



**Case Study
Examples of
Problems We Solve**

Stop the Turnover

Significant turnover was stopping a client from growing and producing ROI. Refining the sales hiring process improved retention and tripled revenue.

Business Problem

Significant sales team turnover was preventing a client from growing. Braveheart Sales Performance was engaged to improve their hiring efforts and help the company grow through sales.

Approach

Braveheart evaluated the sales management team first. Then we analyzed and defined characteristics that made a salesperson effective in this company. Finally, we developed a repeatable hiring process to make it faster and more effective for managers to bring on new salespeople.

Solution

By evaluating the sales leadership team, we found gaps in sales leadership skills. In response, we developed a sales leadership coaching program to help sales managers coach salespeople, hold them accountable, and onboard newly hired salespeople.

To improve sales hiring effectiveness, Braveheart carefully analyzed the company's top- and underperforming salespeople. Based on the findings, we created a customized salesperson profile. Then we used the profile to carefully craft job ads and recruit candidates with powerful indicators of success.

We taught a systematic and repeatable hiring process to all team members involved in hiring salespeople. The hiring process now leverages the #1 rated sales assessment tool; it's used early in the sales talent screening process to effectively and efficiently narrow the candidate pool.

Results

1. The company learned to hire more effectively and efficiently, which helped it retain salespeople. Better hiring practices also reduced the cost and energy associated with recruiting, hiring and onboarding unproductive reps.
2. Salespeople hired using Braveheart's process earned more revenue for the company compared to previous hires. In their first month on the job, average revenue per rep was 122% higher and average recurring revenue was 339% higher.
3. By their fifth month on the job, reps hired using Braveheart's process were generating 219% more average revenue than those hired in the prior two years, and their average recurring revenue was 48% greater.

Fighting the “Commodity” Mindset

A Braveheart Sales metal fabricating client was tired of having its products shopped like commodities and also wanted to expand into new industries.

Opportunity

A metal fabricator suffered from its products being shopped like commodities. Selling to the auto industry had turned into a bad habit of responding to RFP's with limited success. And, they had not successfully expanded into new industries as desired. The sales team included both technical experts as well as pure business developers. And there was frustration at the board level related to stagnant results.

Approach

Braveheart embarked on a process of data-driven analysis to first understand the abilities of the team to determine what could be expected of the individuals. Then an analysis of the infrastructure including reporting metrics, accountability measures, and process used was completed.

Recommendation

The team showed tremendous upside potential as Braveheart recommended that the existing team be developed to improve results. Braveheart created a specific plan of attack for those clients and prospects that treated the company's products as commodities, while simultaneously embarked on a development plan to improve traction in new industries. As part of the action plan Braveheart led a comprehensive development process to improve communication skills, specific sales skills, and eliminate weaknesses in sales execution.

Results

The team recorded results beyond expectations, including recording its second highest sales month in the company's 65-year history. The team communicated better internally, became more successful at attacking prospects on different fronts to eliminate the “commodity” mentality. The company successfully moved into new industries and gained traction so as to successfully reduce concentration in the auto industry.

The president provided this recent feedback: *“We just concluded our YE meetings with our Board of Directors. All agree that the sales department made the most strides of any group this year, and are at a point where they are setting an example for the future thanks to Braveheart Sales Performance.”*

The Right Sales Manager Coupled with Sales Team Skill Building: A Winning Combination

Braveheart Sales Performance was engaged by a client to help the sales team execute at a higher level in a newly created division.

Opportunity

The owner of a newly created security alarm company was frustrated with languishing sales and believed outside help was needed.

Approach

Braveheart began by evaluating the existing sales team using data-driven sales-specific tools to evaluate the people, processes and systems within the sales team, while calculating the upside potential of the team. Once the opportunities on the team were identified Braveheart could construct customized recommendations that would maximize the potential of the entire team.

Recommendation

Based on the analysis completed, Braveheart determined that the sales manager would likely struggle leading the team to execute at the highest level and also determined that the team lacked necessary sales skills, which would prevent them from executing at the highest level. Braveheart began providing sales skill training to the entire team and sales leadership coaching to the sales manager with a close eye on the progress of all individuals on the team. Ultimately, it became evident that, as predicted, the sales manager was not well-suited to lead the team and would not be able to easily overcome his weaknesses. Therefore, Braveheart was engaged to assist in establishing a process to more effectively and efficiently select a new sales manager as replacement. Primarily, Braveheart helped the owner avoid making another hiring mistake.

Results

There were four major results from these efforts.

1. The sales manager was replaced with an experienced sales leader who was able to reinforce the skill-building training that Braveheart had embarked upon with them.
2. The former sales manager elected to stay as a salesperson, which was a position he was well-suited for, and was soon executing at a higher level than any salesperson had previously executed.
3. The team's sales increased dramatically each month to the point that a year following the inception of the program the monthly sales were 375% higher than the same month in the prior year.
4. The owner rested easy with no worries, confident that revenue would continue to expand and support new endeavors.

Reducing Reliance on the Sales Manager's Sales

A Braveheart Sales industrial client company had promoted their best salesperson to manager while the company was too dependent on his sales.

Opportunity

Industrial Co. was stuck in a situation where 71% of its new sales in one of their divisions was coming from one individual – the sales manager. The manager was fairly new in the role and was ill-equipped to truly coach and manage his salespeople. He lacked the tools and resources to effectively drive the sales through the team. Additionally, the sales of the rest of the team were below acceptable.

Approach

Braveheart began the engagement with a thorough, objective and data-driven process to evaluate the potential of the individual salespeople as well as the potential of the sales manager to truly become a leader and coach. Further, Braveheart identified the challenges that each of the individuals might face in his efforts to improve.

Recommendation

Braveheart recommended the implementation of a specific selling process to improve the entire team's effectiveness and efficiency in selling. Additionally, we recommended instituting a process of accountability and provided tools and templates to make it easy for the sales manager to hold his salespeople accountable to a certain activity standard, which incorporated using leading indicators as opposed to just lagging indicators (closed sales).

Results

There were four major results from these efforts.

1. Equipment sales increased 85% over the prior year.
2. The manager's sales contribution decreased from 71% to 41% which means the salespeople increased their contribution from 29% to 59%.
3. The salespeople are more energized than ever, continuing to produce record-breaking sales results.
4. The sales manager has grown into a leader and coach, and can now focus on strategic initiatives creating a more lasting impact.