

ELIMINATING BARRIERS TO BEING THE BEST



SHIFT's Performance Works Program

CLIENT

A global wealth management company and market leader with strong brand recognition saw significant variability in performance across key sales roles in the organization. They had invested significantly in tool upgrades, and leadership knew they could perform at higher levels. Additionally, they had acquired another large business, and were facing significant changes internally, and with respect to the market. They needed to ensure their go-to-market strategies would create growth at the needed pace and appropriate levels of scale. They sought improvements enabling the team to handle a two to three-fold volume increase.

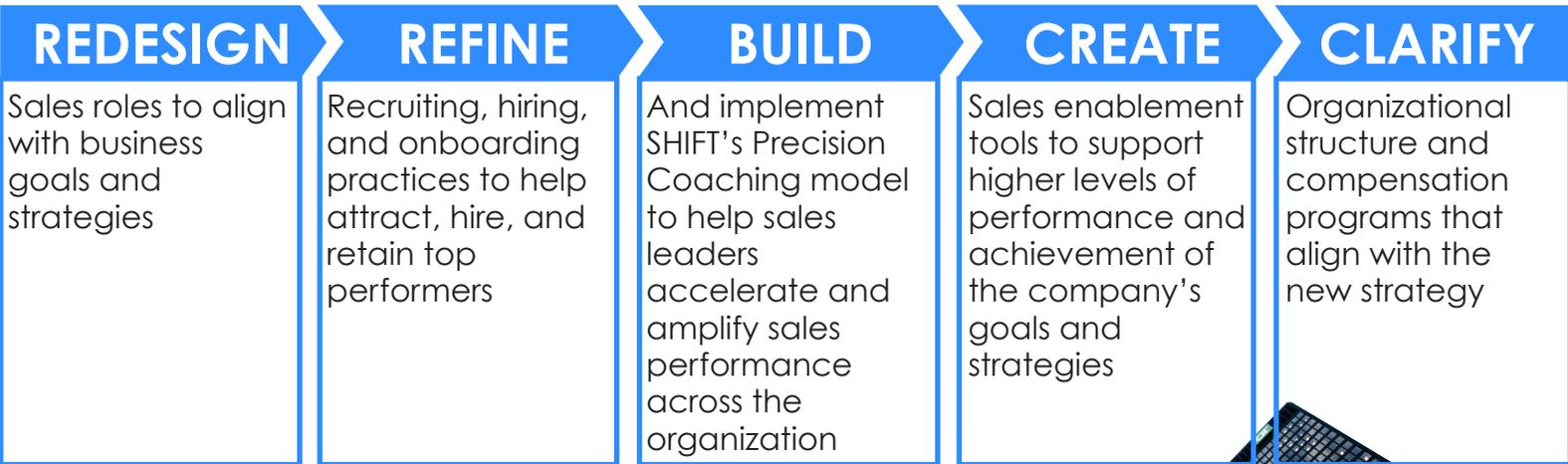
CHALLENGE

The client did not have clarity or alignment on the definition of high performance in critical sales roles and lacked transparent and scalable approaches to attract, grow and retain high performers throughout the field. Many in the field salesforce lacked the ability to leverage their advisor sales channel and demonstrate value enough to effectively form strategic relationships with advisors. Some of the salesforce lacked required bandwidth or focus to deliver differentiating value propositions: superior products, long-term impact for clients and plan participants, and unmatched industry expertise.

APPROACH

SHIFT conducted a study of the field salesforce, leveraging our Sales Optimization Program, revealing key barriers to performance adversely impacting their ability to consistently meet and exceed company expectations, as well as critical accomplishments produced by top performers that could be leveraged across the salesforce. Barriers included misalignment between goals, compensation, and expectations, difficulty in training people in a timely fashion, too many custom processes and lack of standardization, tactical instead of strategic operation, and eroding culture and morale.

Based on the study, SHIFT designed and implemented a comprehensive approach to optimize effectiveness of the field salesforce with multiple change levers being simultaneously pulled. SHIFT's solution included:



IMPACT

