SalesAdvantage:
A Blueprint for Success

A proven process for screening, on-boarding and continuously developing sales talent at every level

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Challenges in Winning the War for Sales Talent

It has become increasingly **difficult to find and retain talented salespeople at any level in an organization**.

- **Sales jobs growing**: At a rate of 7-13% over the next three years

- **Candidate pool stagnant**: Number of sales candidates 25-40 years old will grow at less than 1%

- **More than half are unqualified**: 55% of 13 million+ salespeople don't have right skills for success

- **Good ones are employed and difficult to recruit:** Managers take care of top performers, who hesitate to leave their customer base and corresponding income stream

- Average **sales turnover is 34%** annually, both voluntary and involuntary

Cited sources: U.S. Bureau of Labor (BOL) Statistics, Sales Performance Optimization Study – 2016 Key Trends Analysis (CSO Insights Group), HubSpot

Bad Hires Cripple Sales Performance and Company Growth

Ineffective recruiting, hiring and on-boarding have led to poor sales performance. **Companies average a negative 298% return on investment on poor-performing sales hires.**

Percentage of Salespeople Making Quota 2009-2015
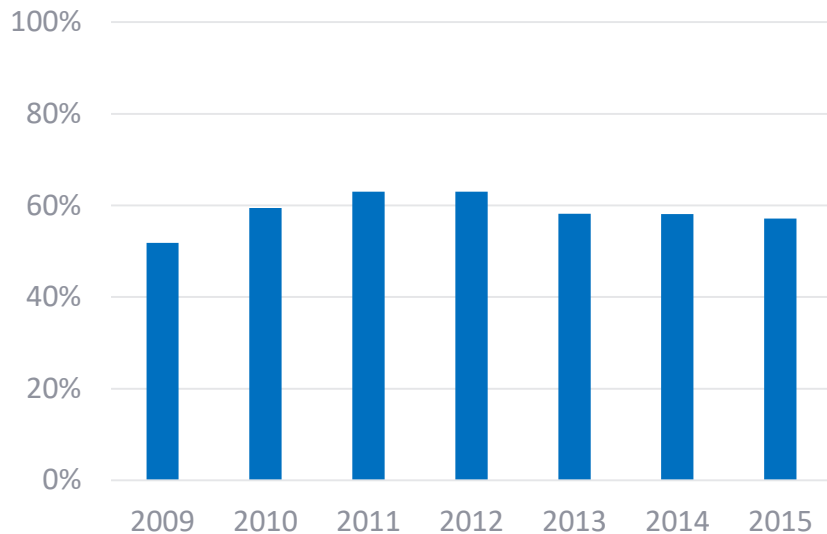
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Companies attaining revenue plans have also steadily decreased (89.2% to 82.7%) over this same timeframe.

Few companies get sales hiring right.

- 46% of sales new hires fail within 18 months
- Less than 60% of sales professionals make quota

The stakes and cost of hiring sales talent are high.

- 71% of companies take 6 months or more to on-board new reps (1/3 take 9+ months)
- Estimated cost of bad sales hires is 1.5 to 2x their first year salary because of recruiting, onboarding & severance expense, plus revenue lost when filling a sales vacancy

[Hiring Mistake Calculator](#)

Cited sources: 2016 Key Trends Analysis (CSO Insights Group), The True Cost of a Bad Hire – It's More Than You Think (forbes.com 9/28/16), The Ugly Truth: The Real Costs of a Bad Sales Hire (therainmakergroup.com 1/19/16), Harvard Business Review (HBR/SHRM)

Hiring, Cultivating & Retaining Sales Talent: It's Worth It

AVERAGE		BEST-IN-CLASS
Trusting your gut, modeling in your own image = 14% predictive validity	**SCREENING & INTERVIEWING**	Sales-relevant, customized behaviors you can quantify = 95% predictive validity
6-9+ month ramp-up, on average	**TIME TO PRODUCTIVITY**	2-3 month ramp-up with well-defined sales process, behaviors & coaching model
Not tracked typically	**PERFORMANCE DIFFERENTIAL**	Quantified, driving 25% more production on average
57% attain quota, on average	**GOAL ACHIEVEMENT**	88% attain quota

The Bottom Line: Hiring, cultivating & retaining the right sales talent is worth millions.

Getting an average 50-person team - with 88% attaining $10M in quota - to best-in-class production would add $110M to the top line annually.

Cited sources: The Strategic Way to Hire a Sales Team (forbes.com), Objective Management Group study (1M+ salespeople across 200 industries), Show Me the Money — the Top 10 Revenue Impacts of a Great Hiring Process (eremedia.com July 2012)

A Proven Approach: SalesAdvantage

ON-THE-JOB COACHING & DEVELOPMENT

Customize based on needs to drive proficiency, from first 90 through advanced proficiency and sales leadership

TAILORED ON-BOARDING

Modularize curriculum to tailor to candidate's needs and role/level in sales from new hire to leader, while reducing time to competency

BEST PRACTICE SALES PROCESS

Define consistent process & behaviors based on top performers at every level inside and outside your company

PREDICTIVE SALES TALENT SCREENING

- Using process as foundation, screen talent based on 160+ proven, sales-specific variables
- Use consistent interviewing structure and questions to assess sales strengths & opportunities at any level, including sales leadership

Sales Advantage

On the Job Coaching & Development

Best Practices Sales Process

Tailored On-Boarding

Predictive Sales Talent Screening

Case Study: Building a Sustainable Sales Culture

Empower had inconsistent definitions for sales success and how to hire the right talent to augment its external and internal staff. Weber helped develop a consistent and methodical approach to defining and coaching to the right sales process, then recruiting, hiring and on-boarding talent.

EMPOWER™ RETIREMENT

SalesAdvantage Approach

➢ Defined **best practice process & behaviors** based on top performers, and codified into coaching tools

➢ Created "**ideal" salesperson candidate profiles** that incorporated process core competencies, skills and personality traits that have proven to be successful in field and internal sales desk

➢ Developed **job descriptions** of candidates and the different roles that outline **key criteria, roles and responsibilities and skills required**

### Created Ideal Sales Process & Profile
Incorporated core competencies, skills and personality traits that have been proven to be successful at Empower, and where and how to find them

Interview and Offer Process
Created scientifically effective screening and testing processes that provided insights into core competencies required, cultural fit and candidate potential

New Hire Curriculum & Modules
Developed syllabus of new hire training that oriented individual with consultative selling process & provided customized path based on assessed strengths and opportunities
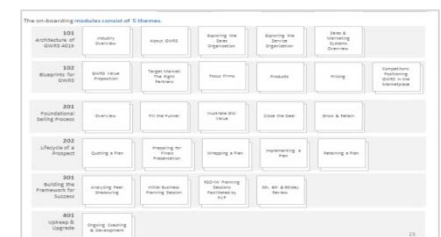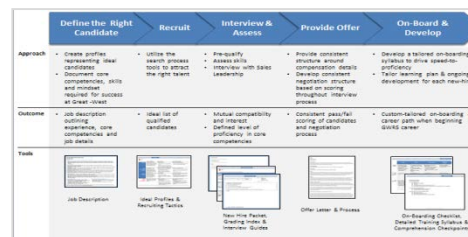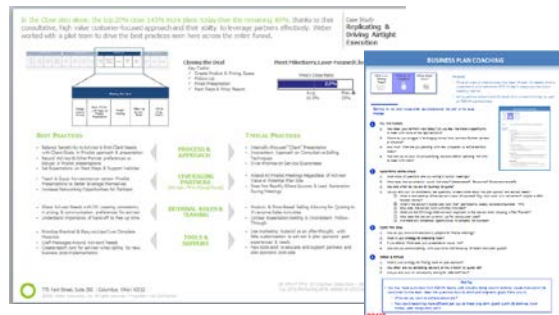
Impact

➢ 32% increased in retirement plans sold, close rate increased by 2.5 basis points year over year

➢ Sales pipeline activity increased by 52% in active advisors, 17% in sales prospects

➢ Decreased in time to production by 6 months. After 12 months, no proactive or reactive churn in new hire pool

Case Study: Hiring Better Sales Talent to Grow

A successful systems integrator desired to grow organically and had been on a hiring trend, but were not seeing the required sales growth to justify the cost of their new sales hires. They were experiencing significant turnover and wanted to find a better way.
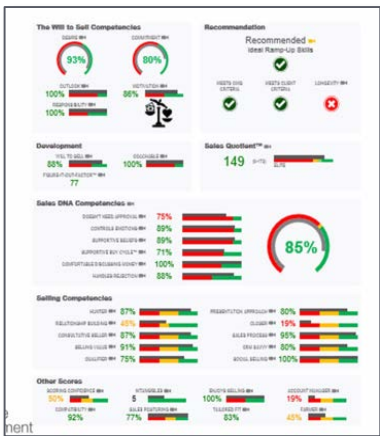
SalesAdvantage Approach

➢ **Evaluate:** Interview leadership and current performers to define the custom "ideal candidate"
➢ **Assess Candidates:** Assess incoming candidates using sales- and company-specific criteria to recommend whom to hire
➢ **Ensure Long-Term Growth:** Helped implement sales coaching with leadership to ensure the onboarding and continued success of new sales reps

Customized Strength Of Each Candidate
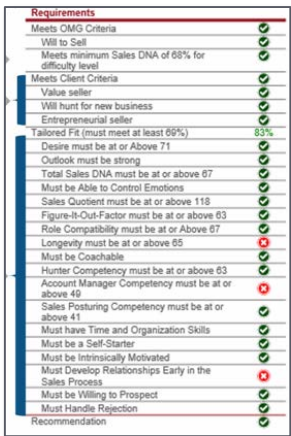
Assessment Findings

For new reps compared to previous baselines

Results	Installation Revenue	Recurring Monthly Revenue
After 1 Month	*+122%*	*+339%*
After 5 Months	*+219%*	*+48%*

*Estimated **+$69,352** increase in revenue per new hire over previous new hire baselines*

Keys to Success

➢ **Customized:** Sales-specific evaluations can customize the ideal candidate, unlike most personality assessments
➢ **Integrated Job Postings:** Hiring the right candidates starts with finding the right ones; the right posting is crucial
➢ **Repeatable:** Left client with the resources and knowledge to repeat the process and continue to hire successful candidates
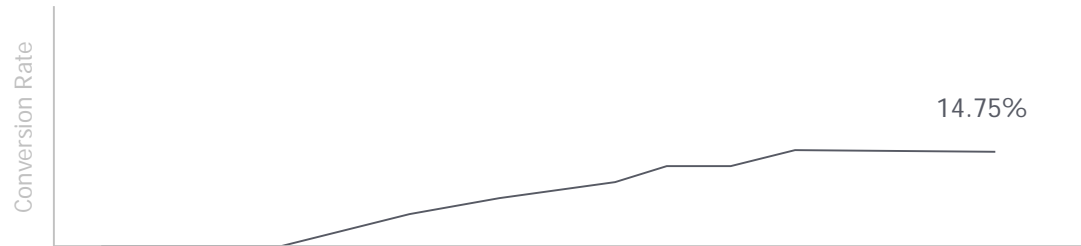
Case Study: Shortening Sales Competency Time

Barclays UK card division **shortened its new hire training ramp-up time by 16 weeks and increased cross-selling conversion rates by 86%** by following Weber's proven method for success.

BARCLAYS

BEFORE

Conversion Rate

14.75%

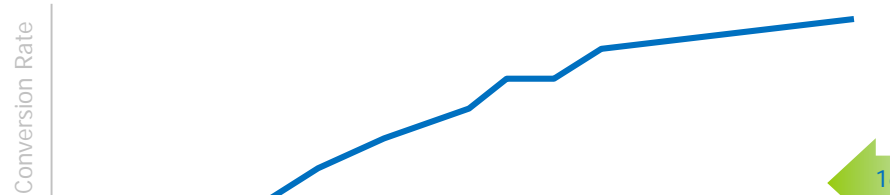| Define Ideal Cust. Experience	Classroom Learning	On-the-Job Ramp-up & Airtight Execution	Full Competency, Measured
• Product Pitch • Theoretical vs. practical	• 5 days of sales skills • Tacked on at end • Not simple to apply on the job • Not usable in customer conversations	• 8 weeks of Nesting • 18 weeks to 'Full Competency'	• 14.75% Conversion Rate • 24 weeks before Rep "pays for him/herself"

AFTER

Conversion Rate

27.44%

Cross-Sales Conversions increased by 86%

16 weeks shorter ramp time

① Define Ideal Cust. Experience	② Classroom Learning	③ On-the-Job Ramp-up & Airtight Execution	Full Competency
• Consultative • Simple to learn • Real life • Focused on conversation flow	• 2 days • Trained to context, role plays • Class fundamentals	• 4 weeks of Nesting • Simple & integrated for Reps • On-the-job coaching and mentorship • 6 weeks to "Full Competency"	• 27.44% Conversion Rate • **10 weeks before Rep "pays for him/herself"**

Let's Talk.

Which areas are struggle points for you?

1. Go deeper on your priority areas

2. Review your current hiring, sales process and/or on-boarding plans to share our perspective