



sales

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Rewarding the Sales Rep of the Future

Three Game Changers and What You Need to Know NOW!

A WorldatWork Partnership

Our Story: Data-Driven, Creative Problem-Solving for Sales

why?

We are rethinking sales.

SalesGlobe is a data-driven, creative problem-solving firm for sales that solves your most important sales challenges.

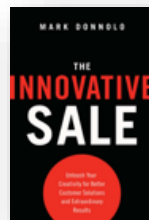
- Go-to-Market
- Sales Organization Design
- Sales Capacity and Goal Design
- Talent Assessment and Planning
- Strategic Account Programs
- Sales Compensation
- Quota Setting
- Technology Readiness

MICHELLE SEGER

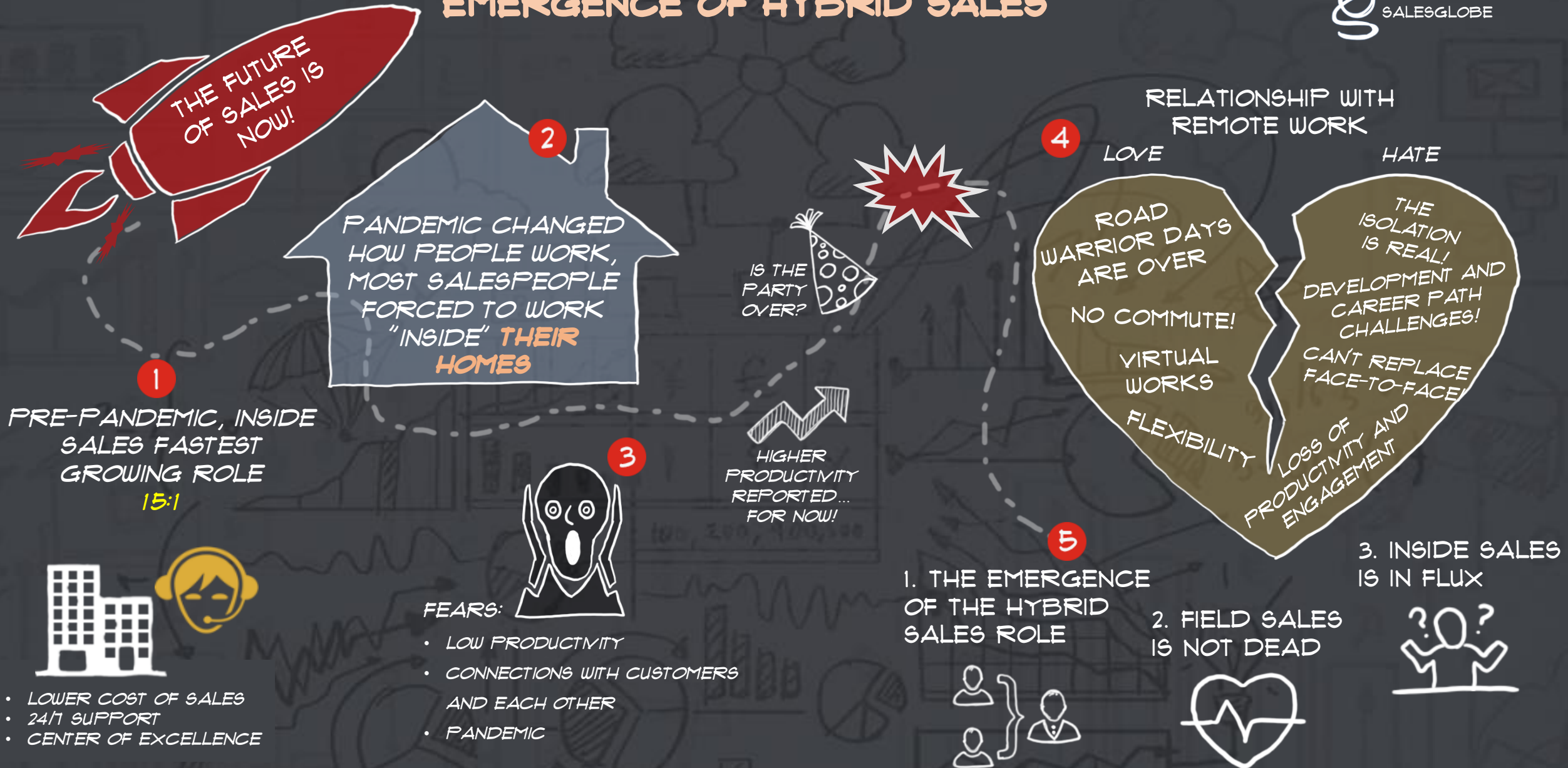
Partner



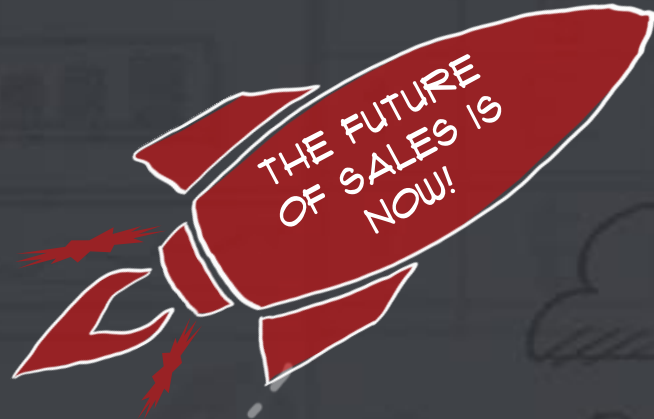
rethink



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

CHANGING EXPECTATIONS

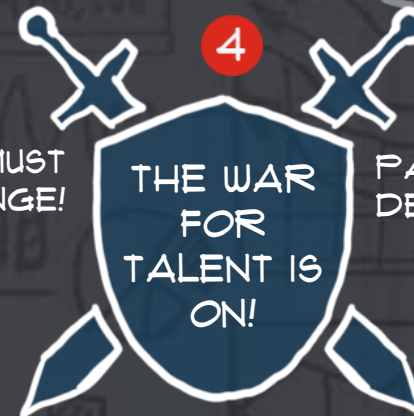
- ✓ CUSTOMERS
- ✓ EMPLOYEES
- ✓ EMPLOYERS

3



BUILDING A SALES CULTURE
A TOP C-LEVEL GOAL

4



EVP MUST
CHANGE!

THE WAR
FOR
TALENT IS
ON!

PAY INCREASE
DEMANDS!

5

INCENTIVE
COMPENSATION IS
MORE IMPORTANT
THAN EVER!

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

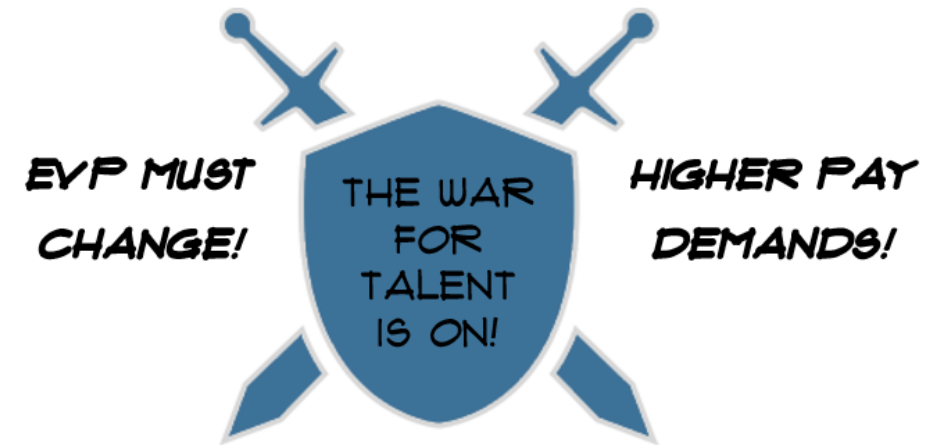
CHALLENGES

- 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

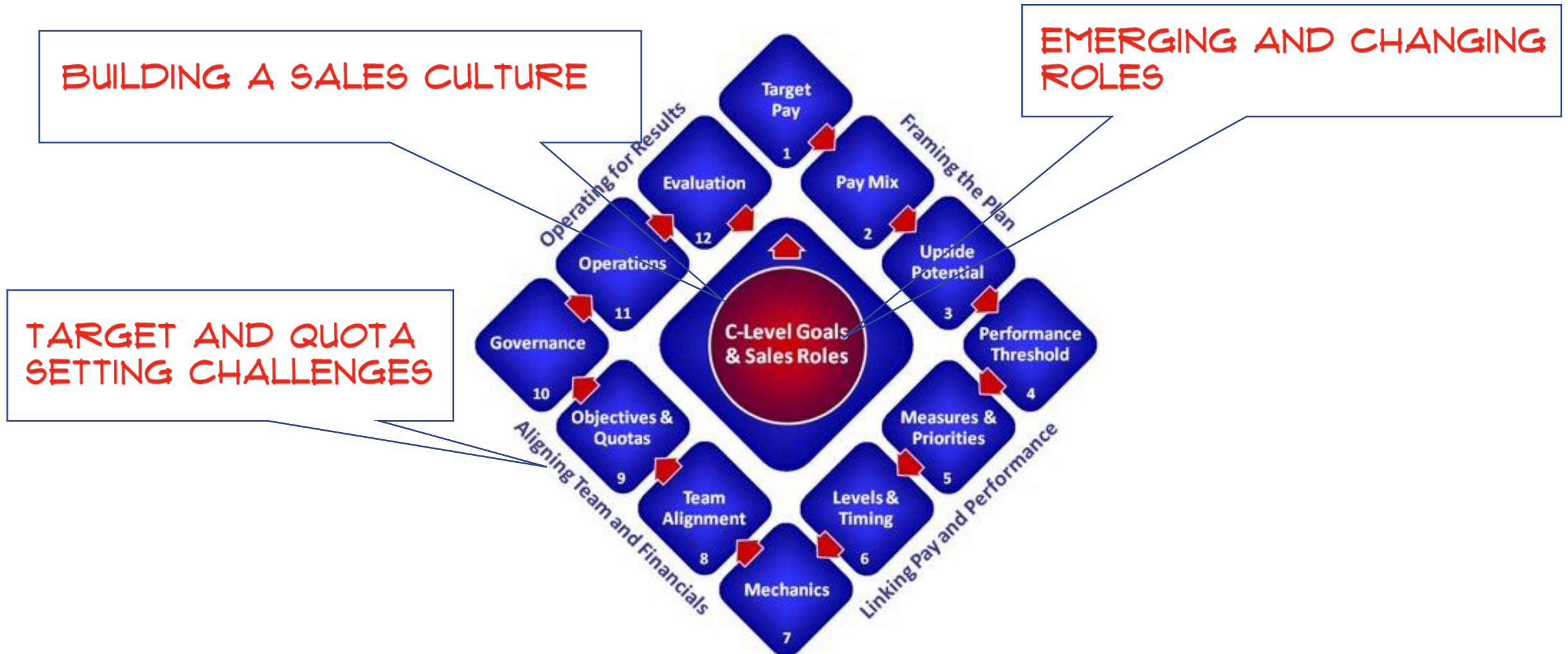
- 5 offers for every job applicant today
- Companies begin to hire the best sales talent – inside sales
- Applicants asking for increases in pay 20% or more
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RESPONSES

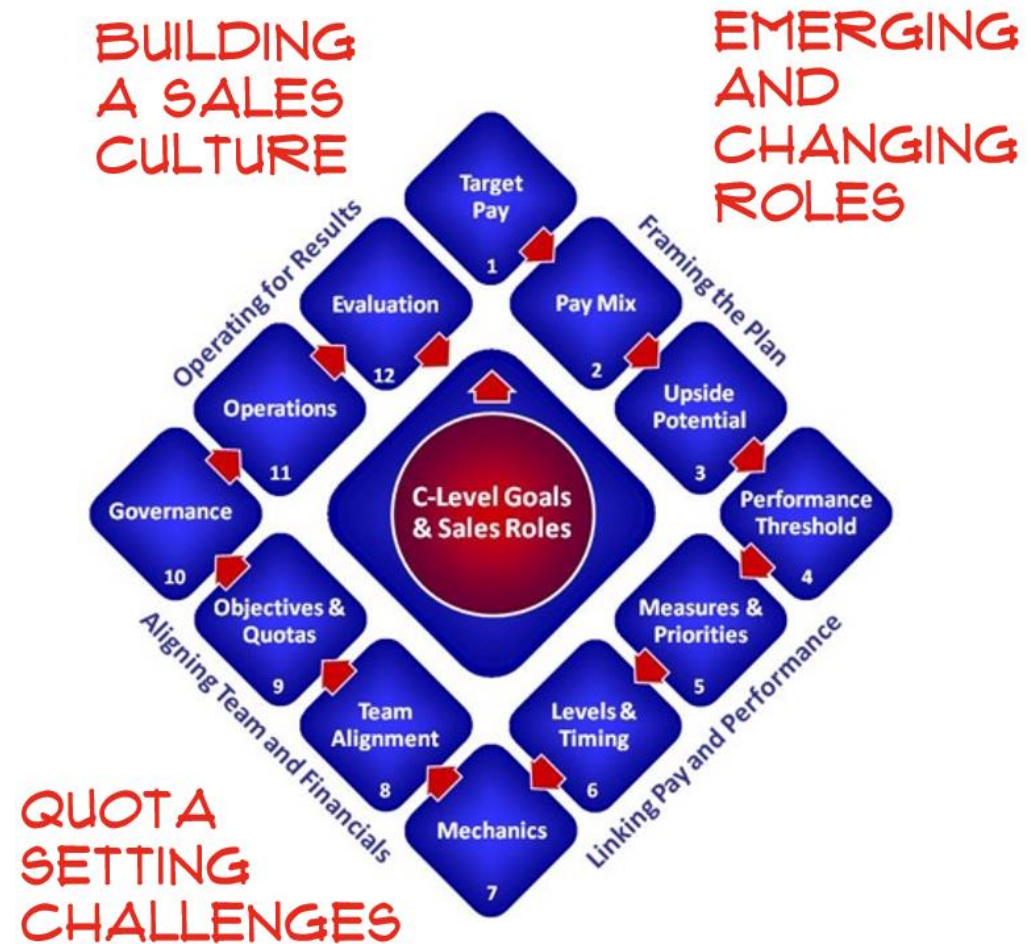
- ✓ Pay for performance plans become a priority
- ✓ Corporate shift to “A sales culture”
- ✓ More aggressive pay mix
- ✓ Rethinking incentive eligibility

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



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Toughest Challenges**
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