

A **SOAR Performance Group** White Paper



SOAR Sales Capital ManagementSM: Connecting Team, Talent and Customer Engagement

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What if...

What if the VP of Sales in your company just disappeared after a year and a half on the job? No notification. No goodbye. Just gone. What do you think would happen? This is a reality for many companies as studies show the average tenure of a new sales leader is only about 19 months. So what has created an environment where organizations must deal with the impact of frequent executive turnover? Or maybe more importantly, what has created an environment where sales execs are struggling to meet their objectives? As we further discuss these issues, it is important to keep in mind that with those missed targets come consequences for more than just the sales VP.

Impact

When the VP of Sales falls short of expectations, they aren't the only one affected. It can create a ripple effect that impacts the entire business. For instance, if financial goals are not met, a company can be cornered into budget cuts and layoffs, stalling future progress of the business. Effects can even be felt outside the company walls. Customer relationships can suffer due to the constant revolving door of sales leaders, exhibiting a lack of consistency and stability within the company. But can a company's success or failure really be attributable to a single person? SOAR believes that the bigger issue is not the leadership change, but the side effects that can come with it. To understand why a qualified VP of Sales is likely destined to see an early exit and leave a struggling company in their wake, we first need to identify the root of the problem.

Challenges

Examples of everyday goals that a VP of Sales must address include increasing revenue, gaining market share and growing the business. Sounds simple enough. Unfortunately, the path to achieving these goals is riddled with challenges, some of which might include:

- **External Factors**
 - Increasing competition
 - Changing competitive landscape
 - Shifting economic environment
 - Evolving customer buying behavior
- **Internal Factors**
 - Inadequate sales team skills
 - Limited visibility into customer buying behaviors
 - Misalignment of sales process and buying process
 - Ineffective organizational structure

Due to the fact there are so many underlying issues that can affect the sales process, both internal and external, the success and well-being of the sales organization cannot rest solely on the shoulders of one person, but rather on the

entire sales structure. This ensures that even with the sudden loss of a sales leader, the core structure of the sales organization will not collapse and expose the entire company.

That being said, it is imperative that the sales team be a cohesive unit with a complete and unified sales approach. In order to achieve this, you need a method that aligns your **sales team**, **sales talent** and **customer engagement approach** to drive profitable growth within your target customers. At SOAR, we call this unique approach Sales Capital ManagementSM.



How does Sales Capital ManagementSM work?

In order to effectively align your sales team, sales talent and customer engagement approach, SOAR begins by evaluating the current state of your sales and marketing execution. We then evaluate how your sales capital, that is your team, talent and engagement approach, supports your current sales and marketing execution. This evaluation approach identifies gaps across your sales and marketing organization so that you can prioritize areas for improvement and develop a path forward towards successful sales and marketing execution. To close these gaps, SOAR provides a customized offering of skills, concepts and frameworks designed to address your organizations unique sales and marketing challenges and deliver real and lasting business results. Since the focus of this approach is on leveraging your existing sales capital, it provides minimal disruption to the organization while driving significant improvements in sales results.

Advantages

SOAR's approach focuses on a deep understanding of the unique business environment of the customer in order to leverage their existing sales assets to enable better strategy execution. This ensures that our customers receive a lasting, tailored solution rather than a 'band aid' that only temporarily addresses their issues. We provide the sales organization with the right mix of 'what to do' and 'how to do it', effectively optimizing the use of their sales team and sales talent so they can drive predictable, repeatable and breakthrough results. Our proven method of Sales Capital ManagementSM delivers a strong sales organization that can withstand leadership changes and market challenges.

Success Story

The success story below is one example of how a best in class company utilized the SOAR Sales Capital ManagementSM approach to execute a new sales strategy, recognize significant growth in market share and reach new heights in profitability.

The Situation

A leading global technology firm developed a new go-to-market strategy focused on driving profitable growth by changing the mix of solutions sold to the customers. This new strategy required a new sales coverage strategy implementation and a shift in the role of the sales leaders to a "general manager" role to drive this profitable growth. The goals of the new strategy were to grow market share, change the sales coverage model and increase sales of higher margin solutions to increase profitability.

The Approach

SOAR Performance Group developed a strategic business planning and execution process in combination with a SOAR Success guide for the sales leadership role that was aligned with the new go-to-market strategy. The new processes were delivered through business planning summits with the sales leaders which included development and execution of the business plans, executive talent assessments and executive development plans based on the SOAR Success guide. A coaching and mentoring network was designed and implemented including the executive leadership and key strategic resources across the organization to support the successful development and execution of the strategic business plans.

The Result

In year one, the new go-to-market was credited with a \$250 million increase in revenue. Over the next three years, the company moved from #2 to #1 market position with increasing profitability. Over 30% of the executives completing the program were promoted to more responsible positions within the division and across divisions. Additionally, each person that participated in the program saw a

6% improvement in revenue and a 5% increase in margin as compared to those managers who did not attend. For all this success, the SOAR designed program was awarded the 2012 Brandon Hall Gold Award for the #1 sales leadership development program in the world.

What's different about SOAR?

If every business could implement the same solution or approach to drive repeatable success, business would be easy. This obviously isn't the case but some companies preach certain "one size fits all" methods that would have you thinking otherwise. Alternatively, SOAR's approach operates in the space between *strategic* and *execution*. Alone, strategic does not offer enough substance to implement the plan while execution provides a narrow minded, 'one process will fix everything' approach.



SOAR takes a holistic view of the sales team, talent and customer engagement approach rather than a narrow view at only one area. This enables us to fully understand the internal structure of the company, driving repeatable results and lasting business impact. Once the strategy is built, we focus on showing the business how to implement it.

Many companies focus on telling organizations "what to do" but aren't able to show them 'how to do it'. SOAR believes that connecting the 'what to do' with 'how to do it' is integral to driving strategy execution, resulting in less challenges for the VP of Sales and hopefully, less turnover too!

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Why Now with SOAR?

SOAR **listens** to the client's unique business needs, **brings** insights and proven approaches and **leverages** the client's existing assets, knowledge and skills in order to **deliver** high value solutions and measurable business impact.

Markets and selling environments are changing every day. Every poorly executed sales strategy is a missed opportunity to gain share of wallet in the market and additional revenue for the company. Every day that your sales organization spends operating at below peak performance is one day that the competition is getting a leg up on you. Let SOAR's proven approaches for developing tailored fit sales strategy execution deliver predictable, repeatable and breakthrough results for your organization.

About SOAR Performance Group

SOAR is a customer focused sales consultancy headquartered in Atlanta, GA that applies an analytic and fact based approach to sales performance improvement. Our customer success is achieved on a global basis through a custom process of insights, consulting and training centered around a comprehensive understanding and connection to each client's business. We call this unique approach Sales Capital Management.

Learn More

If you would like to learn how your company can leverage the SOAR Sales Capital ManagementSM approach to drive next level performance, please email us at info@soarperformancegroup.com.

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