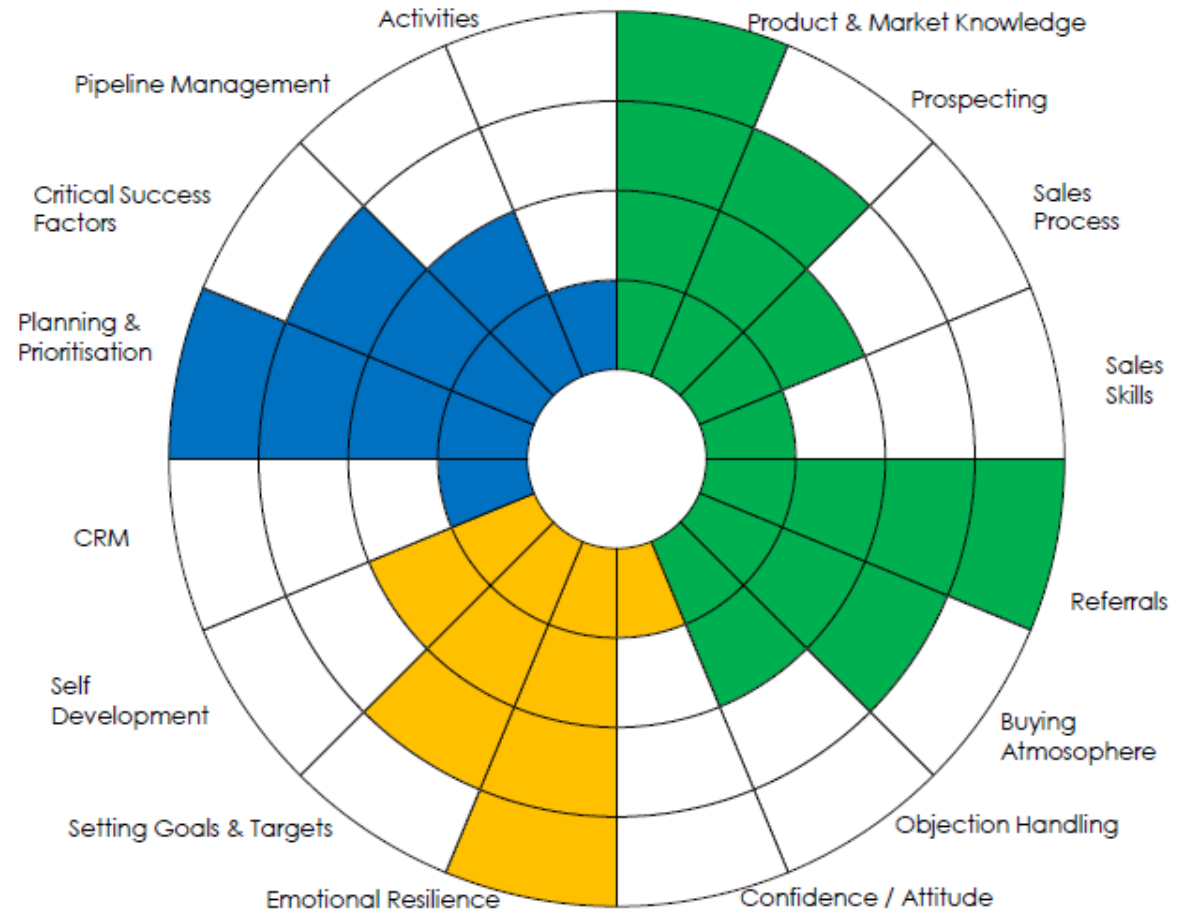
- Prioritise their account based on current situation/contribution to their Book of Business.
- Start to differentiate initial treatment level of their account.
- Identifies opportunities for driving impact at a moderate scale and makes informed decisions to maximise revenue potential, often with peer or leadership support.
- Utilises established frameworks and techniques for prioritisation.
- Forecast +/- 10% - 15%.
- Revenue growth (80-90%).

- Start to monitor their account performance and mapping it into their account segmentations.
- Drives impact at scale, and can quickly identify high-value opportunities, and align resources accordingly.
- Employs analytics and data to maximise revenue potential.
- Forecast 5%-10%.
- Revenue Growth (90-119%).

- Independently can segmentise and prioritise all their accounts under their Book of Business both from current situation and future opportunity.
- Able to define clear treatment of each segment of account under their Book of Business.
- Proactively monitor the current performance and the trend of their accounts under their Book of Business.
- Forecast 2%-5%.
- Revenue Growth (>120%).

LEADERSHIP ADJUSTMENT WHEEL

Best Practice in Developing High Performing Habits using The L.A.W



EXERCISE

What are your team competencies for LAW



Register for the SBR Sales Community for regular sales leadership insights.



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