

Getting the best out of your sales force



Getting the best out of your sales force

Change is relentless. Companies are undergoing transformation like we have never seen before. Nontraditional competitors are emerging and rapidly affecting the market. Entrenched business models have never been more vulnerable. Technology is both opening up new sales channels and disrupting traditional models. Yet, amid all of this change, for most companies, sales and service employees remain the most intimate link with customers and are best placed to drive enduring customer relationships and sustainable, profitable growth.

Although your sales and service employees are the embodiment of your go-to-market strategy and the primary face to customers, managing these teams expertly and getting the best out of them is more complex and challenging than ever. In our experience, no single solution is the “silver bullet” that provides the sales lift organizations seek. Instead, we find that a broader set of thoughtfully integrated approaches is a better path to sales effectiveness.

In our experience, no single solution is the “silver bullet” that provides the sales lift organizations seek.





The Willis Towers Watson approach

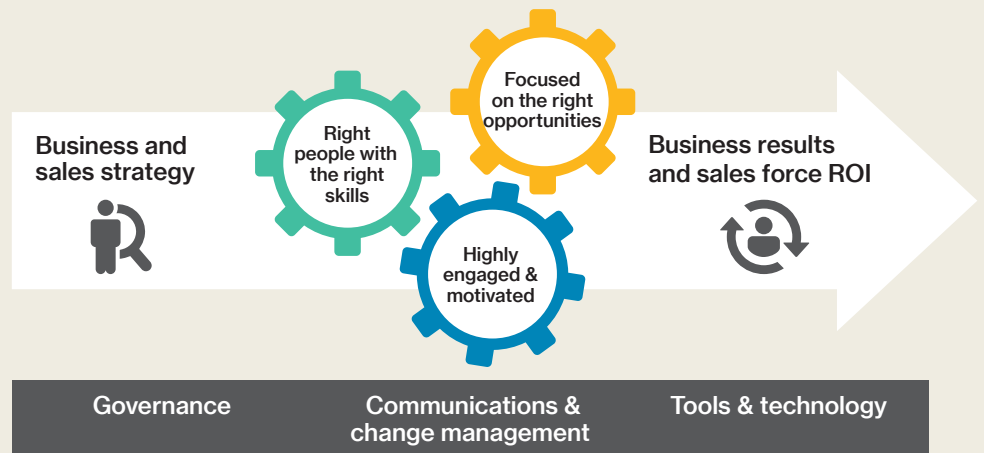
Effective management requires more than motivating the sales force – it's about putting the right people in the right places, pointing them in the right direction, enabling them to be successful and sustaining their engagement at the right cost.

Willis Towers Watson's Sales Effectiveness and Rewards practice works with a highly diverse mix of companies, differentiated by industry, geographic scope and scale, stage of development/maturity and sales strategy. Our clients' business priorities and success criteria vary, and their aspiration for change spans from incremental to transformational. Our clients require solutions and counsel tailored to their particular situations and needs.

To deliver appropriately tailored solutions, we begin by gaining clarity regarding your company's chosen sales strategy:

- Where are the opportunities for growth and profitability across customer segments and solutions/ offerings?
- What does optimal design look like for the sales organization, selling roles and coverage models?
- How do you need your salespeople to interact with (external and internal) customers to ensure successful execution of your business strategy?

Willis Towers Watson's model for sales effectiveness



We then apply the breadth and depth of our insight and expertise to help you transform business and sales strategy into financial results. We help you to:



Our expertise includes:

- Assessing both current and potential talent for best fit with roles
- Developing sales competencies and role profiles
- Identifying critical skills in need of development
- Creating job architecture and career frameworks
- Managing sales force performance beyond financial results and compensation
- Setting competitive pay levels to attract the desired talent profile
- Aligning the sales employee value proposition



We can work with you on:






- Defining sales roles and organizational structure
- Deploying your sales coverage model and aligning your roles with different customer segments
- Developing the sales engagement process or playbook to ensure that people know what their responsibilities are at various stages
- Establishing rules of engagement that define how handoffs or interactions with codependent roles should work



We are well positioned to help you:

- Assess the strengths, weaknesses and opportunities of your incentive plans
- Conduct risk assessment audits
- Develop new and improved incentive plans and recognition programs
- Construct frameworks and playbooks that enable decentralized design teams to create plans that comply with your corporate guidelines and align with competitive best practices
- Prepare communication material
- Deliver training events to equip managers
- Create approaches for allocating quotas more effectively

Our approach to assisting you can include:

<p>Workforce insights</p> <p>Gathering input and perspectives from your employees through web-based surveys, in-person focus groups or confidential one-on-one conversations</p> 	<p>Executive facilitation</p> <p>Understanding executive needs and expectations, and facilitating consensus</p> 	<p>Communication and change management</p> <p>Embedding communication and change management techniques in the process at the start so that change is proactively managed</p> 	<p>Compensation governance</p> <p>Establishing processes for plan review and redesign, with clearly defined responsibilities, decision rights and timing to ensure sustained improvements in plan effectiveness</p> 	<p>Compensation tools</p> <p>Creating important tools that can provide ongoing visibility for managers and sales people to results and plan administration</p> 
---	--	---	--	---





Our Sales Effectiveness and Rewards consultants are skilled at translating the unique growth needs of your business into effective sales management programs.

Why Willis Towers Watson?



Global and local

We help clients around the world solve today's most difficult issues. Willis Towers Watson has the most well-established global team of dedicated Sales Effectiveness and Rewards consultants with presence in over 35 countries. This enables us to work with global organizations to develop programs and solutions uniquely suited to the culture of both the company and the country since these local resources are familiar with local practices and the regulatory environment.



Proven results

Willis Towers Watson has a proven track record in designing and implementing sales force programs across diverse industries and global geographies. With motivated and focused salespeople, you can increase performance, better execute go-to-market strategies and further improve the return on your Total Rewards.



Deep expertise, tailored solutions

Our experienced team collaborates with you to solve your toughest challenges, such as increasing productivity and identifying the traits of top performers. We provide tailored consulting services to the world's leading companies across various industries, including financial services, high tech, telecommunications, pharmaceuticals, life sciences, manufacturing, consumer products, retail and media/entertainment.



Unparalleled surveys and innovative research

We have the largest database of compensation pay data in the world. We combine innovative thinking with proven business analytics and research to look at the performance and efficiency of your sales force in new ways. And as public scrutiny of risk management intensifies, Willis Towers Watson has the robust framework and tools to evaluate your incentive programs for excessive risk.

Our research has guided the development of practical, fact-based recommendations that foster higher sales performance. For example, our most recent study of sales effectiveness analyzes the human capital factors that drive the results of high-performing sales organizations. Our research routinely tracks and studies the drivers of attraction, retention and motivation in salespeople around the world. We regularly publish white papers, articles and blogs that are readily available through our own and third-party web sites.



Full implementation capability

A solution is only as effective as its implementation. When needed, our Sales Effectiveness and Rewards practice draws on expertise from our multiple business lines – such as talent management, communication, change management and implementation – to address the unique issues of our clients.



A holistic approach

We understand the importance of an effective sales organization to both your top and bottom lines, and our work is guided by our well-established business acumen. Our senior team brings a rich and healthy blend of consulting and practical industry experience to help drive improved sales results for your company.

Our well-established team of dedicated Sales Effectiveness and Rewards consultants, with presence in over 35 countries, and access to unparalleled surveys and innovative research, provides a healthy blend of consulting and practical industry experience.





About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has over 40,000 employees serving more than 140 countries. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at willistowerswatson.com.



willistowerswatson.com/social-media

Copyright © 2018 Willis Towers Watson. All rights reserved.
WTW-NA-2018-WTW77248

willistowerswatson.com

Willis Towers Watson