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Sales Effectiveness Survey Analysis of Results

Date: December 6, 2005
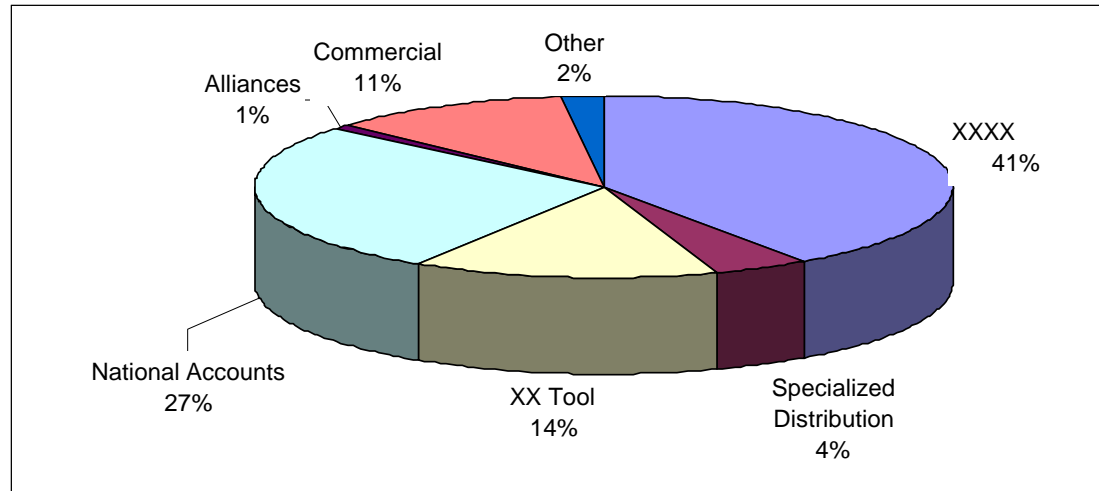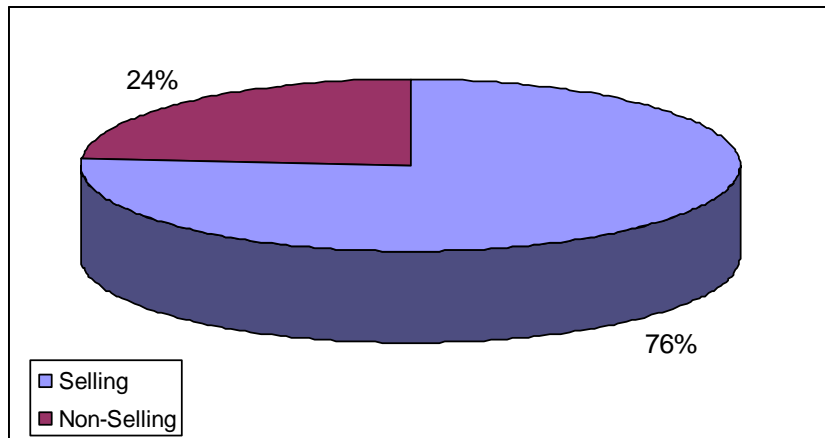
Presented by: XXX, XXX, XXX

Survey Objectives

Purpose: To baseline "current state" sales effectiveness for driving sales through the retail channels.

Goal: To develop a diagnostic that will assess sales performance and set priorities relative to the core dimensions within the <u>Sales Effectiveness Framework</u>, *based on the sales force's perception.*

Approach: We surveyed members of the [Client Name] sales team across all levels and channels and received 325 responses over the course of a week, using an online survey tool.

Total Questions: 82

**Total Respondents:** 325

Survey Overview

Total: 325 Respondents

Selling Role	248 (76%)
Non Selling Role	77 (24%)

Pie chart (top right):
- Other 2%
- Commercial 11%
- Alliances 1%
- National Accounts 27%
- XX Tool 14%
- Specialized Distribution 4%
- XXXX 41%

Pie chart (bottom left):
- 24%
- 76%
- ☐ Selling
- ☐ Non-Selling

XXXX	190
Specialized Distribution	21
XX Tool	66
Nat'l Accts	128
Alliances	5
Commercial	52
Other	9

Sales Effectiveness Survey Analysis – Key Findings

There are five key findings, highlighted in red, corresponding to the **five** core dimensions of the framework.

**Sales Effectiveness Framework**

Organization Change Management

**Education Development and Delivery**
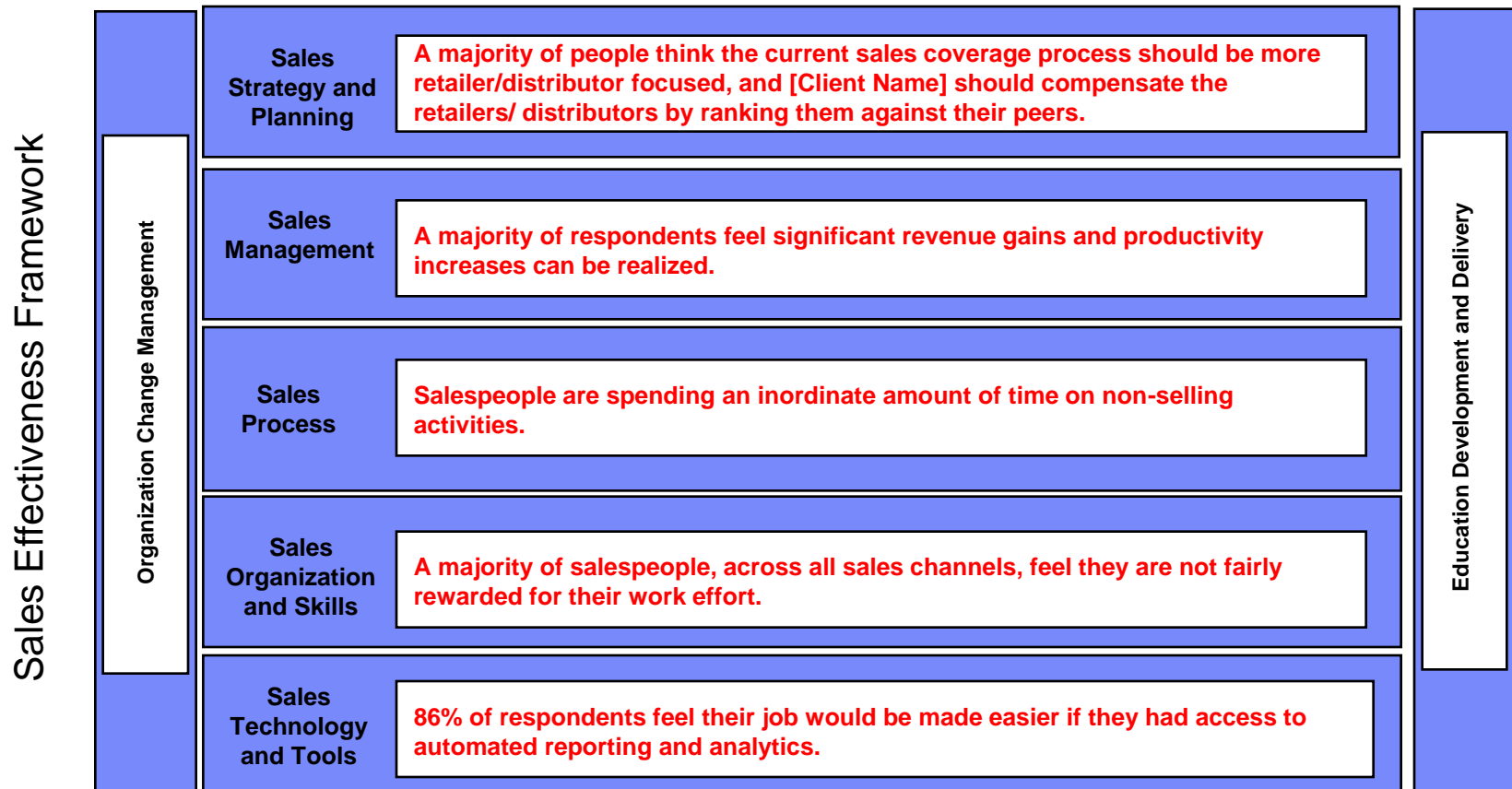
Sales Strategy and Planning	A majority of people think the current sales coverage process should be more retailer/distributor focused, and [Client Name] should compensate the retailers/ distributors by ranking them against their peers.
Sales Management	A majority of respondents feel significant revenue gains and productivity increases can be realized.
Sales Process	Salespeople are spending an inordinate amount of time on non-selling activities.
Sales Organization and Skills	A majority of salespeople, across all sales channels, feel they are not fairly rewarded for their work effort.
Sales Technology and Tools	86% of respondents feel their job would be made easier if they had access to automated reporting and analytics.

IBM

Sales Effectiveness Survey Analysis – Key Findings

A majority of people think the current sales coverage process should be more retailer/distributor focused, and [Client Name] should compensate retailers/distributors by ranking them against their peers.

"The current sales coverage process (the way we align to our retailer/distributor) should be more or less retailer/distributor focused"

Less
23%
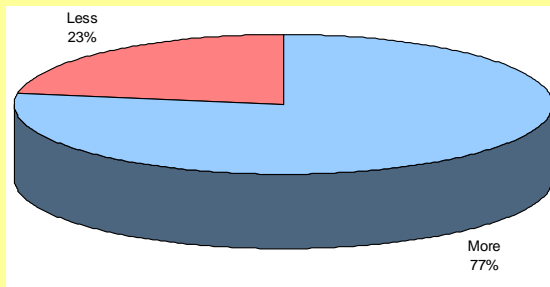
More
77%

Three quarters of all respondents feel the sales coverage process should be more retailer/distributor focused.

"The current sales coverage process (the way we align to our retailers/distributors) is inadequate in addressing our retailer/distributor needs."

Agree
49%

Disagree
51%
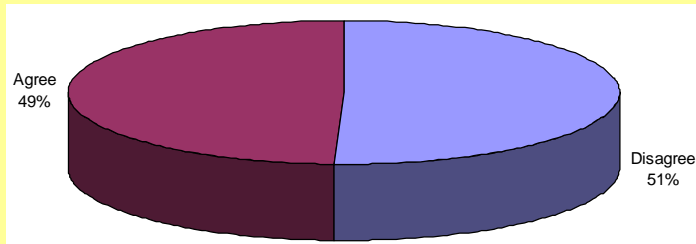
Over half of all respondents feel [Client Name] is not aligned to meet its retailer/distributor needs.

"[Client Name] should rank all distributors and retailers and incent / compensate each distributor or retailer according to their overall ranking vs. their peers?"

Don't Know
8%

Disagree
16%
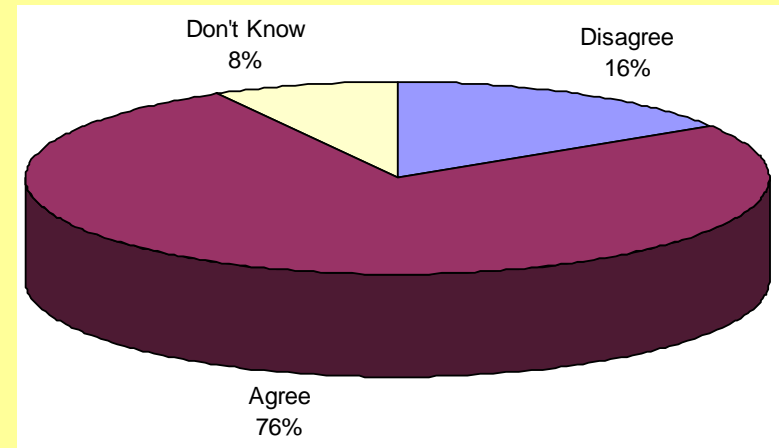
Agree
76%

Over three quarters agree that dealers should be ranked, incented and compensated relative to their peers

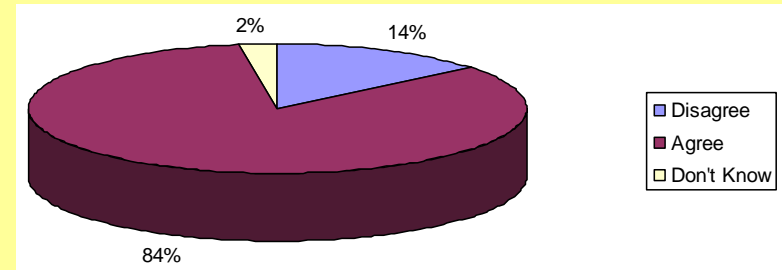# Sales Effectiveness Survey Analysis – Key Findings

Sales Management

A majority of respondents feel significant revenue gains and productivity increases can be realized.

Do you agree or disagree with the statement that "[Client Name] can realize significant revenue gains through your specific sales channels?"
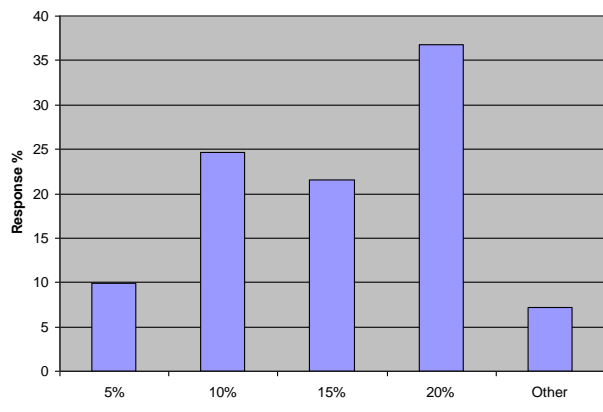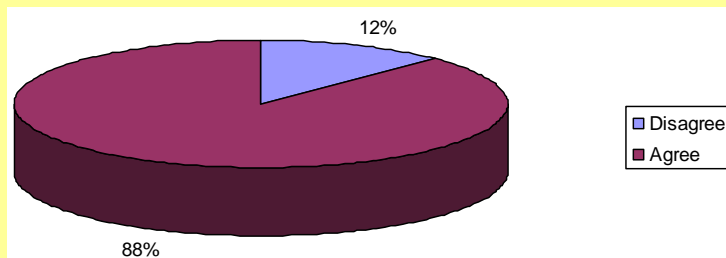
Under optimal selling conditions, (if you are in a selling role) how much more productive could you be?

Do you agree or disagree with the statement that "More focus on sales method training such as advanced negotiation skills, productivity training, etc. would make me more productive?"

- 88% of respondents feel there's significant opportunity for revenue gains in their channel

- 80% of respondents feel they could be at least 20% more productive

- 84% of respondents feel more training would make them more productive

Sales Effectiveness Survey Analysis – Key Findings

Sales Management	A majority of respondents feel significant revenue gains and productivity increases can be realized.

Where did the respondents say revenue and productivity gains could be found?

Echosphere	Specialized Distribution	OE Tool	National Accounts	Alliances	Commercial
-Subscriber acquisitions through marketing initiatives -Concentrating on CRM -Reducing churn in the market -More incentives for retailers; better Partner Relationship Management -Tools to track sales	-Up-selling -Gross activations -Training new/existing retailers -CRM/PRM -Marketing and Co-op utilization	-CRM/PRM -Training - Sales tracking tools	-Improve operations -Sales tracking tools -Training -Expand retail outlets -Simplify process and promotion -Emphasis on Marketing	-Training -Incentives	-Monitoring Sales Data -MDU market untapped -Potential for Private Cable Operator (PCO) program

Sales Effectiveness Survey Analysis – Key Findings

Sales Process

Salespeople are spending an inordinate amount of time on non-selling activities.

Three quarters of the [Client Name] sales force spends more than half their time on non-selling activities.

23%

77%

- Spend < 50% selling
- Spend > 50% selling
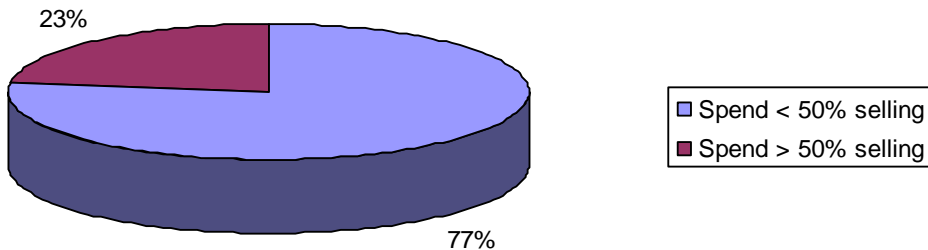
**Overall, only 4% of salespeople spend more than 75% of their time selling.**

77% of FSD reps spend up to 75% of their time on non-selling activities

89% of the Account Executives spend up to 75% of their time on non-selling activities.

78% of the XX Tool reps spend up to 75% of their time on non-selling activities.

Ranked against best-in-class, [Client Name] ranks in the poor-performance category indicated by the Sales Effectiveness Council.

Rep Time Spend on Non-Selling Activities
Top- and Poor-Performing Companies

45%

15%

Top-Performing Companies
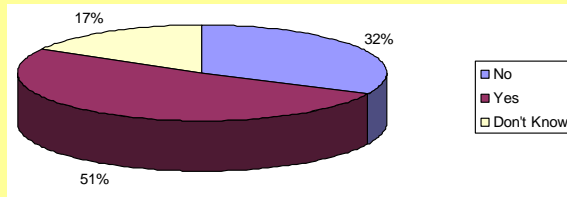
Poor-Performing Companies
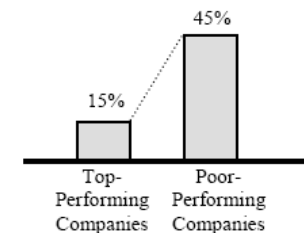
From "Anatomy of a World-Class Selling Organization" © Sales Effectiveness Council
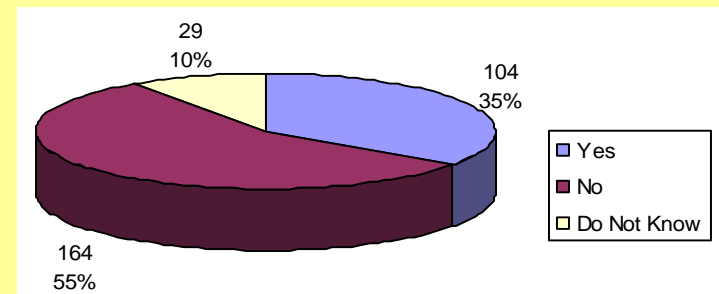
Sales Effectiveness Survey Analysis – Key Findings

Sales Organization and Skills

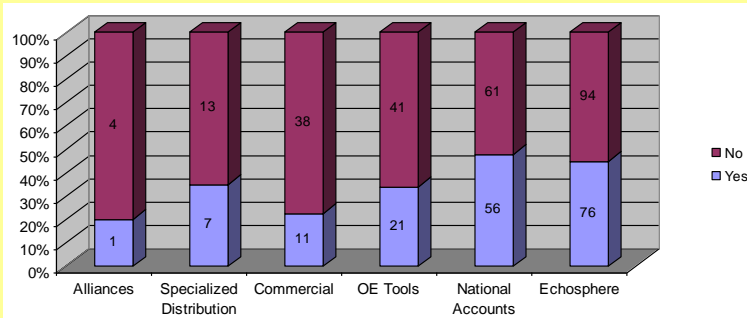**A majority of salespeople, across all sales channels, feel they are not fairly rewarded for their work effort.**

"Do you feel you are fairly measured?"

- No
- Yes
- Don't Know

32%
17%
51%

"Do you feel you are fairly rewarded and DRIVEN to maximize your potential?"

- Yes
- No
- Do Not Know

29
10%
104
35%
164
55%

"Do you feel you are fairly rewarded for your work effort?

- No
- Yes

Alliances: 4 / 1
Specialized Distribution: 13 / 7
Commercial: 38 / 11
OE Tools: 41 / 21
National Accounts: 61 / 56
Echosphere: 94 / 76

- ❑ 78% of respondents in the Commercial Channel do not feel fairly rewarded
- ❑ 66% of XX Tool respondents do not feel fairly rewarded
- ❑ 55% of XXXX respondents do not feel fairly rewarded
- ❑ 52% of National Accounts respondents do not feel fairly rewarded

- Although half of the people feel they are fairly measured, *more than half* feel they are not fairly rewarded and not driven to maximize their potential

- When we asked people, "What one thing would you change about your job?" the majority response was "Better compensation" by a margin of 3 to 1.

# Sales Effectiveness Survey Analysis – Key Findings

| Sales Technology and Tools | 86% of respondents feel their job would be made easier if they had access to automated reporting and analytics. |

"Would your job be made easier if you had access to automated reporting and analytics?"

10% 4%

- Yes
- No
- Do Not Know

86%
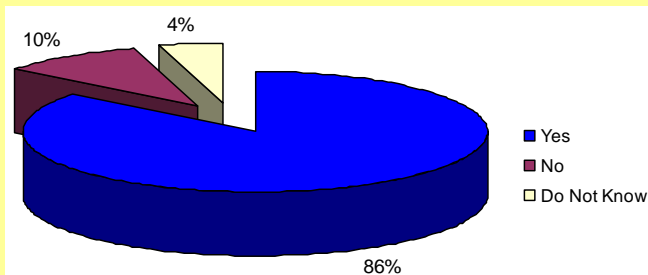
"Would your job be made easier if you had access to automated reporting and analytics to provide you with up-to-date information regarding your respective retailer/distributor's performance?"

5% 5%

90%

- Yes
- No
- Do Not Know
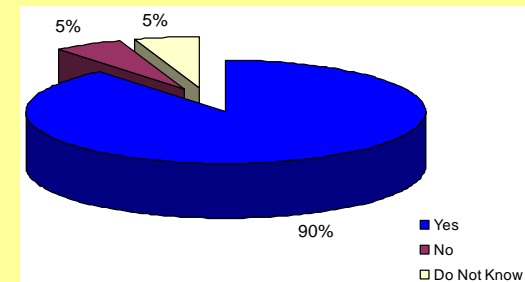
"What easy-to-use value-added tools (i.e., templates, technology) would you like to see?"

- Tools that provide automated sales reports/updates
- Tools that provide retailer & customer information
- Wireless laptops
- Tools that provide access to retailer activations and retention
- Easier user friendly access center and retailer website

"What accurate, relevant and timely information would you like to see?"

- Sales numbers at account and store level
- Activation numbers
- Product updates, promotion change updates, equipment updates
- Sales numbers provided weekly
- Weekly national sales figures