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Delivered from Experience

Revenue Growth Office Playbook

Executive summary: revenue growth office



Key Strategic Considerations

- What is a revenue growth office (RGO) ?
- What are the key considerations when standing up an RGO?
- How does the role of an RGO change as initiatives mature and the RGO cadence becomes the adopted execution pace of the organization?



Standing up an RGO

- Who should be in the RGO, and what is the mandate of each stakeholder group?
- What meeting cadence should you adopt across the different RGO stakeholders?
- What tools can help to effectively stand-up initiatives?



Running an RGO

- What tools help motivate initiative owners and teams to move the ball forward while providing the steering committee/executive leadership team (ELT) the needed oversight?
- How do you track RGO success?

Strategic Considerations

Create alignment, accountability, and assurance across your enterprise



Core Objectives

The RGO is established to:

- Provide an objective view of the revenue growth objectives.
- Define an integrated workplan of initiatives.
- Establish an execution-oriented governance structure.
- Transition to effective execution of growth initiatives to drive measurable results within the next three to nine months.



Guiding Principles

The RGO is aligned to the following guiding principles:

- Increase productivity by aligning to benchmark levels.
- Incorporate a multi-product focus that expands on the product story.
- Activate the new coverage model by increasing new logo acquisition and up-sell and cross-sell opportunities while ensuring retention rates remain high.



Key Considerations

Due to the greater degree of complexity, the RGO will closely manage:

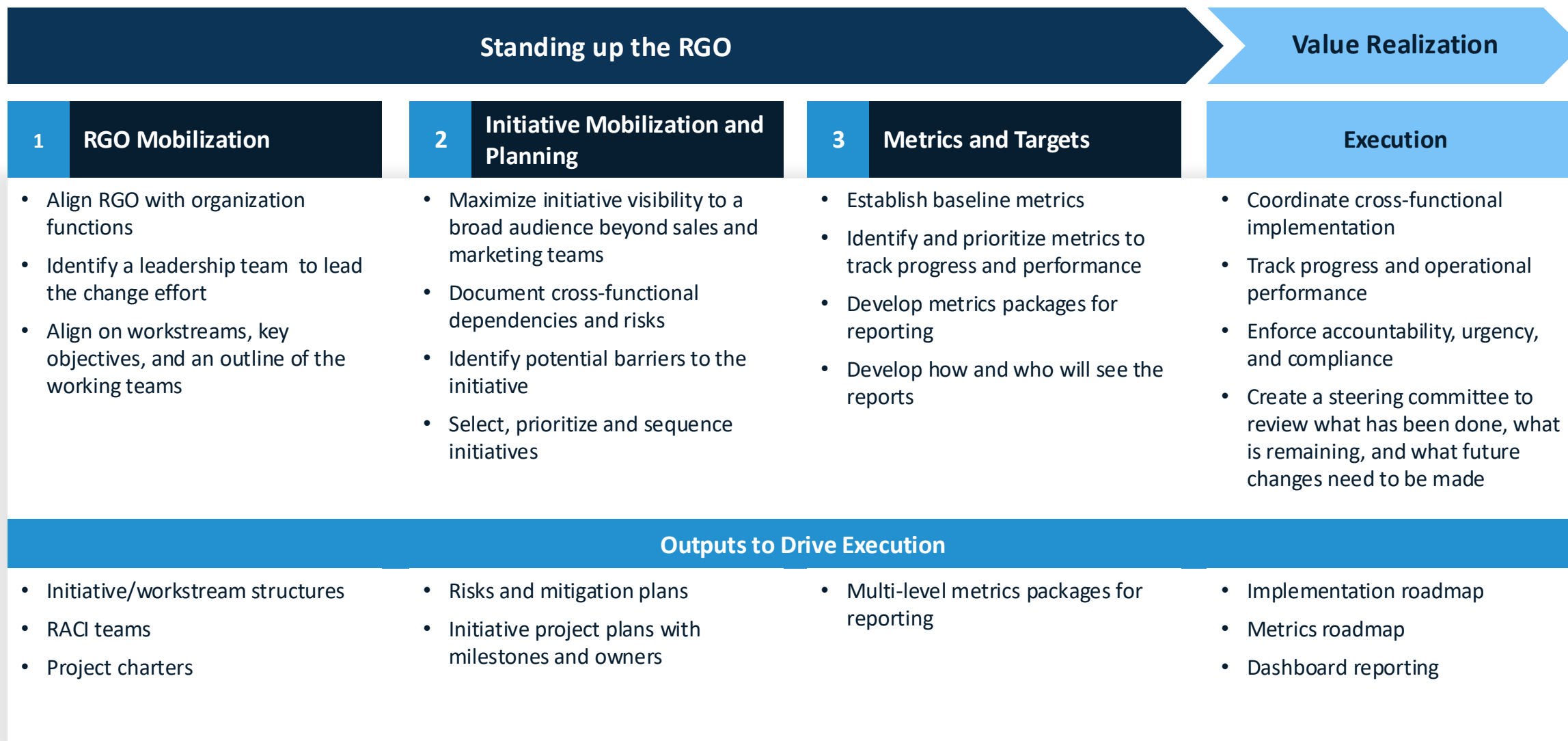
- Cross-functional coordination – Every initiative will require an interconnected approach across functions.
- Interconnectivity – Dependencies and synergies will be monitored and reported.
- Risk – Regular reviews of top-line and operational risks and mitigation will be conducted.
- Clarity in execution – Targets, timelines, and owners will be clearly defined.



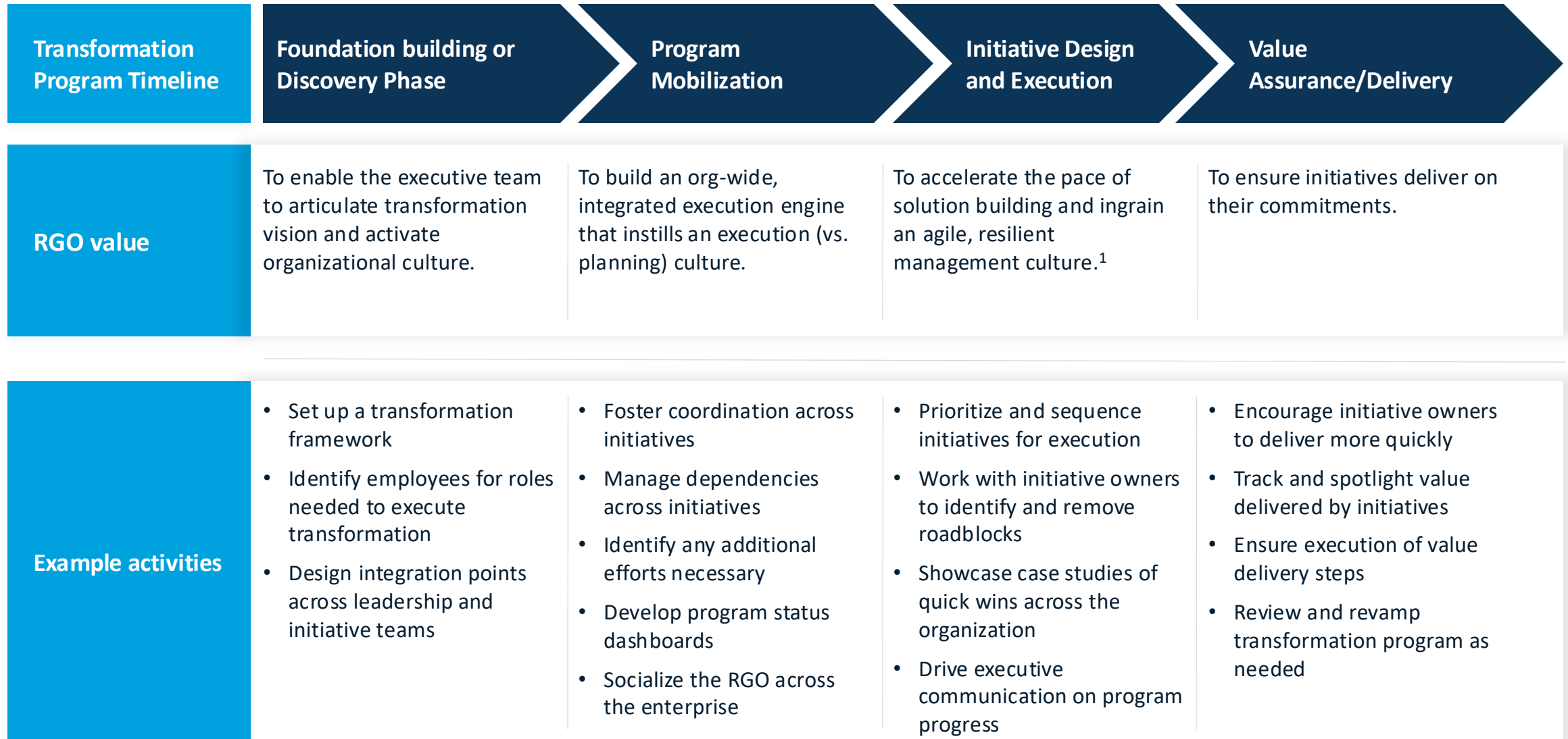
Why establish an RGO?

- To drive the execution of a revenue growth program
- To ensure initiatives, which are cross-functional in nature, have a bookings or revenue business case associated to the effort
- To ensure all supporting teams (marketing, customer success, IT, operations, HR, finance, etc.) are aligned with revenue growth efforts.
- To track and measure behavioral, leading, and lagging KPIs and ensure the realization of value.

Three key elements to consider when standing up the RGO



RGOs bring an evolving value to the transformation journey



Four strategic factors to achieve RGO impact



Execution

Increase execution discipline and initiative resourcing.



Dedicated Leadership

Assign full-time employees to the RGO for more directive, top-down leadership and program governance.



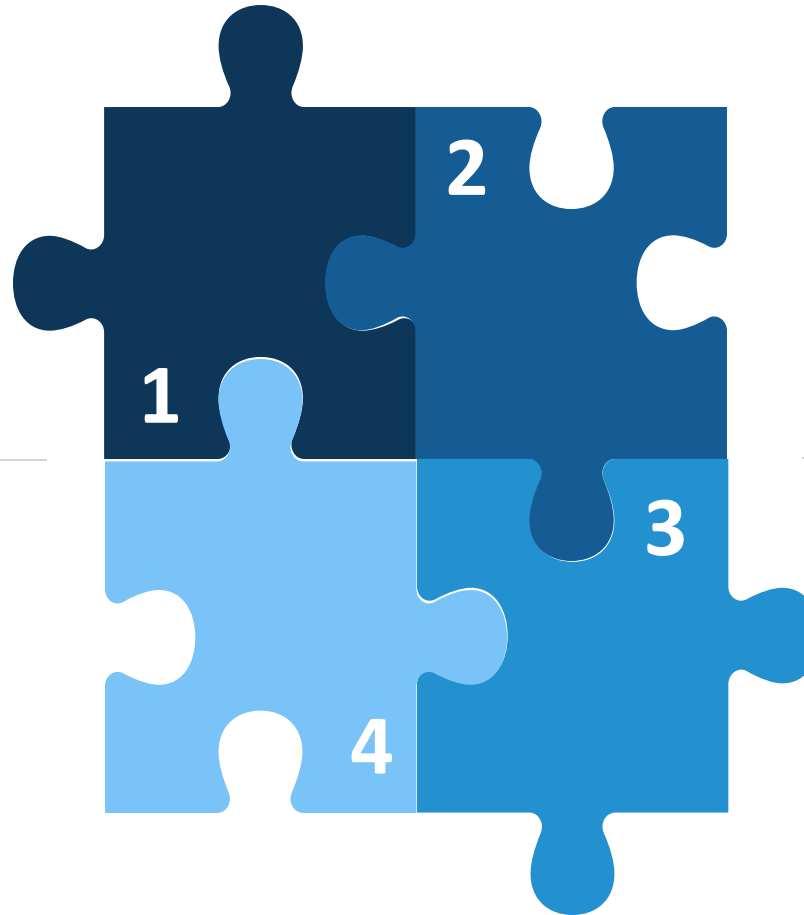
Metrics Tracking

Track both metrics progress and initiative impact.

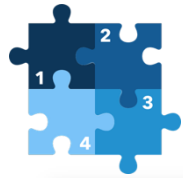


Program Alignment

Sequence and align initiative execution and enterprise-wide functions.



Maximize RGO success through disciplined execution



Critical Factors Needed

Description

Short-Term Tactical Changes Prior to RGO Establishment



Increase execution discipline and initiative resourcing

Create conditions that ensure initiative owners deliver on commitments.

- Ensure that initiative owners establish key milestones and are held accountable to them by the RGO.
- Encourage initiative owners to request what they need to execute on their initiatives.



Track both metrics progress and initiative impact

Create executive-level and detailed metrics dashboards that provide visibility into progress being made in initiatives and by extension impact to your revenue.

- Increase data collection rigor within sales reps across the team.
- Establish appropriate sources for metrics within local data systems e.g., SAP and Salesforce.com.
- Develop technology infrastructure needed to route data to RGO dashboard.
- Share simple bookings-based metrics on a monthly basis.



Sequence and align initiative execution and enterprise-wide functions

Establish criteria to determine execution order for initiative activities (if needed).

- Increase data collection rigor within sales reps across the team.
- Establish appropriate sources for metrics within local data systems e.g., SAP and Salesforce.com.
- Develop technology infrastructure needed to route data to RGO dashboard.



Assign full-time employees to the RGO

Increase top-down directives from RGO leader to all program participants.

- Hire experienced transformation leader to visibly drive execution of RGO and program initiatives.
- Establish steering committee to oversee program. Steering committee leader will provide periodic updates to the executive leadership team on program progress.

Standing Up The RGO

Establish stakeholder groups across executive and working teams with clear mandates¹

Executive Sponsorship and Functional Interlock	Revenue Growth Office			<ul style="list-style-type: none"> Oversees day-to-day execution Runs and manages meeting cadence to provide visibility on program progress
	Steering Committee			<ul style="list-style-type: none"> Executive sponsorship of the project Provides direction to all working teams, resolves escalations, and removes roadblocks
	Data Governance			<ul style="list-style-type: none"> Centralized core data team to validate accuracy of all data and analysis Ensures consistency across workstreams
Example Workstreams	GTM Motion and Optimization	Customer/Partner Journey and Experience	Additional Workstreams	Focus area for enterprise transformation, used to group similar initiatives together and ensure cross-functional alignment and collaboration
Workstream Goals	Align organization structure to capture market opportunity and maximize bookings and revenue growth.	Understand customer and partner needs to design and deliver a best-in-class experience.	TBD	
Example Initiatives	Market and account segmentation, customer success, etc.			Specific part of work required to complete successful transformation

Increase transparency and identify roadblocks through regular meetings

Key Meetings	Mon	Tue	Wed	Thurs	Fri
	Jan				
			1	2	3
<ul style="list-style-type: none"> Workstream scrums take place twice per week with core initiative team to ensure alignment. Meeting with full ELT happens every other Tuesday. RGO initiative checkpoints include RGO team plus select initiative owners. Monthly interlock includes full working team at the initiative level. Internal checkpoint includes working team. 	6	7	8	9	10
		ELT/steer committee	RGO Checkpoints		Scrum (30 min) RGO Checkpoints
	13	14	15	16	17
		Scrum (30 min)	RGO Checkpoints		Scrum (30 min) RGO Checkpoints
	20	21	22	23	24
		Scrum (30 min) ELT/steering committee	RGO Checkpoints	Internal Checkpoint	Scrum (30 min) RGO Checkpoints
	27	28	29	30	31
		Scrum (30 min)	Monthly Interlock RGO Checkpoints		Scrum (30 min) RGO Checkpoints

In addition to these meetings, establish strong relationships between initiative owners in order to socialize solutions to issues they would have to tackle throughout the life of their initiatives.

RGO activates opportunities to measure, track, and continually drive initiative impact



RGO

Key Kickoff Activities

- Establish RGO/transformation team.
- Align on portfolio of initiatives and develop charters for each initiative.
- Align on KPIs (tracking and reporting).
- Define an integrated workplan of initiatives.
- Establish an execution-oriented governance structure.
- Establish an RGO working cadence.

Key Deliverables

- Mobilization plan
- Ongoing initiative planning process
- Metrics and targets formulation and accountability
- Execution support process
- Initiative lead ownership

Initiative Charter Template

RGO 2023 Planning - Initiative Name*		Run Total	Risk
Partners Involved	• Sales Leadership, Sales Operations/Fieldwork, Executive Leadership	Financial Impact	TBD
Executive Sponsor	• Name	One-Time Investment	TBD
Change Owner	• Name		
Owner	• Name		
Business Objective	Aligning the sales org and supporting functions to best support the goal to present the most efficient and effective CRM model		
Initiative Objectives	Key Risk/Dependencies • Risk 1 > Dependencies • Risk 2 > Dependencies • Risk 3 > Dependencies Dependencies • Dependency 1 • Dependency 2 • Dependency 3 Assumptions • Assumption 1 • Assumption 2 • Assumption 3		
Dependencies			
Assumptions			
Key Performance Indicators	Key Team Objectives • KPI 1 • KPI 2 • KPI 3 • KPI 4 • KPI 5 • KPI 6 • KPI 7 • KPI 8 • KPI 9 • KPI 10 • KPI 11 • KPI 12 • KPI 13 • KPI 14 • KPI 15 • KPI 16 • KPI 17 • KPI 18 • KPI 19 • KPI 20 • KPI 21 • KPI 22 • KPI 23 • KPI 24 • KPI 25 • KPI 26 • KPI 27 • KPI 28 • KPI 29 • KPI 30 • KPI 31 • KPI 32 • KPI 33 • KPI 34 • KPI 35 • KPI 36 • KPI 37 • KPI 38 • KPI 39 • KPI 40 • KPI 41 • KPI 42 • KPI 43 • KPI 44 • KPI 45 • KPI 46 • KPI 47 • KPI 48 • KPI 49 • KPI 50 • KPI 51 • KPI 52 • KPI 53 • KPI 54 • KPI 55 • KPI 56 • KPI 57 • KPI 58 • KPI 59 • KPI 60 • KPI 61 • KPI 62 • KPI 63 • KPI 64 • KPI 65 • KPI 66 • KPI 67 • KPI 68 • KPI 69 • KPI 70 • KPI 71 • KPI 72 • KPI 73 • KPI 74 • KPI 75 • KPI 76 • KPI 77 • KPI 78 • KPI 79 • KPI 80 • KPI 81 • KPI 82 • KPI 83 • KPI 84 • KPI 85 • KPI 86 • KPI 87 • KPI 88 • KPI 89 • KPI 90 • KPI 91 • KPI 92 • KPI 93 • KPI 94 • KPI 95 • KPI 96 • KPI 97 • KPI 98 • KPI 99 • KPI 100		
Project Risks	Metrics and Key Performance Indicators • KPI 1 • KPI 2 • KPI 3 • KPI 4 • KPI 5 • KPI 6 • KPI 7 • KPI 8 • KPI 9 • KPI 10 • KPI 11 • KPI 12 • KPI 13 • KPI 14 • KPI 15 • KPI 16 • KPI 17 • KPI 18 • KPI 19 • KPI 20 • KPI 21 • KPI 22 • KPI 23 • KPI 24 • KPI 25 • KPI 26 • KPI 27 • KPI 28 • KPI 29 • KPI 30 • KPI 31 • KPI 32 • KPI 33 • KPI 34 • KPI 35 • KPI 36 • KPI 37 • KPI 38 • KPI 39 • KPI 40 • KPI 41 • KPI 42 • KPI 43 • KPI 44 • KPI 45 • KPI 46 • KPI 47 • KPI 48 • KPI 49 • KPI 50 • KPI 51 • KPI 52 • KPI 53 • KPI 54 • KPI 55 • KPI 56 • KPI 57 • KPI 58 • KPI 59 • KPI 60 • KPI 61 • KPI 62 • KPI 63 • KPI 64 • KPI 65 • KPI 66 • KPI 67 • KPI 68 • KPI 69 • KPI 70 • KPI 71 • KPI 72 • KPI 73 • KPI 74 • KPI 75 • KPI 76 • KPI 77 • KPI 78 • KPI 79 • KPI 80 • KPI 81 • KPI 82 • KPI 83 • KPI 84 • KPI 85 • KPI 86 • KPI 87 • KPI 88 • KPI 89 • KPI 90 • KPI 91 • KPI 92 • KPI 93 • KPI 94 • KPI 95 • KPI 96 • KPI 97 • KPI 98 • KPI 99 • KPI 100		
Value of Key Operating Project Outcome			
Initiating Action	• Leading Indicator 1 • Leading Indicator 2 • Leading Indicator 3		

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Craft team charter that's tailored to enterprise priorities (see slide 13).

RGO team structure is designed and aligned to organization's goals (see slide 10).

Workstream	Item	Initiative	Item	Progress Made	Risk and Issue	Mitigation
GTM Motion and Optimization	Market and Account Segmentation (1.1)	Market and Account Segmentation (1.1)	Market and Account Segmentation (1.1)	Market and Account Segmentation (1.1)	Market and Account Segmentation (1.1)	Market and Account Segmentation (1.1)
	Sales Organization and Coverage (1.2)	Sales Organization and Coverage (1.2)	Sales Organization and Coverage (1.2)	Sales Organization and Coverage (1.2)	Sales Organization and Coverage (1.2)	Sales Organization and Coverage (1.2)
	Territory, quota, and compensation (1.3)	Territory, quota, and compensation (1.3)	Territory, quota, and compensation (1.3)	Territory, quota, and compensation (1.3)	Territory, quota, and compensation (1.3)	Territory, quota, and compensation (1.3)
	Routes to Market (1.4)	Routes to Market (1.4)	Routes to Market (1.4)	Routes to Market (1.4)	Routes to Market (1.4)	Routes to Market (1.4)
Customer Journey and Experience	Revenue Marketing (2.1)	Revenue Marketing (2.1)	Revenue Marketing (2.1)	Revenue Marketing (2.1)	Revenue Marketing (2.1)	Revenue Marketing (2.1)
	Messaging (2.2)	Messaging (2.2)	Messaging (2.2)	Messaging (2.2)	Messaging (2.2)	Messaging (2.2)
	Customer Success (2.3)	Customer Success (2.3)	Customer Success (2.3)	Customer Success (2.3)	Customer Success (2.3)	Customer Success (2.3)
	Partner Program Design (2.4)	Partner Program Design (2.4)	Partner Program Design (2.4)	Partner Program Design (2.4)	Partner Program Design (2.4)	Partner Program Design (2.4)
Additional Initiatives	Pricing Initiative (3.1)	Pricing Initiative (3.1)	Pricing Initiative (3.1)	Pricing Initiative (3.1)	Pricing Initiative (3.1)	Pricing Initiative (3.1)

Design RGO operating cadence and scorecards (see slides 17 and 18).

Establish RGO stakeholder groups with clear mandates

Executive Sponsorship and Functional Interlock	RGO			<ul style="list-style-type: none">• Oversees day-to-day execution• Runs ongoing program meeting cadence to provide visibility into all activity• Executive sponsorship of the project• Provides direction to all working teams, resolve escalations and remove roadblocks• Centralized core data team to validate accuracy of all data and analysis• Ensures consistency across workstreams
	STEERING COMMITTEE			
	DATA GOVERNANCE			
Example Workstreams	GTM Motion and Optimization	Customer / Partner Journey and Experience	Additional Workstreams	Focus area for enterprise transformation, used to group similar initiatives together and ensure cross-functional alignment and collaboration
Workstream Goals	Align organization structure to capture market opportunity and maximize bookings and revenue growth	Understand customer and partner needs to design and deliver a best-in-class experience	TBD	
Example Initiatives	Market and Account Segmentation, Customer Success, etc.			

1. Includes all relevant functions needed to deliver well on initiative e.g., Sales Ops, IT, Account Executives, Legal, HR, etc.

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Initiative charter template

RGO Planning		<Initiative Name>			Est. Total	Risk
Functions involved:	<ul style="list-style-type: none"> Sales leadership, sales operations/enablement, executive leadership 			Financial impact	TBD	L
<ul style="list-style-type: none"> Executive sponsor Charter owner 	<ul style="list-style-type: none"> Name Name 	<ul style="list-style-type: none"> Name Name 	One-time investment	TBD		
Initiative Objectives		IRisks/Dependencies			Mitigation/Assumptions	
<p>Business Objective: Aligning the sales org and supporting functions to best capture the market potential and the most efficient and effective GTM model.</p> <p>Initiative Objectives:</p> <ul style="list-style-type: none"> Objective 1 Objective 2 Objective 3 <p>Deliverables:</p> <ul style="list-style-type: none"> Deliverable 1 Deliverable 2 Deliverable 3 		<p>Risks:</p> <ul style="list-style-type: none"> Risk 1: <Description> Risk 2: <Description> Risk 3: <Description> <p>Dependencies:</p> <ul style="list-style-type: none"> Dependency 1 Dependency 2 Dependency 3 			<p>Risk Mitigation:</p> <ul style="list-style-type: none"> Mitigation 1 Mitigation 2 Mitigation 3 <p>Assumptions:</p> <ul style="list-style-type: none"> Assumption 1 Assumption 2 Assumption 3 	
Project Actions		RACI Team/Stakeholders			Metrics and KPIs	
<List of key upcoming project actions>		R: A: C: I:			<ul style="list-style-type: none"> KPI 1 KPI 2 KPI 3 KPI 4 KPI 5 <ul style="list-style-type: none"> Benchmark 1 Benchmark 2 Benchmark 3 Benchmark 4 Benchmark 5 	
Initiative Inputs		Leading Indicators				
<ul style="list-style-type: none"> Initiative Input 1 Initiative Input 2 		<ul style="list-style-type: none"> Leading Indicator 1 Leading Indicator 2 				

[illegible]

- Overall objective is to operationalize next steps for each initiative.
- Timeline for initiative execution plans range from eight weeks to seven months, and longer timelines make it difficult to measure progress.
- Initiative owners must assign the right roles and responsibilities across the team to ensure successful dependency management and completion.

Running The RGO

This initiative mobilization scorecard is a key tool for ensuring initiatives are adequately stood up

	Activity	Owner (A)	STATUS						Executive Summary
			I	R	P	M	C	E	
0	RGO setup	John Smith							RGO setup is in flight; charter is being developed with PMs already assigned (or being assigned) to initiatives.
1	The numbers	David Jones							\$250M bookings target identified with responsibility being communicated to the rest of the team.
2	Annual sales plays	Robert Smith							Initiative setup is in flight. Leaders are aligned on key sales plays. RPA assets are being developed.
3	Cloud conversion blitz	Marc Johnson							Charter complete. Execution plan is in development. Account-based marketing campaign is targeting top 100 customers in each vertical, and sales team has started planning.
4	Customer success	Mark James							Initiative leadership team set with PM assigned. Next step is charter development.
5	Immediate action, strategic pricing plays	Tim Jones							V1 of initiative charter developed. Need further refinement with additional context.
6	Alliance/channel strategy and annual plays	EU Channel Leader							V1 of initiative charter developed. Need further refinement with additional context.
7	Yearly difference makers	TBD							V1 of initiative charter developed. Need further refinement with additional context.
8	Multi-tenant game changer	TBD							V1 of initiative charter developed. Need further refinement with additional context.
9	World class inside sales	TBD							V1 of initiative charter developed. Need further refinement with additional context.
10	GCS lean six sigma immediate improvements	TBD							V1 of initiative charter developed. Need further refinement with additional context.

	On track and under development
	Further work required
	Critical issues with material impact
	Complete
	Not yet commenced

I	Ideation: Charter is being defined and is not yet fully signed off by all relevant constituents and RGO.
R	RACI: Team has been identified and signed off to implement charter.
P	Planning: Project plan has been developed with milestones, key decisions, accountabilities, and deliverables.
M	Metrics and targets: Key metrics and performance targets have been identified.
C	Mobilization: Charter has been defined and signed off on, i.e., alignment has been achieved, and owners are ready to execute.
E	Execution: Teams are executing initiatives in the program.

Example cadence for ELT/steering committee

WEEKLY ELT PREP CADENCE

	Tuesday	Wednesday	Thursday	Friday	Monday	[following] Tuesday
KEY ACTIVITIES	<ul style="list-style-type: none">Draft main points to cover in next ELT meeting.	<ul style="list-style-type: none">Align with leadership team on narrative and share with team and initiative leaders.	<ul style="list-style-type: none">Send draft of ELT slides to RGO and/or initiative teams to finalize narrative.	<ul style="list-style-type: none">Discuss V1 of ELT deck with project leadership and assign responsibilities to finalize each slide in presentation.	<ul style="list-style-type: none">Discuss V2 of ELT deck.Finalize pending/ missing slides with initiative owners or leaders.	<div>★</div> <div>Host ELT meeting</div>
OWNER	RGO PM/leader	RGO PM/leader	Initiative owners	RGO leadership team	RGO leaders and initiative owners	RGO

Potential topics for next ELT meeting

- PHASE ONE
1. Initiatives with additional analysis to share (e.g., customer success)

2. Next steps to execute on transitioned initiatives based on execution plans

3. Decisions made in select initiatives (e.g., sales org design, total quality control)

- PHASE TWO
1. Potential initiatives for consideration in Phase 2

2. Mobilization status, including:

a. Standing up initiative teams.

b. Developing initiative charters.

c. Developing initiative risk plans and KPIs.

d. Aligning on RGO cadence.

This execution scorecard becomes the next critical artifact in steering committee meetings



On track/complete



Behind schedule with mitigation plan



At risk

Workstream	Status	Initiative	Status	Progress Made	Risk and Issues	Mitigation
GTM Motion and Optimization		Market and Account Segmentation (1.1)		<ul style="list-style-type: none"> Criteria has been finalized for the ideal partner profile. Team is finalizing weightings of variables this week. Data analysis has been performed to establish UC product profitability by partner 	Customer count by partner data still needed from license bank	Estimate customer count based on limited Salesforce.com data
		Sales Organization and Coverage (1.2)		<ul style="list-style-type: none"> Initial focus areas have been identified, including ROAD motion by partner type Initial mapping of sales resources, partners, opportunities, and deals by state 	<ul style="list-style-type: none"> Data gaps in applying clear bottom-up and top-down analysis to future recommendations Ensuring accurate partner, opportunity, and deal counts 	Team clarifying/vetting assumptions with stakeholders
		Territory, quota, and compensation (1.3)		<ul style="list-style-type: none"> Comp decision/principles are being shared with ELT to finalize plan design Advanced mapping of partners/opportunities vs sales rep locations to identify territory opportunities 	<ul style="list-style-type: none"> Potential for channel disruption as a result of org design, territory changes, etc. Low data hygiene opportunity data. Team might need to approximate to arrive at current state. 	<ul style="list-style-type: none"> Keeping close to org and partner program initiatives Utilizing benchmarks to ensure current state is as accurate as possible
		Routes to Market (1.4)		<ul style="list-style-type: none"> Advanced work on economics for each route to market option Beginning execution planning for RTM changes 	Effective execution is dependent on alignment of core solutions from other initiatives	Team joining working sessions of other initiatives to ensure alignment
Customer Journey and Experience		Revenue Marketing (2.1)		<ul style="list-style-type: none"> Refined future state marketing org options with initiative owner with pros and cons Developing V1 RASCI and operating strategy templates 	N/A	N/A
		Messaging (2.2)		<ul style="list-style-type: none"> Competitive message analysis is underway Prep for messaging workshop Win strategy and battlecard review 	Initiative owner focus is exclusively (by necessity) on SKO	Temporary initiative owners identified while Katie and Ryan manage SKO/Next
		Customer Success (2.3)		<ul style="list-style-type: none"> Additional win-loss interviews are being conducted Initiative state has been reviewed with John Smith 	Leadership change within the customer success organization	Brief John on current state findings and benchmarks and set recurring, regular touchpoints
		Partner Program Design (2.4)		<ul style="list-style-type: none"> Solution prototyping with SBI SMEs to refine focus areas and potential solutions SWA Partner baselines are established 	Awaiting data from service source to validate hypothesis and delays in scheduling and data receipt	Continue to hold ACME to agreed upon data deadlines
Additional Workstream		Pricing Initiative (3.1)		Charter is being developed	<div>←</div> N/A – initiative is in early stages of mobilization <div>→</div>	

GTM motion and opportunity workflow overview



GTM Overview

- Identify and execute optimum GTM model
- Create fact base for account level segmentation
- Determine propensity to buy and account potential across customer
- Organize Sales and supporting functions around GTM model and potential
- Design territories, quota, and compensation around GTM model and account segmentation
- Define an integrated strategy and coverage model for Flex, Prem and UCaaS
- Build a structured approach to legacy migration

Template for impact-focused metrics dashboard

	Initiatives	Objectives	Metrics	Baseline	FY goal/ Benchmark
GTM Motion and Optimization	Market and Account Segmentation	<ul style="list-style-type: none"> Define what partners to invest in and grow with and which to divest in Determine the propensity to buy and ideal customer profile of customers and prospects to inform FY GTM strategy Inform where to prioritize resources aligned to the greatest potential 	<ul style="list-style-type: none"> FY Bookings (YoY Growth) ¹ Average deal size (\$K) Win Rate (%) New Logo/Up-sell bookings 	<ul style="list-style-type: none"> Baseline 1 Baseline 2 Baseline 3 Baseline 4 	<ul style="list-style-type: none"> FY/Benchmark 1 FY/Benchmark 2 FY/Benchmark 3 FY/Benchmark 4
	Sales Org and Coverage	<ul style="list-style-type: none"> Align the sales org and supporting functions to best capture the market potential the most efficient and effective GTM model Determine which of the 7 B2B sales org models is right for your company Define the right model aligned to account potential and sales strategy 	<ul style="list-style-type: none"> E:B Ratio (Expense: Bookings) Sales Spend as a % of Revenue Growth by Solution (i.e. UC, UCaaS) Rep attrition Rep Productivity (Bookings by Rep/Geo) - \$M Account coverage across Tiers Rep Selling % vs. Non-Selling Time % 	<ul style="list-style-type: none"> Baseline 1 Baseline 2 Baseline 3 Baseline 4 Baseline 5 	<ul style="list-style-type: none"> FY/Benchmark 1 FY/Benchmark 2 FY/Benchmark 3 FY/Benchmark 4 FY/Benchmark 5
	Territory, Quota, Comp	<ul style="list-style-type: none"> Design coverage model based on balanced territories. Create quotas aligned to territory potential with incentives that will drive the right selling behavior Design best-in-class compensation plans that enable the attraction and retention of top sales talent, create equal earnings opportunity for each rep and align with market practice quota achievement distribution 	<ul style="list-style-type: none"> Pay for performance coefficient Quota Achievement Distribution Compensation Cost of Sales Variable : Base ratio Quota Over-Assignment 	<ul style="list-style-type: none"> Baseline 1 Baseline 2 Baseline 3 Baseline 4 Baseline 5 	<ul style="list-style-type: none"> FY/Benchmark 1 FY/Benchmark 2 FY/Benchmark 3 FY/Benchmark 4 FY/Benchmark 5
	Routes to Market	<ul style="list-style-type: none"> Operationalize strategy defined through account / partner segmentation, sales org and coverage, territory, quota, comp and partner program design Identify Prospects, Customers, and Partners that could be transitioned to lower cost model (i.e., inside sales) or to higher touch coverage Identify install base that is most attractive to migrate to cloud using segmentation data and potential 	<ul style="list-style-type: none"> Productivity per Partner Productivity per Rep Cost to Serve Win Rate Average Sales Cycle⁶ CLTV:CAC (UCaaS) 	<ul style="list-style-type: none"> Baseline 1 Baseline 2 Baseline 3 Baseline 4 Baseline 5 Baseline 6 	<ul style="list-style-type: none"> FY/Benchmark 1 FY/Benchmark 2 FY/Benchmark 3 FY/Benchmark 4 FY/Benchmark 5