

Sales Force Effectiveness – Case Study

Developing a Winning Sales Culture

Our Client's Issues

A \$1 billion information management services company needed to upgrade its sales force to maintain its leadership position in a changing marketplace. It had enjoyed revenue growth in excess of 20%/year but competitive pressures were slowing revenues and profits. Our client's issues stemmed from:

- A decentralized sales structure which promoted silos, ineffective communication and duplication of efforts; A sales approach focused on products and technology rather than Influential Selling to leverage their expanding high value solution sets;
- Lack of an effective capabilities presentation and opportunity scoping resulting in 8-20 legged sales calls on suspects; Lack of sales process or a consistent selling approach;
- No CRM/SFA, company pipeline or central repository of sales support information
- No account or opportunity planning process

The CornerStone Services Approach

First we helped develop a vision to become a world class sales organization. Based on that vision, they centralized their sales force and designated a company sales leader, a sales culture leader and moved a successful sales executive into the role of Sales Operations and Effectiveness Leader. A comprehensive improvement plan was developed and metrics for success were aligned with company objectives. We provided a sales leadership and coaching program as a framework to certify the client's sales leaders to implement these initiatives:

- Best practices sharing to replicate success and lessons learned
- Sales process and selling approach with processes, tools and certification;
- Internal and external engagement models to ensure consistency and clarity of roles;
- Account planning and strategy development;
- CRM/SFA tool integrated with sales process, client development and account management;
- Compensation plans with quantitative and qualitative objectives.



The Business Benefits

- The integrated Sales Effectiveness program yielded an overall ROI of 11 X on profit margin:
- 41% increase in Total Contract Value with a 19% growth in Pipeline Opportunities;
- Shorten Sales Cycle by 25% (12>9 months) with Improved Close Ratios by 76% (25>45%);
- Accuracy of sales forecast improved from 65-95%
- Reduction in non-selling time by 33% (75>50%);
- New Hire sales success in first 6 months of grads of 39% (0>14);

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or visit our website at <http://services.cornerstoneleadership.com>

