



**sales**

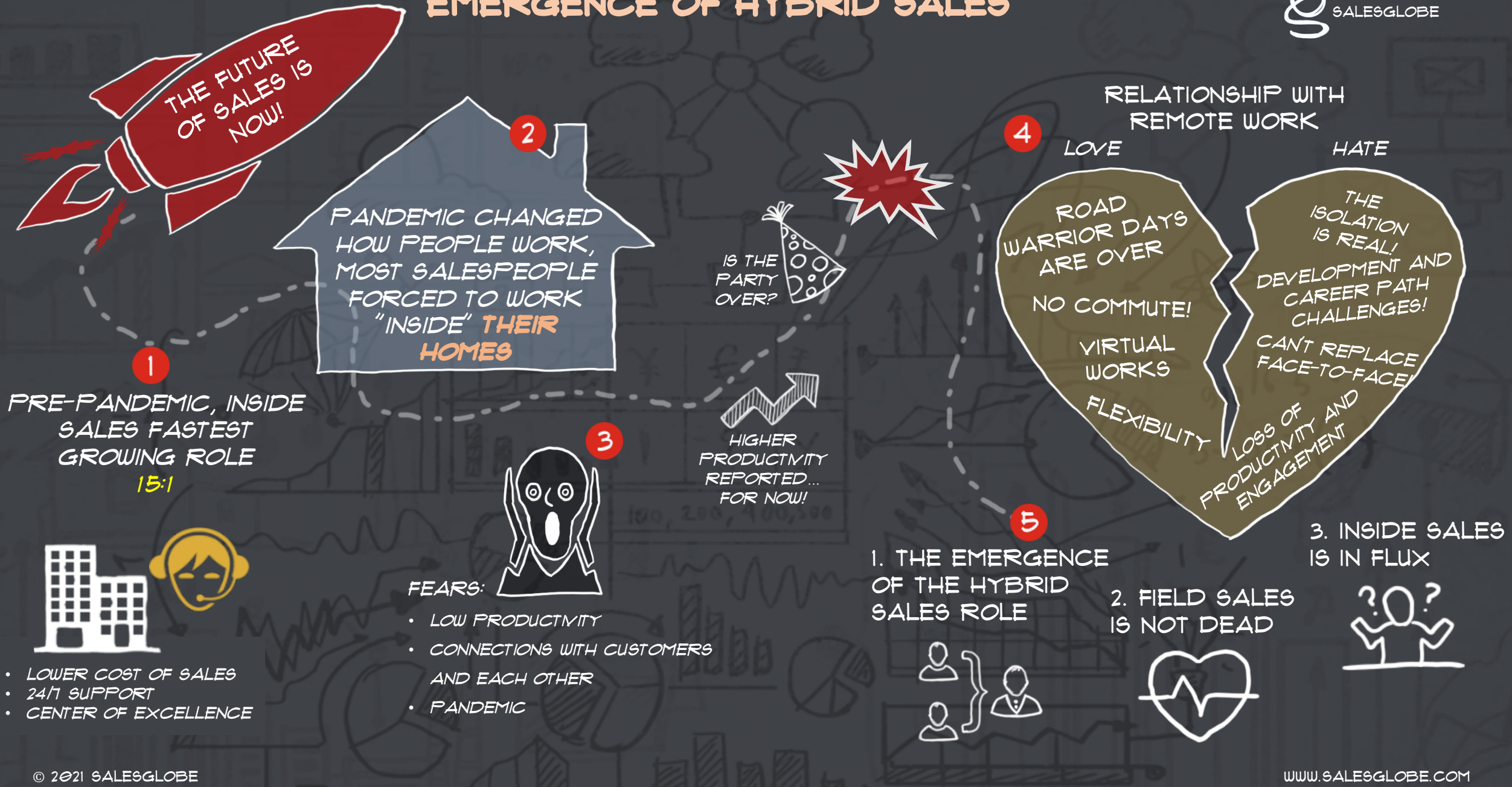
[www.SalesGlobe.com](http://www.SalesGlobe.com)  
(770) 337-9897  
+44 (0)20 7250 4754

# The Future of Sales Is Now

## Impact of COVID on Sales Roles, Changing Expectations and Incentive Compensation



# THE STORY ON ROLES EMERGENCE OF HYBRID SALES



# THE STORY ON ROLES CHANGING EXPECTATIONS



✓ THE EVOLUTION  
OF THE HYBRID  
SALES ROLE



✓ FIELD SALES IS NOT  
DEAD



✓ INSIDE SALES IS IN  
FLUX

1



1. MANY OFFICES  
REMAIN CLOSED



2. GEOGRAPHIC  
BOUNDARIES  
MATTER LESS

2

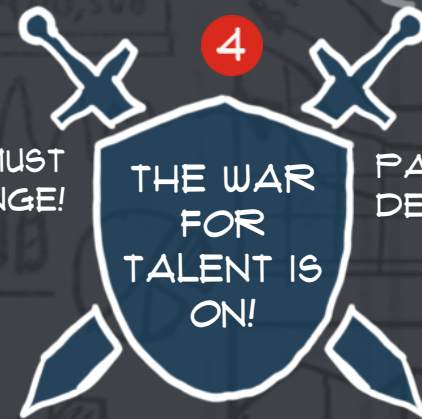


3



BUILDING A SALES CULTURE  
A TOP C-LEVEL GOAL

4



EVP MUST  
CHANGE!

THE WAR  
FOR  
TALENT IS  
ON!

PAY INCREASE  
DEMANDS!

5



BUT IT IS NOT  
A PANACEA



# THE SALES ROLES OF THE FUTURE



## INSIDE SALES ROLE

- Center of excellence remains in flux
- Geographic boundaries matter less
- Talent pool opens up
- Higher productivity being reported!

## WHAT YOU NEED TO KNOW

- ✓ Lead generation and deal qualification – high demand role
- ✓ Challenges with onboarding and entry level hires
- ✓ Creating a career progression is key
  - Not just entry level
  - More aggressive pay mix
- New skills
  - Taking discovery to a new level



# THE SALES ROLES OF THE FUTURE



## FIELD SALES ROLE

- In person interaction is required for success
- Geography could matter more
- Could be best positioned to fill a hybrid sales role!

## WHAT YOU NEED TO KNOW

- ✓ New skills and training required
  - Virtual selling
  - New method- problem solving
  - Outcome based or solution selling
- ✓ Not everyone will make the transition to hybrid if that's your strategy!

# THE SALES ROLES OF THE FUTURE



## THE HYBRID SALES ROLE

### Definition:

“Former field sales role that will spend a significant amount of time virtual, with some in-person interaction”

- Will still meet customers in person
- 69% of companies plan to hire field sales roles over the next 12 months

## WHAT YOU NEED TO KNOW

- ✓ New skills and training required
  - Virtual selling
  - New method- problem solving
  - Outcome based or solution selling
- ✓ Not everyone will make the transition to hybrid if that's your strategy!

# THE WAR FOR TALENT AND CHANGING EXPECTATIONS

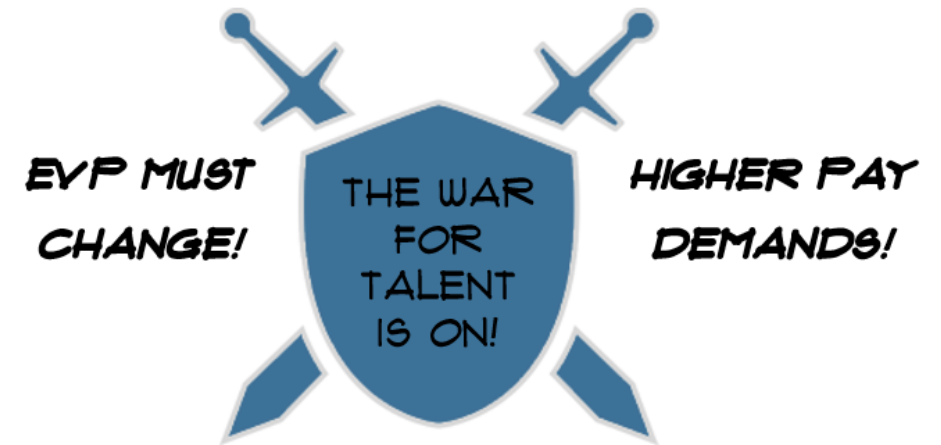
## CHALLENGES

- 5 offers for every job applicant today
- Companies begin to hire the best sales talent – inside sales
- Applicants asking for increases in pay 20% or more
- Pushback on geo-differential pay
- Company pressure to manage expenses

# THE WAR FOR TALENT AND CHANGING EXPECTATIONS

## CHALLENGES

- 5 offers for every job applicant today
- Companies begin to hire the best sales talent – inside sales
- Applicants asking for increases in pay 20% or more
- Pushback on geo-differential pay
- Company pressure to manage expenses

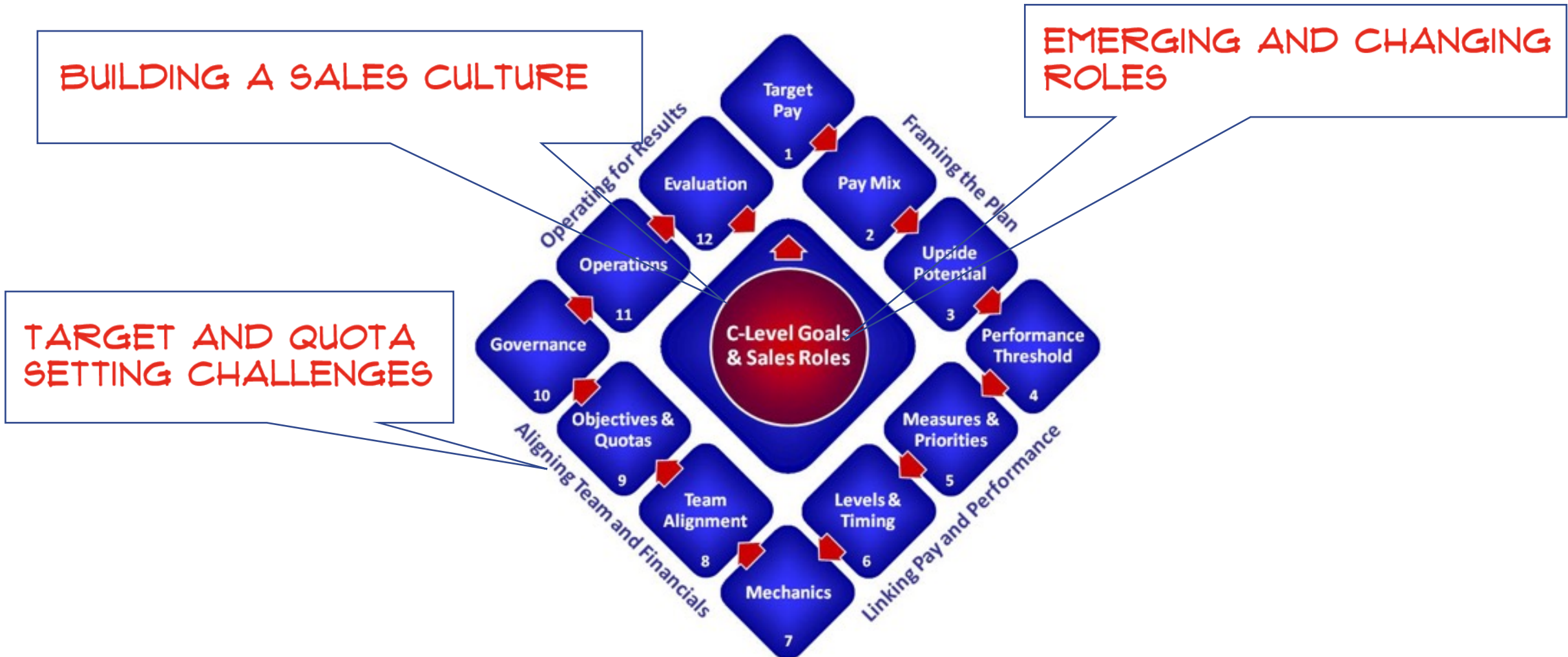


## RESPONSES

- ✓ Pay for performance plans become a priority
- ✓ Corporate shift to “A sales culture”
- ✓ More aggressive pay mix
- ✓ Rethinking incentive eligibility

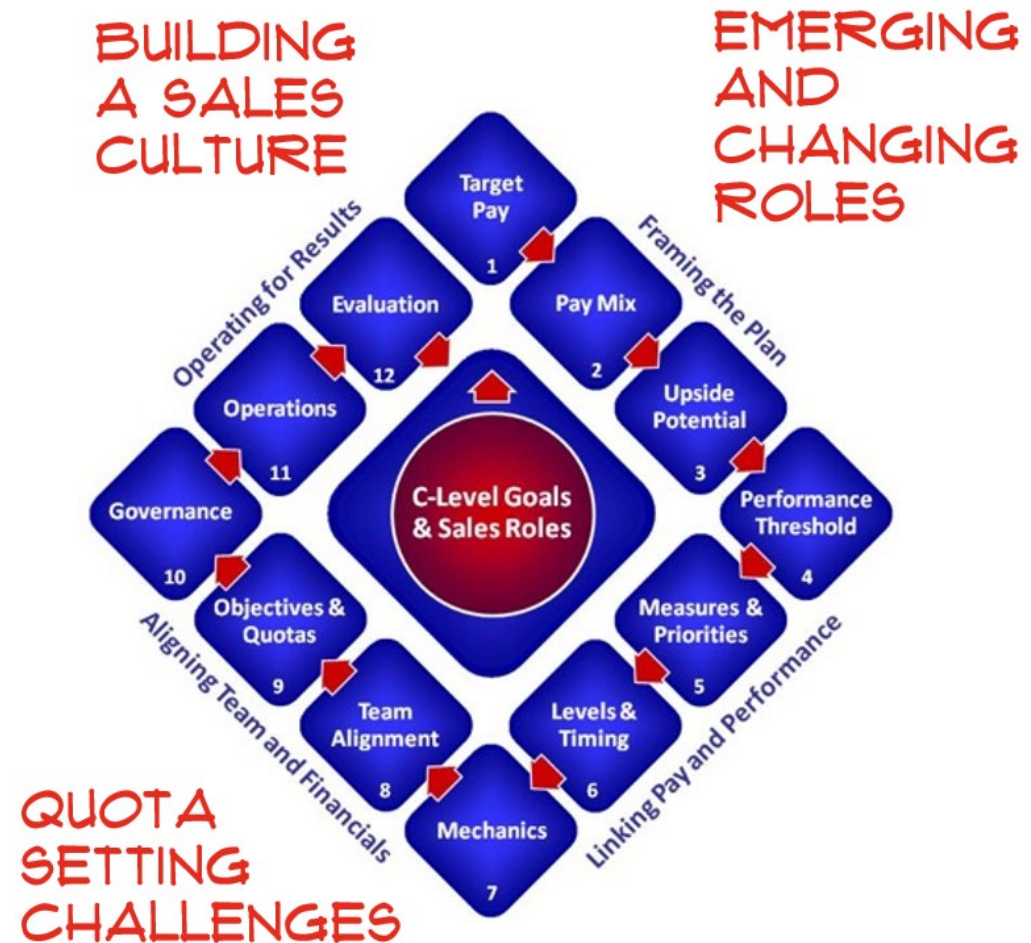


# CHANGES THAT WILL IMPACT COMPENSATION



# CHANGES TO INCENTIVE COMPENSATION

- Increasing Pay Levels – Target Pay
- More Aggressive Pay Mix
- Plan Thresholds on the Increase
- Individual AND Team Targets and Measures
- Pay for Performance Plans



IF YOU ARE THINKING... *Should we put more roles on an incentive plan?*

## The Variable Pay Eligibility Scorecard

### 1. Interaction

*What is the level of interaction with the buyer?*

### 2. Influence

*Does this role persuade or influence the decision to buy or sign a new contract or deal?*

### 3. Position

*Does the role lead, team and support, overlay, or all back-office?*

### 4. Results

*How does this role impact revenue generation?*

# VARIABLE PAY ANALYZER EXAMPLE

Variable Pay Eligibility Analyzer					
	Interaction	Influence	Position	Results	
Sales Role	What is the level of buyer interaction?	Does the sales role persuade the customer to buy or sign a new contract on overall deal?	Does the role serve as the lead, overlay or provide back-office support?	Is the role revenue generating?	Score
Role 1	High	Medium	Overlay	Medium	9
Role 5	Low	Low	Support	Medium	5
Role 6	Medium	Low	Overlay	High	8
Corporate Profit Sharing (0-5)		Team / Individual Add-On Bonus Plan (5-8)		Sales Variable Plan (SVP) (8-12)	

IF YOU ARE THINKING.. *Should we move to a more aggressive pay mix?*

**1. Run a Pay Mix Scorecard**

*Answers key questions about each role to help you understand the right pay mix*

**3. Don't make "blanket" role moves**

*Consider starting with new hires, consider a transition period, global impact*

**2. Build More Upside in the Plan**

*Best practice: greater risk, greater incremental reward*

**4. Consider low or no threshold and a floor**

*A good transition plan option*

# PAY MIX - WHAT YOU SHOULD KNOW

- Variable pay is increasing as a percentage of pay
  - New acquisition and account management roles getting closer **1**
  - Inside sales roles are becoming more aggressive **2**
- Hybrid roles have the highest pay mix.
  - This could be a **leading indicator** to the future since this role is NEW **3**

Pay Mix	n=	2020		2021	
		Base	Variable	Base	Variable
Field New Account Seller	171	56%	46%	57%	43%
Field Current Customer Seller	161	67%	39%	60%	40%
Field Blended New Account and Current Customer Seller	218	63%	37%	60%	40%
Inside Sales Inbound	144	69%	30%	65%	35%
Inside Sales Outbound	129	70%	30%	59%	41%
Inside Sales Inbound and Outbound	164	71%	30%	64%	36%
Field Channel Seller	128	64%	36%	60%	40%
Field First-Line Sales Manager	188	66%	34%	63%	37%
Inside First-Line Sales Manager	119	67%	34%	66%	34%
Hybrid New Account Seller	81	*new in 2021		55%	45%
Hybrid Current Customer Seller	75			54%	46%
Hybrid Blended New Account and Current Customer Seller	118			54%	46%



# PAY MIX – KEY CONSIDERATIONS

## 1. Revenue responsibility

*Retention, penetration, new*

## 2. Impact

*Support or direct influence on the buying decision?*

## 3. Attributes of the sale

- *Sales cycle*
- *Transactional*
- *Outcome based selling or solution*
- *Consultative selling*


## 4. Priorities

- *Selling*
- *Managing*
- *Service or operations*

## 5. Demand and Talent

- *Specialized talent*
- *Market supply*

# PAY MIX POSITIONER EXAMPLE

Pay Mix Positioner											
Revenue Priority	This role focuses primarily on customer revenue retention.					X					This role focuses primarily on new customer acquisition.
Influence	This role must work with a sales team to influence the buying decision.									X	This role influences the buying decision on a largely individual basis.
Sales Cycle	This role follows a long sales process.					X					This role follows a short sales process.
Product Complexity	This role works within a complex buying process.					X					This role works within a simple buying process.
Product Breadth	This role manages a broad range of products.			X							This role is responsible for a single product.
Selling Attributes	This role develops a consultative and customized solution and outcome based selling			X							This role sells a simple, transactional solution.
Time	This role spends significant time on service and operations.							X			This role spends most of its time on sales.
Demand	The market supply of talent for this role is great.			X							The market supply of talent for this role is scarce.
	Total by Category	0	0	3	0	3	0	1	0	1	
	x Value	1	2	3	4	5	6	7	8	9	40
	Result	0	0	9	0	15	0	7	0	9	
	Incentive %	Total Values to Right= Incentive Side of Mix									

Pay Mix 60/40



# WHAT WE'VE LEARNED!

## 1. Sales roles are changing and new roles emerging

*New Skills and Talent Needed!*

- *Creative Problem-Solving*
- *Virtual Selling*

## 2. Working remote has its challenges

*The “love hate” relationship*

## 3. Moving to a sales culture becoming a C-Level priority

*Driving the importance of incentive compensation...*

# WHAT YOU CAN DO TODAY!

1. Align with your company's C-Level Goals
2. Understand how sales roles are changing
3. Conduct a rapid sales compensation assessment
3. Conduct an eligibility scorecard for incentive compensation
4. Roll-out a pay mix positioner
5. Create a transition plan and communications campaign