

Accelerating the Growth of Top Sales Talent

Driving Sales Transformation for Effective Full-Portfolio Selling

Revenue
↑ \$1.4B

Challenge

A provider of customer experience and call center solutions was facing inefficiencies and effectiveness gaps in its sales organization after aggressive M&A activity. They found that newly merged teams had difficulty securing full-portfolio sales, which was a crucial driver of the company's post-M&A growth strategy. While existing enablement programs prioritize rapid onboarding, product specialists lack ongoing employee development that allows them to grow into strategic portfolio advisors.

Opportunity

The company identified several key steps to unlock their growth potential:

1. **Identify competencies** required for high-performing, full-portfolio sellers.
2. **Develop hiring profiles** to fill capability gaps in the current sales team.
3. **Conduct talent assessments** for front-line managers to ensure effective leadership for team development.
4. **Create comprehensive development plans** spanning the entire employee lifecycle.
5. **Establish performance management dashboards** to track accountabilities and competencies.

SBI Response

SBI partnered with the company to drive sales transformation and enable effective full-portfolio selling. The first step was the development of global sales competencies for over 1,000 sellers and front-line sales managers across multiple geographical regions. This was followed by talent assessments to uncover gaps in product expertise, full-portfolio value proposition messaging, and sales leadership capabilities. The assessment revealed that only 17% of the sales organization met the criteria for A-players, falling below the industry benchmark of 30%. To address these challenges, SBI helped the company to create competency-driven hiring profiles to attract and onboard sales talent capable of delivering successful full-portfolio solution sales. The next step was to set up a Sales Manager Academy and implement a 3-level certification process, with the goal of empowering front-line managers to identify and address development gaps within their teams. Together with the sales transformation, the company also developed a comprehensive sales playbook to equip the sales organization with the necessary tools for engaging the right buyers, delivering the right messaging, and creating compelling business cases to key decision-makers.

Key Results



2x

Increase in
Enterprise Value



15%

Decrease in
Regrettable Attrition



25%

Increase in A-player
distribution