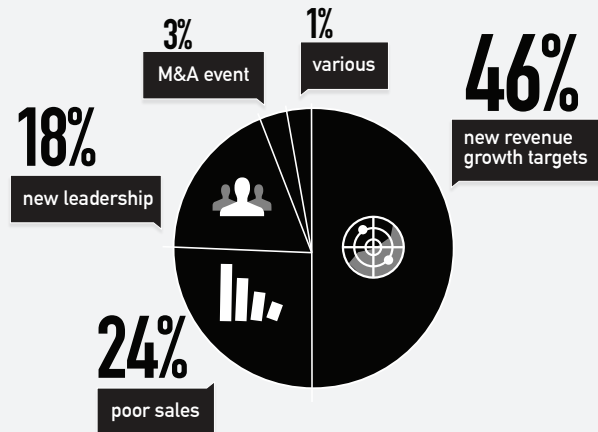


1 DRIVERS

WHAT IS DRIVING THE NEED FOR CHANGE?


Our research indicates that specific forces, events and/or circumstances drive change today:




WHAT'S AT THE HEART OF YOUR TRANSFORMATION?

- ♥ New revenue growth targets?
- ♥ Poor sales performance?
- ♥ M&A event?
- ♥ New leadership?
- ♥ Outdated sales capabilities?
- ♥ A combination?

SIZING UP THE OPPORTUNITY

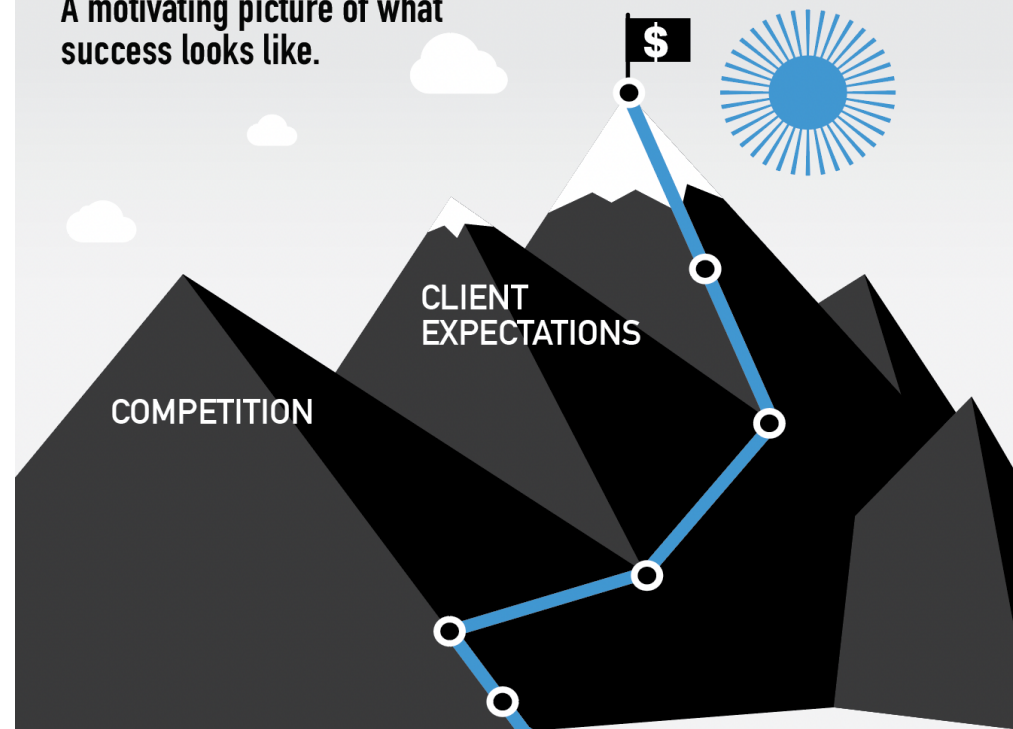
 How "hot" is your burning platform for change?	 Do key stakeholders agree on the drivers and impacts?	 How large is the improvement opportunity?
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 Drivers are not always clear-cut regarding cause-and-effect. Ask 5 "Why's" to get to the essence or root cause.





2 VISION


WHAT DOES OUR SALES VISION LOOK LIKE?

A motivating picture of what success looks like.



CRAFT YOUR VISION

 What does your ideal and future customer look like?	 How do you drive value for your customers?	 What is the best way to engage with your customers? Through which channels?	 What are your desired "customer conversations" and the best ways to start one?
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 A new or different style of selling getting all the buzz doesn't automatically mean better selling for your sales team. While innovative and consultative selling styles tend to perform better on average, they are more expensive, and they have longer sales cycles. It's critical to invest in the selling style that delivers the highest value to the customer and your business.

3 CASE


WHAT IS OUR CASE FOR CHANGE?

Our experience and research show sales transformations require a full blown internal sales campaign. A staggering 70 percent of failures are due to an organization's inability to adopt new behaviors.



SELLING CHANGE ON THE INSIDE

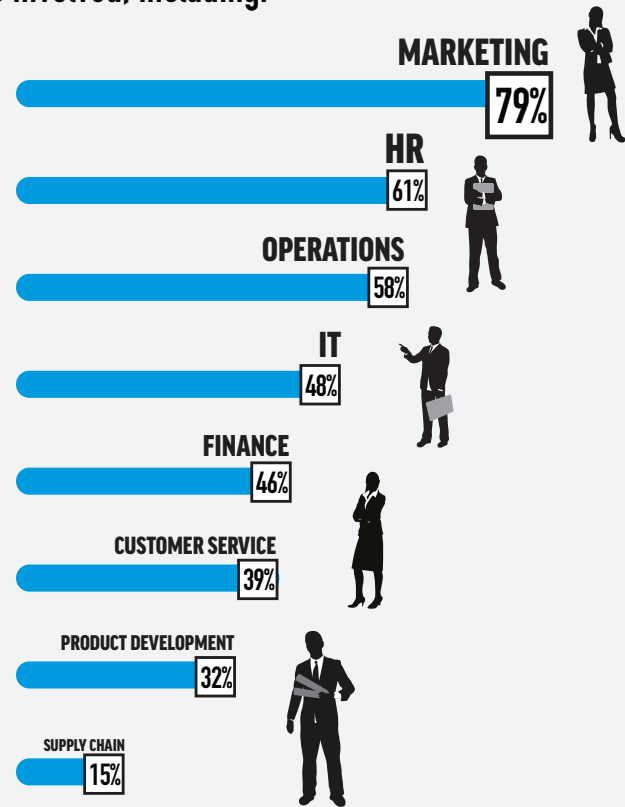
 What is your internal value proposition?	 Do you have the right level of sponsorship in the organization?	 Are sales managers equipped to lead the change?
 Does the sales team buy-into the changes?	 How will you show immediate value?	 Is there a program plan in place to execute against?

 For companies that have a lot of 'scar tissue' from botched prior change and sales training efforts, you need to test the readiness and transformational levers before starting.

4 SUPPORT

WHAT SUPPORT DO WE NEED TO SUCCEED?

A sales transformation needs cross-functional support to have the highest chance of success. Sales “islands” tend to fail. The most successful transformations generally have 4 or 5 other functions involved, including:



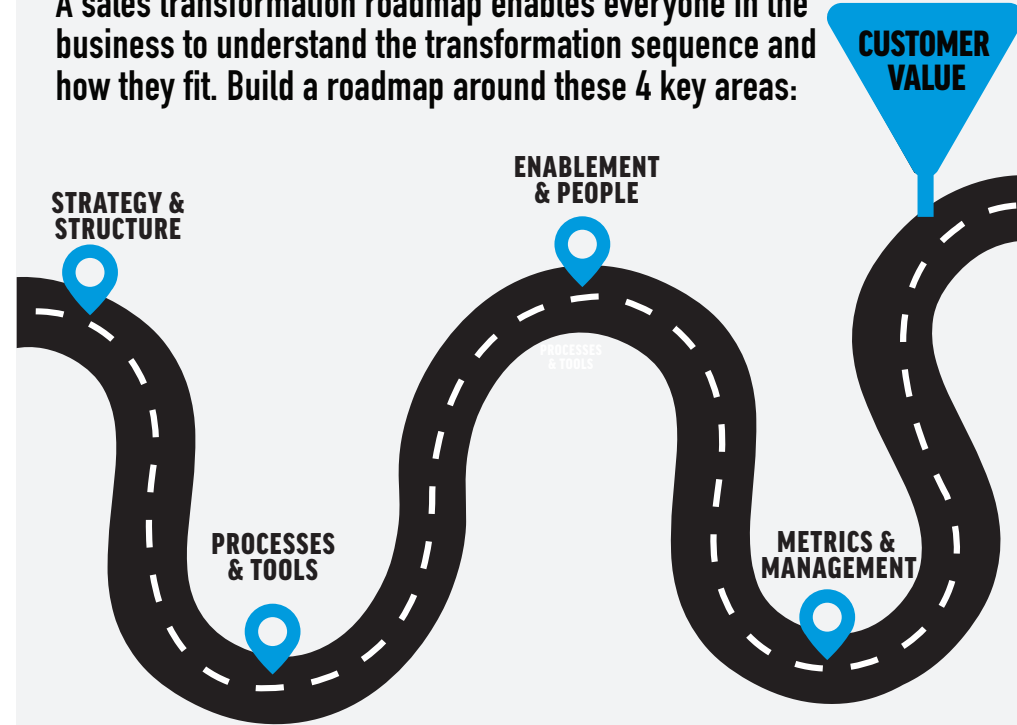
-  What are the key functions that must be involved to ensure success?
-  How can you best align with those key functions?
-  What is the value proposition for each of these functions?

 The key with cross-functional support is using the “early-and-often” mantra – you can’t involve other functions too late or send mixed messages – leverage your value proposition and the “what’s-in-it-for-them.”




5 ROADMAP

HOW ARE WE GOING TO GET THERE?


A sales transformation roadmap enables everyone in the business to understand the transformation sequence and how they fit. Build a roadmap around these 4 key areas:



CREATE A ROADMAP

-  Are your market and sales strategies clear and compelling?
-  Are your selling processes defined, actionable and delivering results?
-  Do you have the right sales talent and the plans to grow the knowledge, skills and abilities of the sales force?

-  How are your sales managers coaching and adding value to your sales teams?
-  How are you including your ecosystem (e.g., partners, suppliers, customers) in optimizing your sales organization?

 A lot of firms get stuck in analysis paralysis and the perfect plan – get the 90% solution, pilot portions and toll-gate progress every month or quarter. Planning and preparation are important, but you often learn more by using a process of intelligent iteration than developing endless plans.





6 IMPLEMENT

WHAT DO WE HAVE TO DO TO TRANSFORM?

Put your plans and roadmap into action through the various projects, people and tools that will enable your sales transformation vision. Some key elements of the implementation include:



KEY IMPLEMENTATION QUESTIONS

-  How will you “keep the lights on” during the transformation – ensure that the business is not at risk?
-  How will you communicate the transformation and progress in a way that everyone can remember and recite (e.g., one-page management)?
-  What is on your transformation dashboard and how will you track progress and results?
-  How are you including your ecosystem as part of the implementation?

 There are no Silver Bullets for implementation – not CRM, a certain metric or the visionary leader. Implementation can be a ‘slog’ and is conducted one step at a time.

7 SUSTAIN



HOW DO WE REALIZE OUR RETURN ON INVESTMENT?

Most sales transformation results take months or over a year to materialize. Unless you invest significant effort to reinforce and sustain your transformation gains, you are likely to revert to the previous status quo.