



Moving the Middle

Making Your Middle Sales Performers Better

Introductions

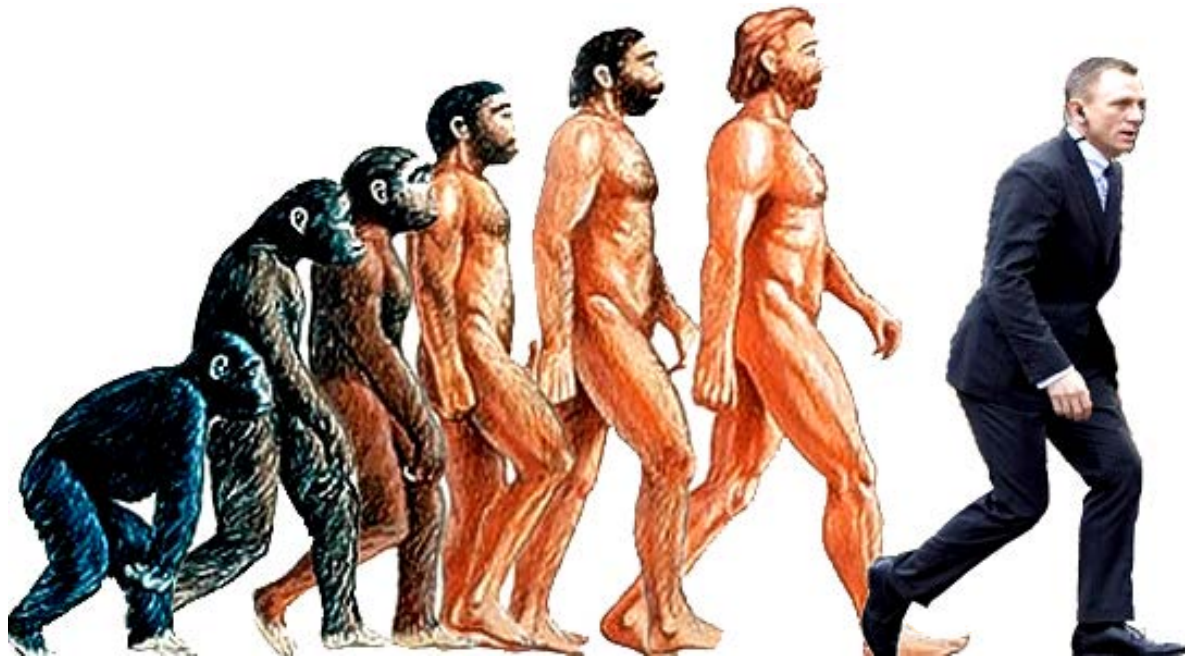


Christopher Faust
Chief Marketing Officer
Qvidian



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VP, Strategic Alliances
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Evolution of the Sales Person



Buyers:

- New crop of savvy buyers
- Armed with industry data & market intelligence

Marketing:

- Adapted by personalizing buying experience
- Tailoring content to specific business needs

Sales:

- Has not been as nimble
- Has not changed with buyers

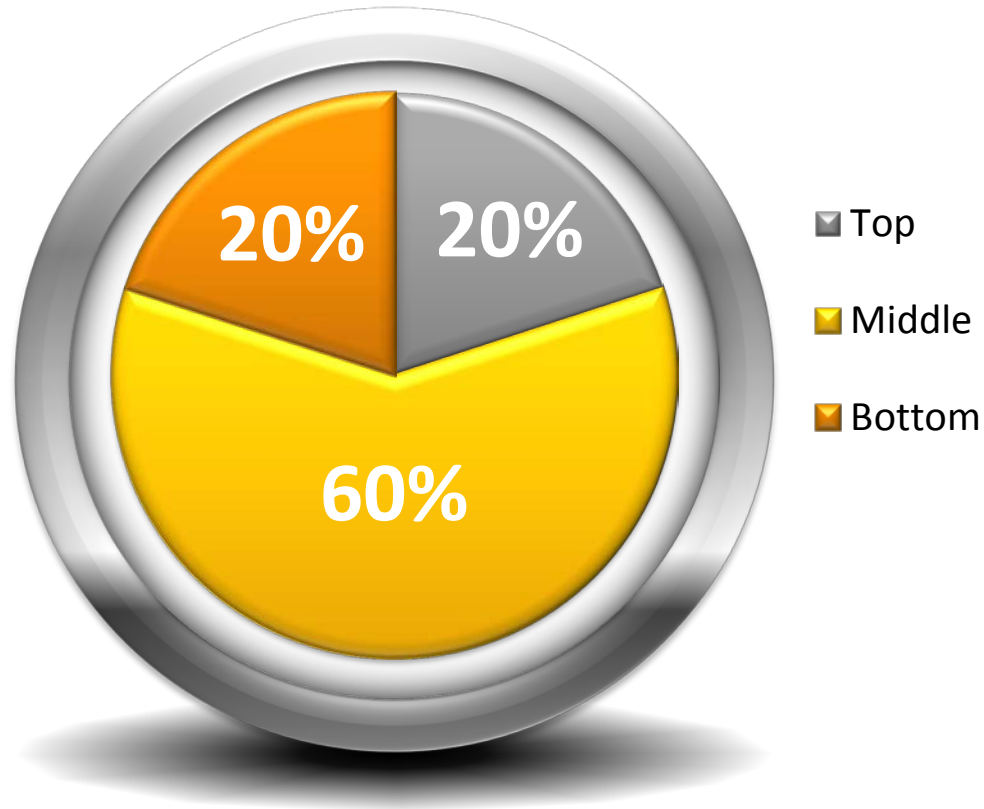
CHANGE

AHEAD

Agenda

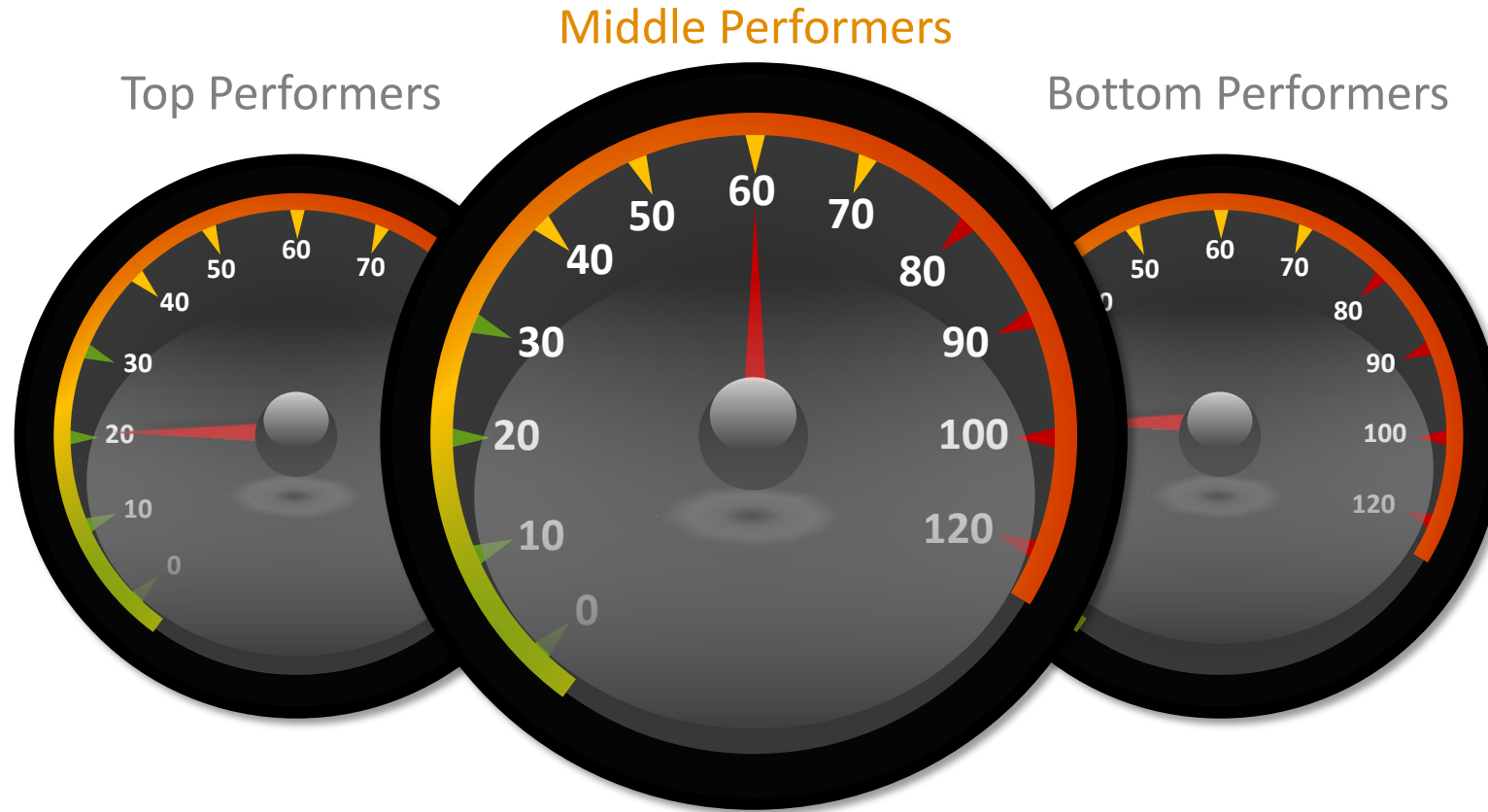
- Sales Organization Performers
- Sizing the Problem
- Understanding the Middle
- Closing the Execution Gap
- Injecting Sales Agility
- Key Tips for Moving the Middle
- Conclusions

Performance of a Sales Organization



- Most organizations have similar proportion of performers
- Varies slightly by industry
- Middle sales performers offer greatest potential for increasing sales

Sizing the Problem



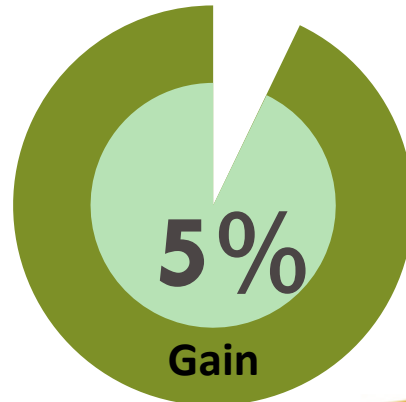
Greater Potential of Return

- Middle performers represent a three-times larger group
- Some were top performers previously, and can be again
- Much greater potential of return

Business Impact

	Quota Attainment	Achieved	Improvement	Improved Attainment		Gain	
Top Performers	110%	\$26,400,000	5%	\$27,720,000	116%	\$1,320,000	
Middle Performers	70%	\$50,400,000	5%	\$52,920,000	74%	\$2,520,000	91%
Low Performers	50%	\$12,000,000	10%	\$13,200,000	55%	\$1,200,000	
Annual Quota	120,000,000	\$88,800,000		\$93,840,000		\$5,040,000	

Example based on 60 sales reps with \$2 million quotas



= \$ Millions

Understanding the Top, Middle, and Low Performer groups



The best of the best

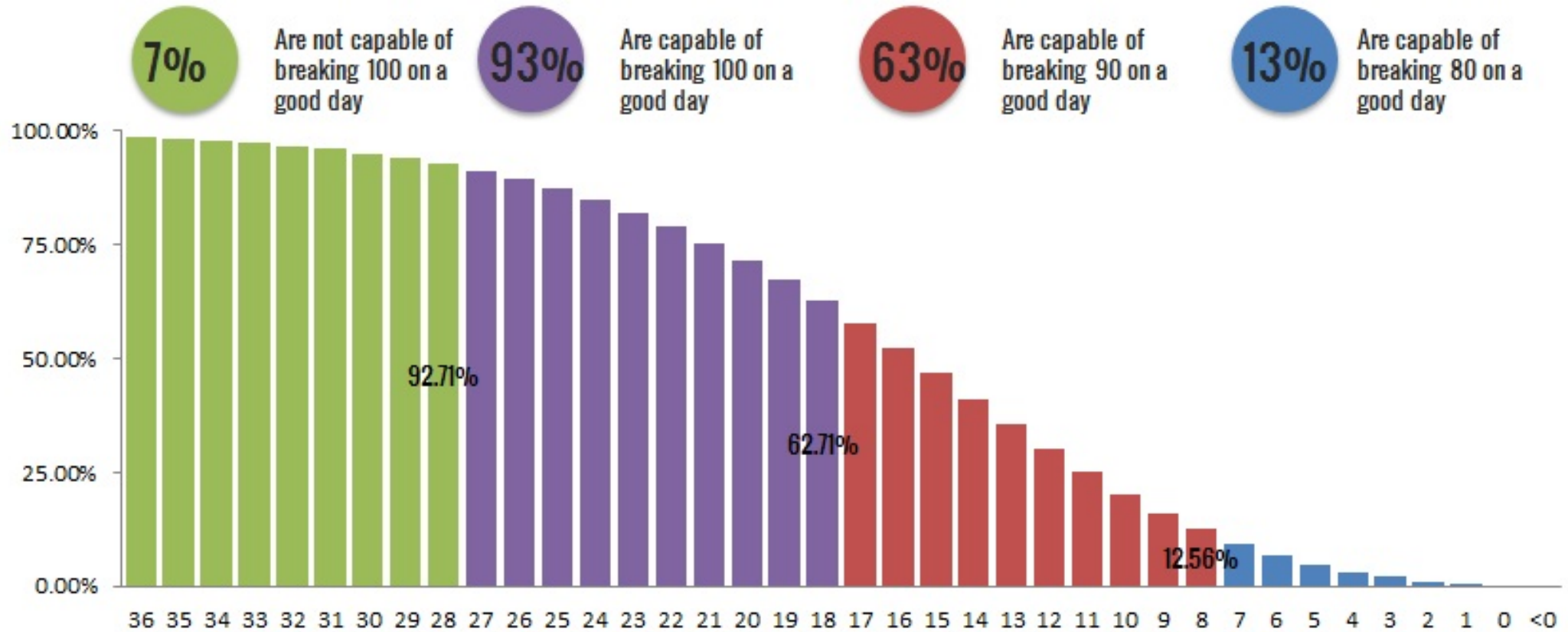


WEEK 43

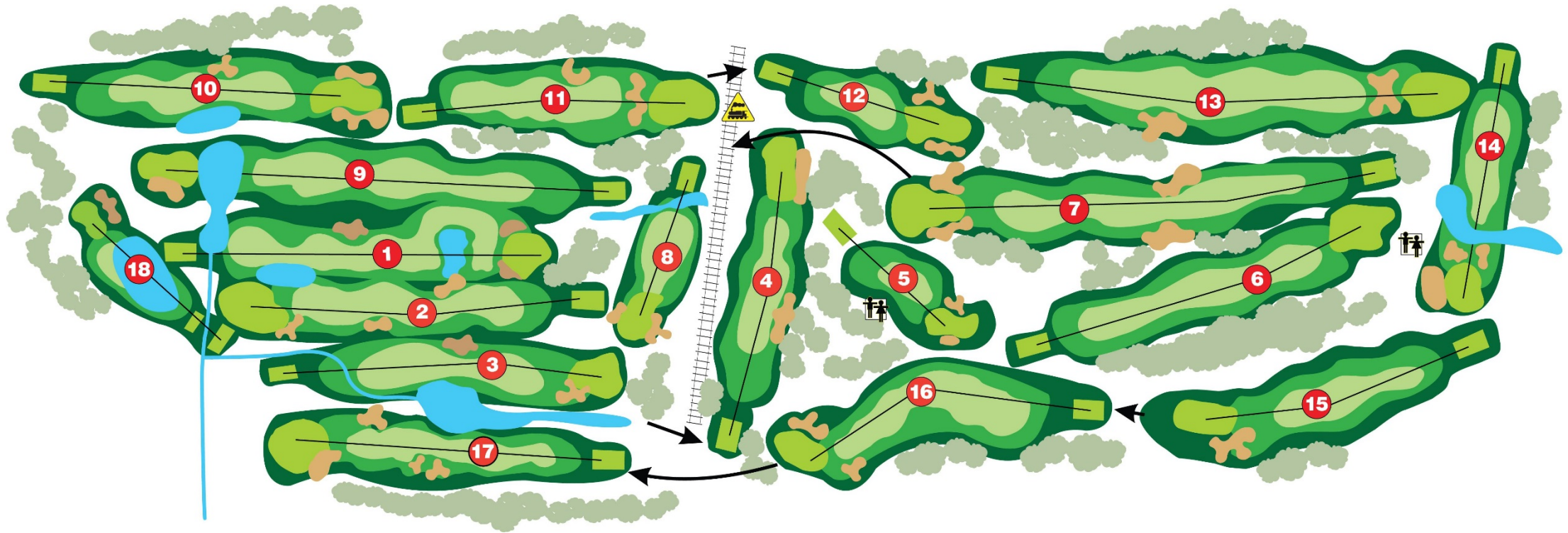
Rory McIlroy
World Number 1
Total of 52 weeks

< 1 Rory McIlroy 2 Adam Scott 3 Jim Furyk 4 Sergio Garcia 5 Henrik Stenson 6 Justin Rose 7 Bubba Watson 8 J >

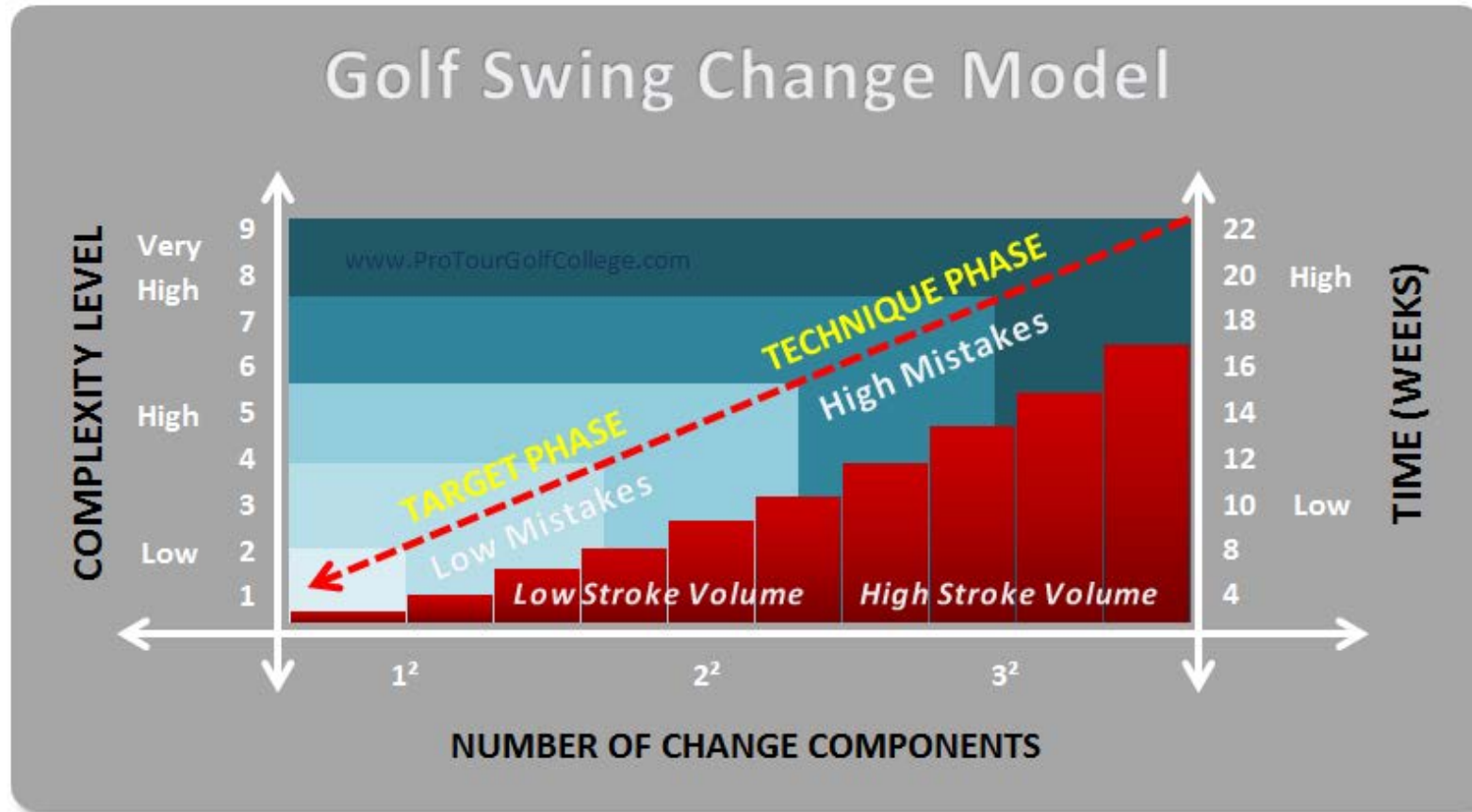
Incremental improvement



Consistent execution



Changing the fundamentals is hard



Return on investment

GOLF	SALES
Lessons	Training
New equipment	New technology
Practice	Role playing
Study/play with better golfers	Coaching/mentoring
Play for money	Incentives
Record more statistics	Re-implement your CRM system

Sales is Broken: Time for a Revolution

The Good, Bad, & Ugly with Top Performers

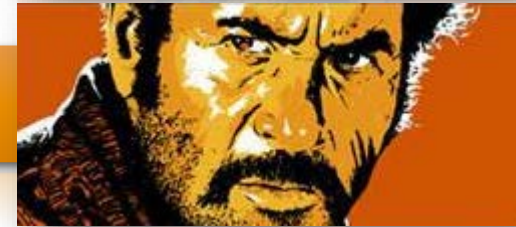
The Good

Rarely need more training



The Bad

Need Plenty of Recognition

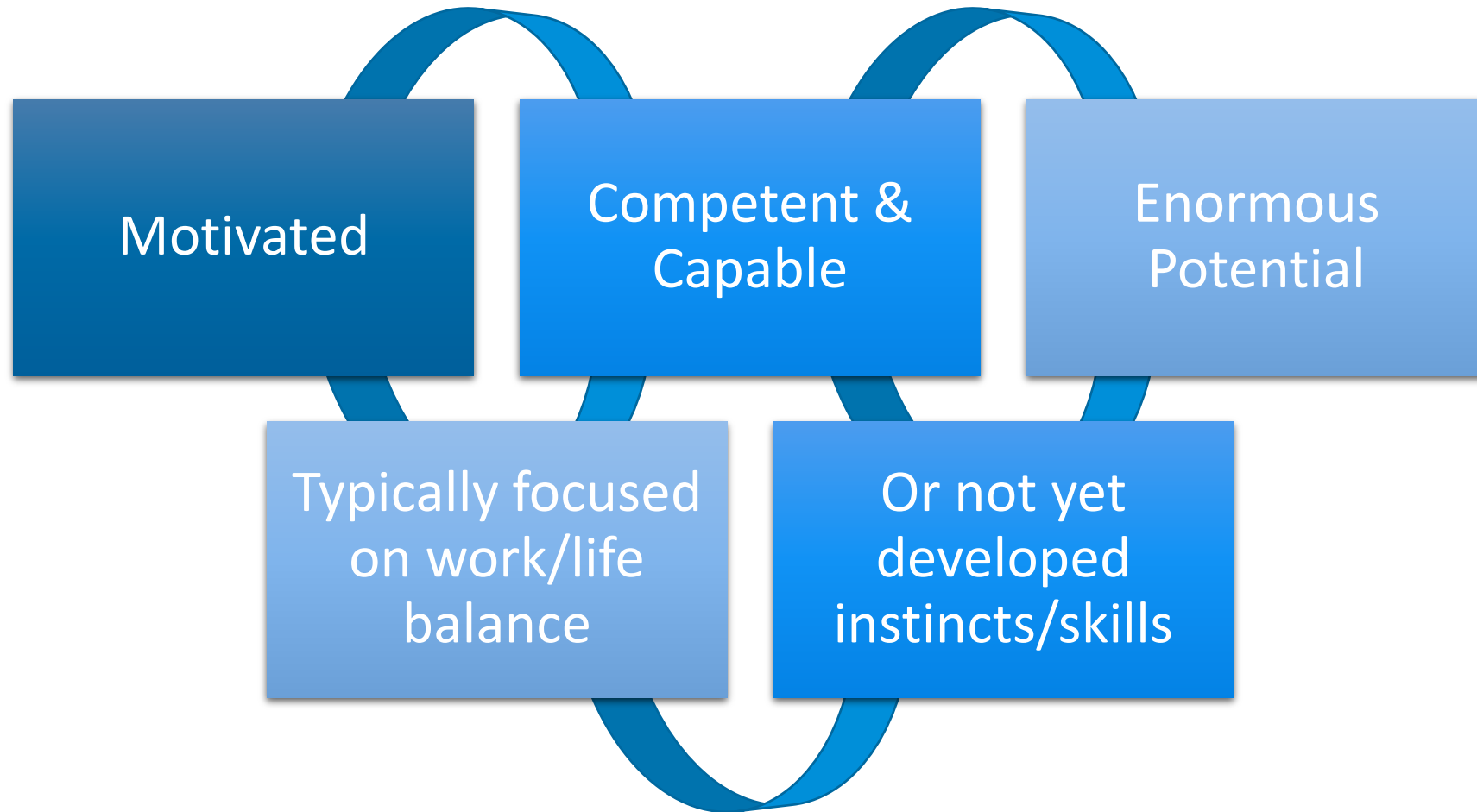


The Ugly

High Risk of Flight

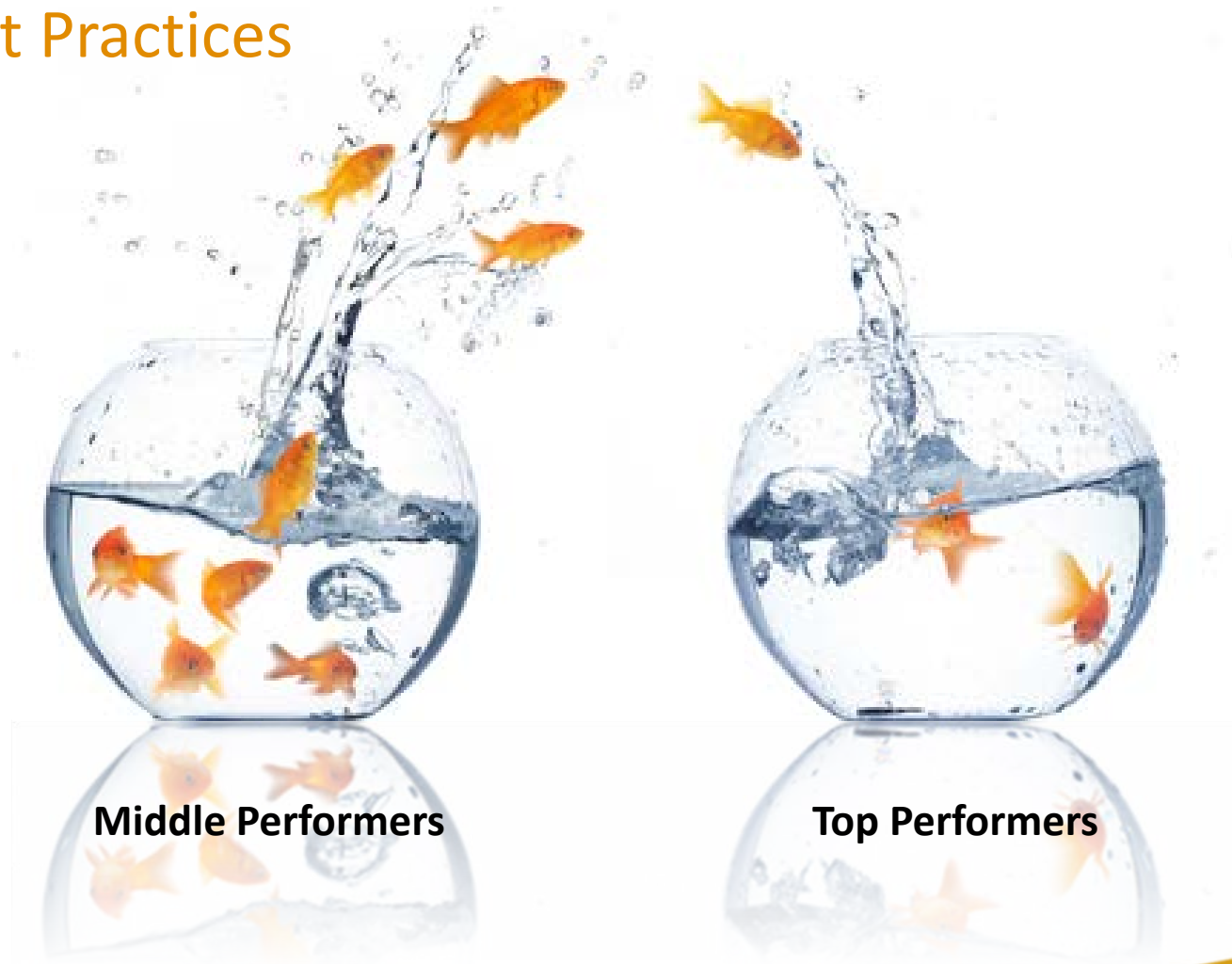


Understanding the Middle



Making Middle Sales Performers Better

Replicating Best Practices





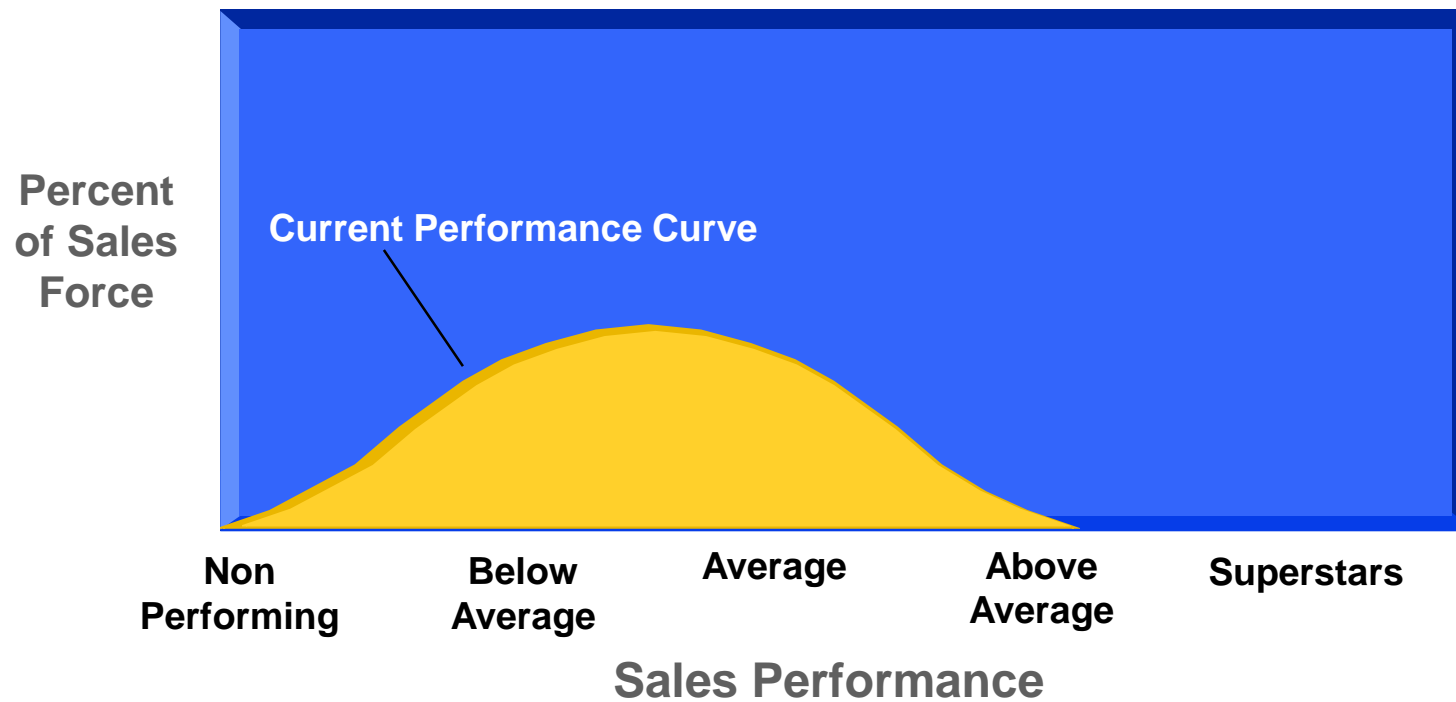
Sales Leaders' Conundrum...

Sales Leader's greatest challenge after the vision has been created?

- A. Not enough sellers know what they are doing
- B. A talent gap yields uneven execution
- C. Best practice behavior not being replicated
- D. Distribution of best-in-class materials is spotty
- E. The board demands an immediate lift to raise share this quarter

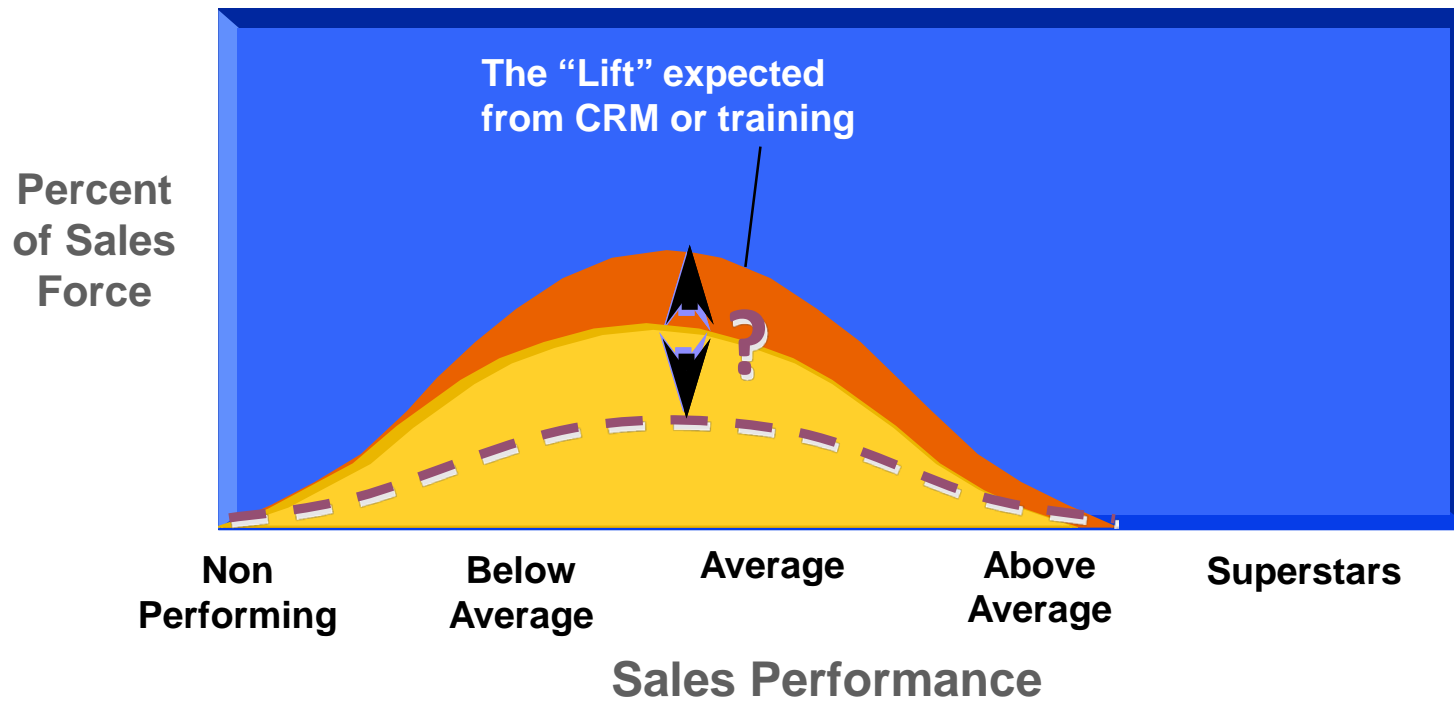
Closing The Sales Execution Gap

Performance Curve



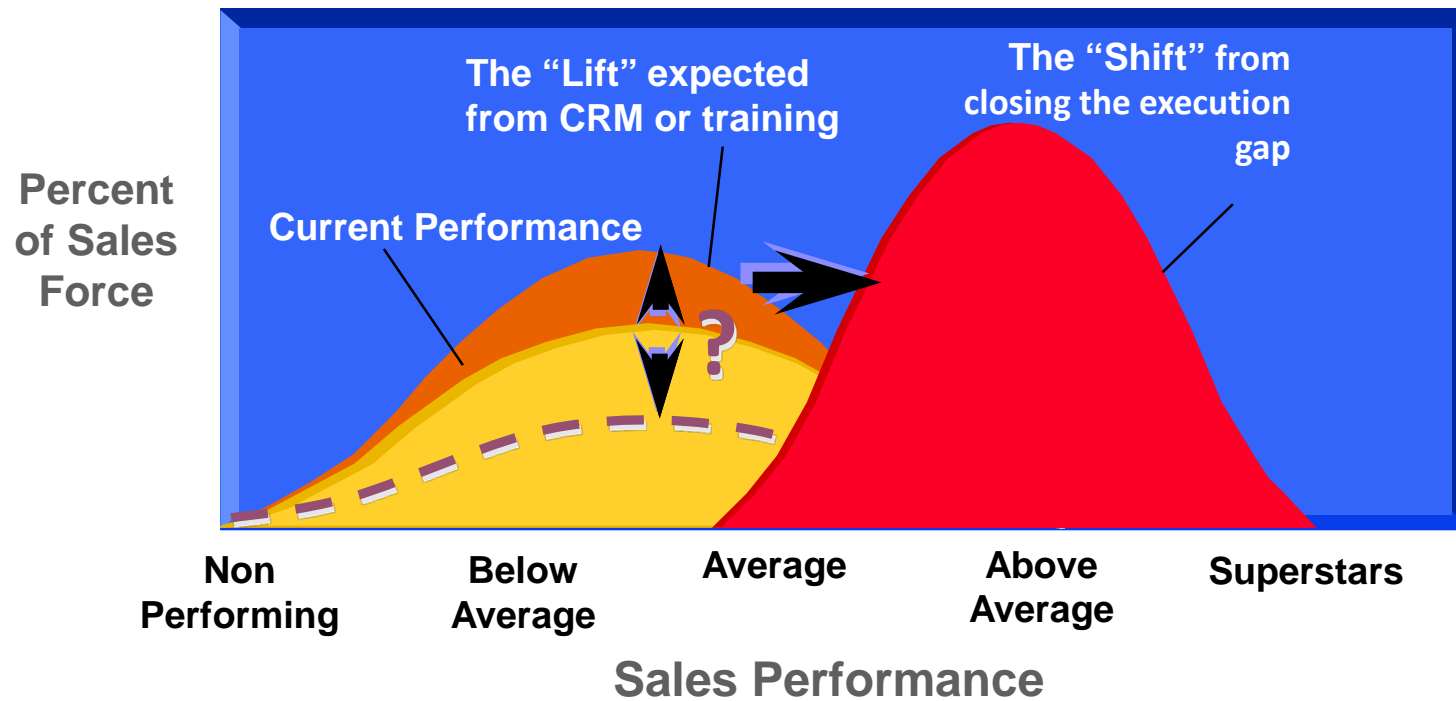
Closing The Sales Execution Gap

The Lift Effect



Closing The Sales Execution Gap

Lift & Shift to Move Entire Sales Force



Increasing “engaged selling time”

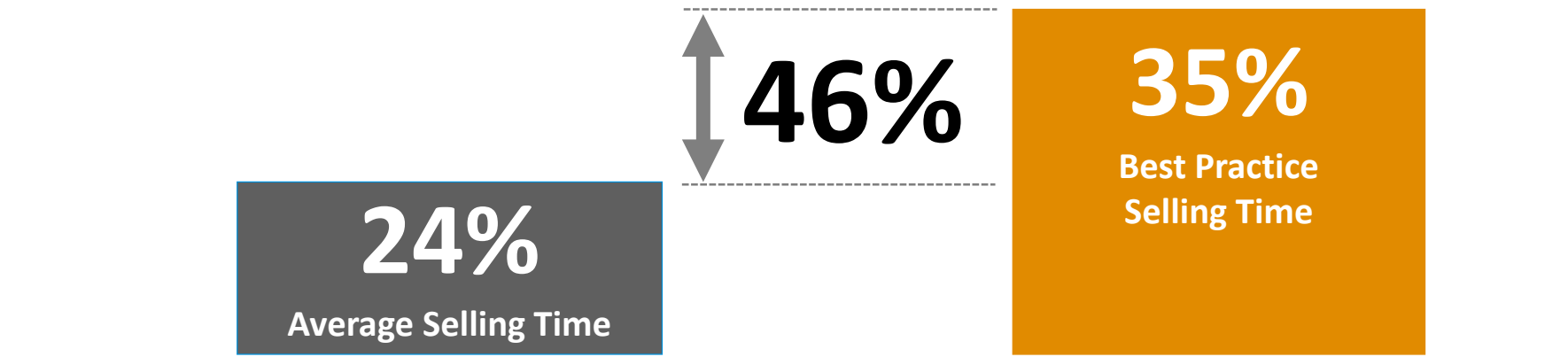
- Increasing productivity

24%

Average Selling Time

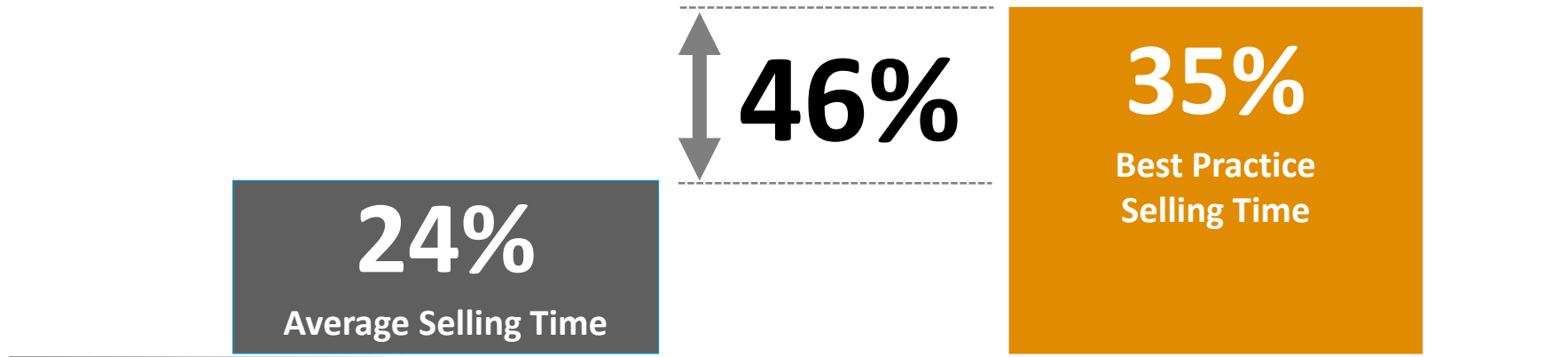
Increasing “engaged selling time”

- Increasing productivity



Increasing “engaged selling time”

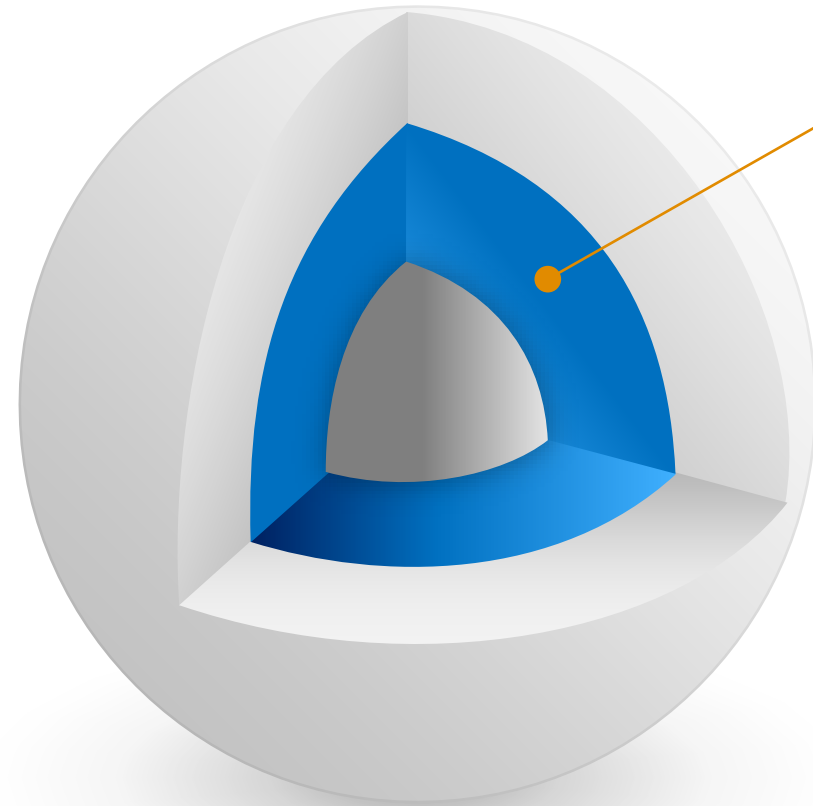
- Increasing productivity



46% = **15%**
more selling time = more productivity

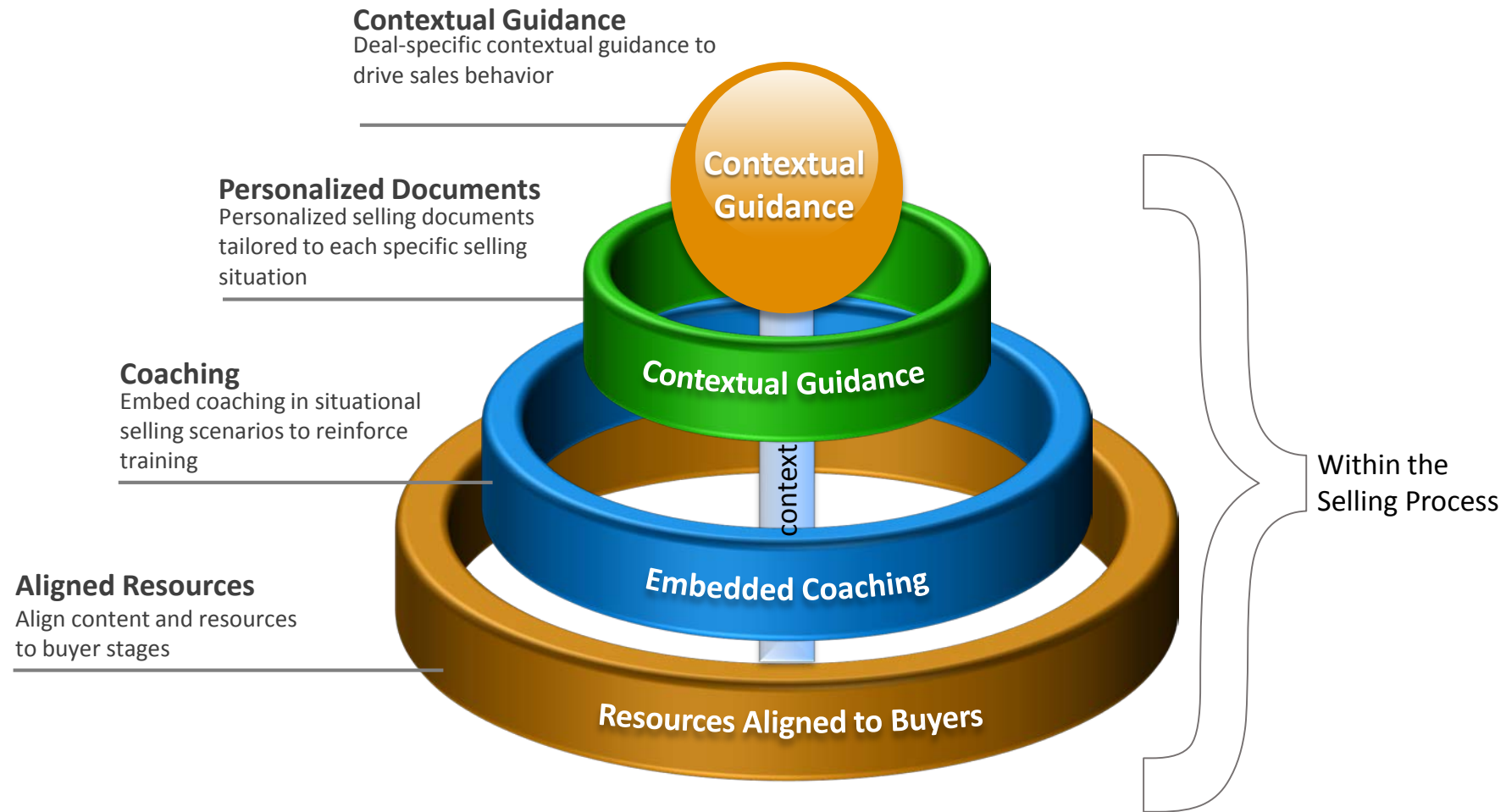
Injecting Sales Agility

“... agile learning is an approach that complements sales enablement by helping salespeople prioritize customer or prospect information in a pre-determined sequence”



Injecting sales agility into your middle performers will involve some behavioral change

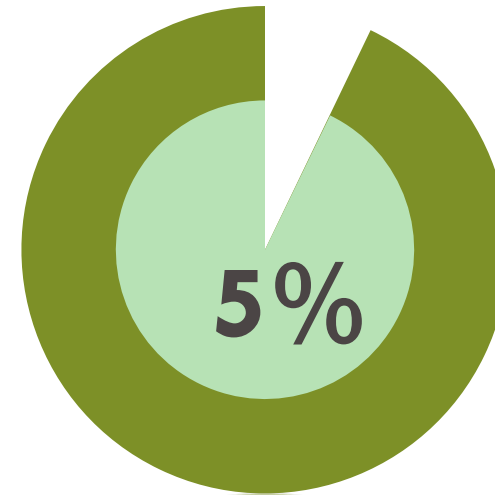
Practical Tips for Moving the Middle – An Integrated Approach



- Know what motivates each group
- Intelligent guided selling system
- Drives behavioral change
- Real-time dynamic guidance
- Just-in-time information
- Contextual details in situational selling
- Measurement

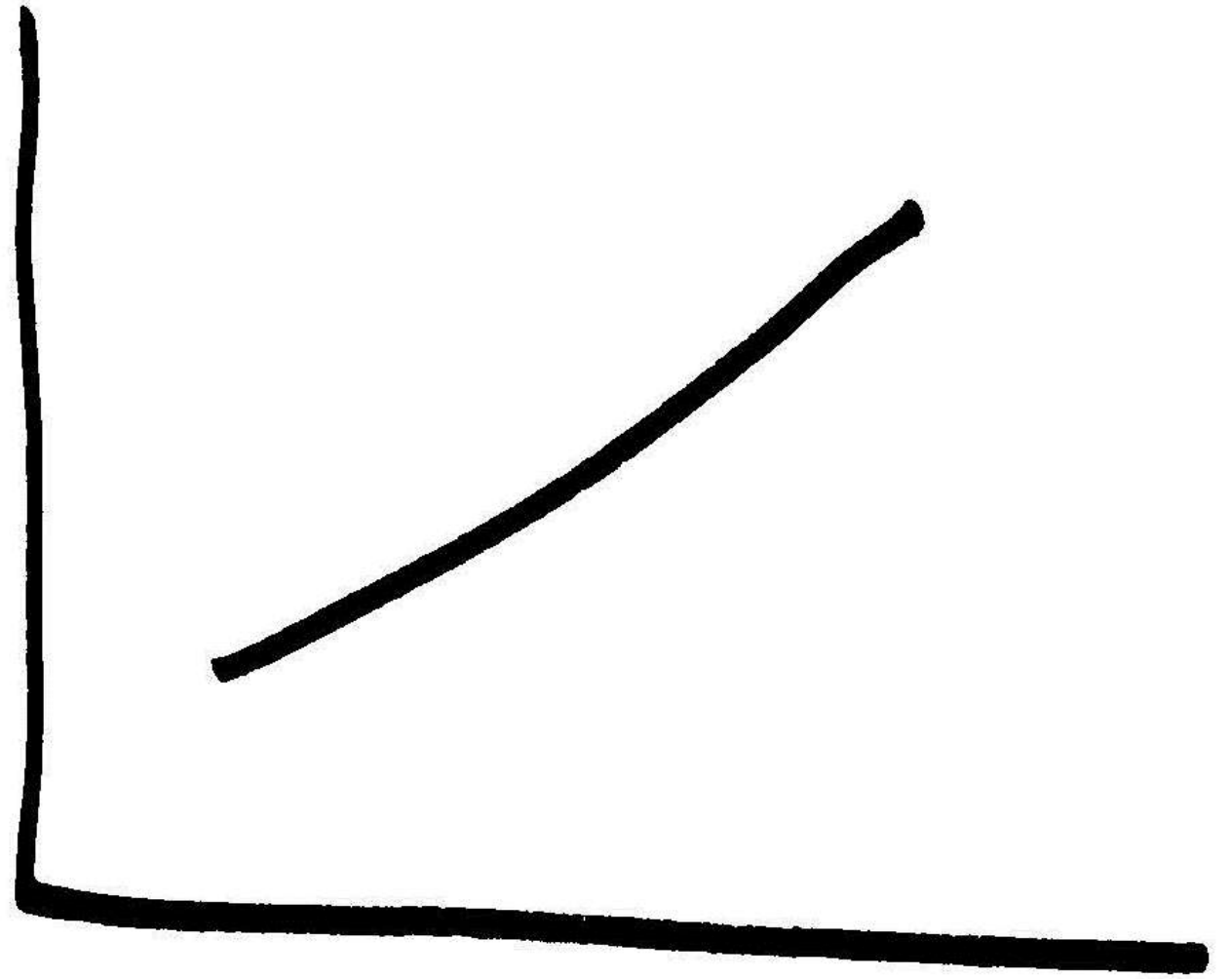
Conclusions

- Middle performers can accelerate your sales growth
- Leverage existing investments
- Better align and bridge each of those investments
- Greater visibility for sales leaders



A modicum improvement in middle performers represent nearly twice the return than same improvement in top performers

EFFECTIVENESS



SIMPLICITY

New White Paper: "Moving the Middle"

MOVING THE MIDDLE



2014

The Business Impact of Making Your Middle Sales Performers Better

A five percent gain in the middle 60 percent of your sales performers can deliver over 91 percent greater sales than a five percent shift in your top 20 percent.

Moving the Middle

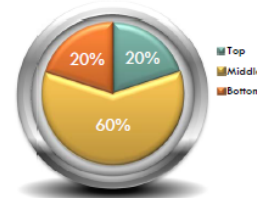
Moving the Middle

BUSINESS IMPACT OF MAKING YOUR MIDDLE SALES PERFORMERS BETTER

Executive Summary

The real challenge when it comes to increasing quota attainment across your sales organization remains a challenge for every sales leader. The reality is only 57%¹ of quota-carrying salespeople make or exceed their quota. That means 43% are not delivering revenue performance as planned. When seeking to increase sales and overall quota attainment across your entire sales organization, it is less effective to focus on top performers than it is to engage your middle performers. Quite simply, there are greater numbers in the middle tier with much greater room for improvement.

The 20/60/20 rule is represented in the 20/60/20 rule. The top 20 percent of your sales performers are the top performers that often meet or exceed their quota. The middle 60 percent represents the 60 percent that are often middle performers and are respectively shy of meeting quota, and the bottom 20 percent are far from quota attainment. Regardless of your company, the middle 60 percent will always represent the majority of your company's sales revenues. Many sales leaders focus on the top 20 percent and reward top performers for the obvious reasons. What if you could improve the performance of your middle by just a small amount? How much more could you do for your company's total sales?



A simple five percent gain in the middle 60 percent of your sales performers can deliver over 91 percent greater sales than a five percent shift in your top 20 percent.

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About Qvidian



- 15 Year Proven History
 - Loyal Customer Base
 - 1,200+ Customers
 - 100% Cloud-based
 - End-to-End Solution
 - Constantly Innovating
- Customers increase win rates by 28% and improve productivity by 40%.

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