



SALES FORCE EVALUATION

► Case Study

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If you are like most sales leaders, each year you must decide which initiative will be the big difference maker to revenue this year. There are many to choose from, like:

CRM, new Sales/Social Media Tools, Sales and Sales Management Training, Online Learning, Shared Knowledge/Best Practices, Recruiting, New Compensation, Product Training, Time and Territory Management Training, Sales Contests, Sales Force Evaluation, Sales Process, models and methodology, and Coaching.

Most of these initiatives have positive effects but many companies prioritize them ineffectively. Take Rallipo Corporation (name changed) for example.

This technology company believed that the way to fix high involuntary turnover and four years of flat sales was to hire 50 new salespeople. They called and asked about using Objective Management Group's (OMG) Sales Candidate Assessments to improve their selection success. Instead of a new assessment, they were met with resistance and skepticism. What if they experienced the same failure rates as the prior salespeople? What if the problem was something other than selection? What if the problem was with the selection criteria itself? Their decision to recruit wasn't the wrong decision but doing it without identifying the underlying problems was a mistake.

OMG conducted a sales force evaluation and identified the underlying reasons that 86% of their salespeople were failing. Most of their salespeople came from Rallipo's large, industry-leading competitor. Rallipo thought those salespeople could provide additional credibility. Rallipo was a new company, had new technology, new products and higher prices. They were huge underdogs. The results showed that their salespeople did not have the ability to overcome resistance and most were not well-suited for working remotely without direct sales management supervision. Most of their salespeople were unable to hunt for new business, lacked the motivation to change and couldn't be saved, even with training. They lacked the skills to sell consultatively and when you are the underdog with a high-priced complex sales cycle, an inability to master consultative selling is a death sentence.

The sales management team was completely inadequate and their ineffective onboarding of new salespeople resulted in self-created value propositions, elevator pitches and brand promises. Their sales process needed optimizing and compensation didn't have the desired effect. Many areas needed to be addressed in a short period of time and they had to get the sequence correct. Kurlan recommended the following order:

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| 1. Optimize the Sales Process | 6. Optimize Compensation |
| 2. Optimize the Sales Pipeline and Create Effective KPI's | 7. Begin Recruiting Salespeople using OMG's Process and Assessments |
| 3. Build a Proper Recruiting Process | 8. Formalize the On Boarding program |
| 4. Replace the Sales Management Team | 9. Begin Sales Training |
| 5. Develop the Sales Management Team through Training and Coaching | 10. Sales Management begins daily accountability huddles |
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Rallipo, generating \$24 million at the time of the sales force evaluation, doubled revenue in the 12 months that followed the sales force evaluation. Turnover ceased to be an issue and the new sales managers learned to become terrific sales coaches.

Initiatives are great but most companies choose the wrong one at the wrong time. Most initiatives are dependent on having the right people in the right roles and a customized, optimized sales process. Most companies begin with sales training but that should be one of the final steps a company should take. If you don't know exactly what to start with, don't want to waste 18 months to determine exactly what needs to be tweaked, or want to know whether your under achievers can become over achievers, start with an evaluation of your sales force.

Is a sales force evaluation right for you? *(click the links below to learn more)*

- [**20 Conditions That Dictate a Sales Force Evaluation**](#)
 - [**See Dave Kurlan Talking about Evaluating Your Sales Force**](#)
 - [**Business Questions OMG Can Answer Through a Sales Force Evaluation**](#)
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