



# The ACME Case for Sales Coaching



**xvoyant**





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## The Impact of Sales Coaching at ACME

The catalyst for compound growth isn't more tools, training or people. Coaching moves the needle by doing more with what you have.



As sales organizations have evaluated new ways to stimulate sales performance, leaders have turned to innovations in many different technologies and training approaches. As the availability of Business Intelligence and Sales Technologies have grown significantly, quota attainment has fallen for the past six consecutive years.

This struggle to achieve quota at scale amid all the technological and Big Data advances makes an important point clear: Data doesn't improve performance, people do.

As a result, sales coaching has emerged as the discipline that drives revenue growth more predictably and sustainably than any other business discipline. The case for coaching has been studied in depth by leading research and sales consulting organizations. These studies serve as a baseline hypothesis for an organization's business case for coaching.

Consider these results from recent studies:

- Sales organizations with strong sales coaching discipline **create 18% more revenue than organizations with average to below average sales coaching** (CSO Insights.)
- **High performing Sales organizations spend 20% more time sales coaching** than their average performing peers (Sales and Marketing Magazine.)
- Sales organizations with dynamic sales coaching have **win rates 28% higher** than those with informal sales coaching (CSO Insights.)
- Organizations adding coaching to their training efforts **perform 4X better** than those conducting training without coaching (CEB.)
- **Intent to stay with a sales organization** inside every performance band is driven primarily by the quality of coaching a rep receives. For example, Star performers are 57% more likely to stay

with an organization and 30% more likely to leave depending on the strength of coaching they receive (CEB.)

While results like 18% increased production is meaningful enough for any organization to take seriously, this impact is even more relevant to large-enterprise organizations like ACME Explosives.

According to the 2016 Annual Report, ACME generated just over \$264MM in sales. An increase of 18% for the \$264.1MM would translate to **\$311,593,750** in sales, or an increase of over **\$47.5MM**. While this number is impressive, it is even more insightful to consider that the ACME enterprise reported missing their sales goal by just 4%, or \$12.2MM.

Coaching has the potential to help ACME not only increase sales to the point where they meet and beat goal, coaching also can help ACME in several ways worth consideration.

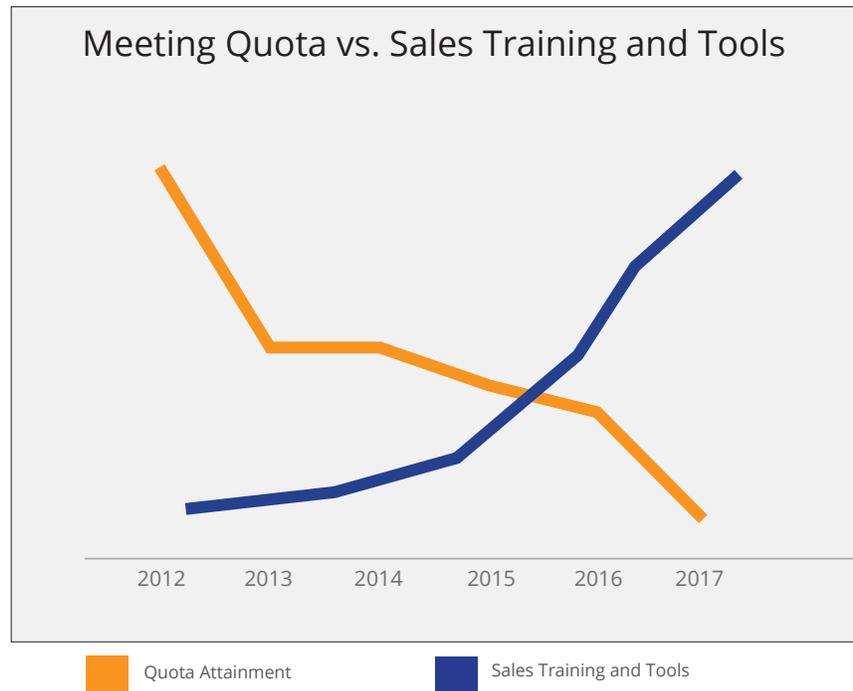
The purpose of this report is to create a realistic understanding of how coaching can help ACME generate more revenue, create measurably more engagement with the sales team, and ultimately create a stronger, more meaningful customer experience with the clients that choose to do business with ACME.

To evaluate the degree to which Coaching can create value for ACME, Xvoyant will create several scenarios around well-documented ways Coaching has created value for large enterprise organizations:

1. The Economics of Quota Attainment
2. The Economics of Engagement
3. Other Considerations

To help tailor these scenarios for the ACME team, ACME provided data to the Xvoyant team to use in creating this confidential report. The assumptions provided by Vodafone are shared in the next section of this report.

Finally, this report is targeted to the Enterprise Sales function. While the impact of coaching in the consumer and other divisions of ACME likely will be similar, this report is for the Enterprise Sales team.



Source: Miller Heiman Group, Xvoyant

## ACME Today

ACME is the leader in creating explosives for a number of markets including Mining, Construction, and Mass Destruction. With thousands of customers and hundreds of product offerings, ACME has a strong base. However, in recent years, sales have flattened and quota attainment has slipped.

## Assumptions Provided by ACME

In 2017, sales grew but missed target by 18.7%, or \$121.8MM. This performance was driven by the following data points provided by ACME:

- # of Reps: 500
- % hitting goal: 40%
- Ave quota size: \$650,000
- Ave revenue per customer: \$115,000
- Win Rate: 38%

- Length of Sales Cycle: 155 Days
- Salesperson turnover: 24%

These data points were used to create the baseline for the analysis on how coaching potentially can create value for the ACME Enterprise Sales team.

# The Economics of Quota Attainment

Nothing can drive the success of an organization like a sales team hitting quota.

Based on the data provided by ACME, 40% of their sales team has hit their goal at this time. A normal distribution of Salespeople would have 5% of these salespeople in the “Stars” category and 15% in the “High Core” category. 20% typically fall in the “Core” category and the remaining 60% of the salespeople are split between “Low Core” and “Poor.” The normal distribution looks like the curve shown in Figure 1.

World-Class coaching systems are most effective when they help leaders and reps identify where they are on the quota attainment distribution and tie the activities, skills, and sales stages required for the identified level of quota attainment together in a way that facilitates “what if” planning and goal setting.

Well-conceived and executed coaching strategies should intentionally help each rep move through this distribution curve. Coaches should help “High Core” reps become “Stars,” “Core” reps become “High Core,” “Low Core” reps become “Core,” and “Poor” performers become “Low Core” performers. This segmented approach simplifies the coaching process and facilitates action-oriented coaching with impact that is easy to visualize.

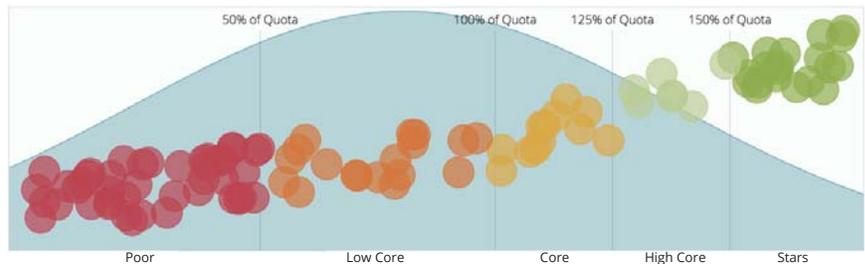


Figure 1

## Current State:

In the current state, ACME's Sales Distribution consists of:

2017 Reps	
Total	500
Star	25
High Core	75
Core	100
Low Core	150
Poor	150

Table 1

Numbers	
Revenue Per Rep	\$528,125
Reps Hitting Quota	200
Reps Missing Quota	300
Total Quota	\$325,000,000
Sales Goal	\$276,062,500
Total Sales	\$264,062,500
Quota Coverage	96%
Missed Revenue	\$12,187,500

Table 2

The Annual Sales Goal for ACME was \$276,250,000. Sales came in at \$264,062,500, a miss of 4%. While 4% may seem like a relatively low number, for most enterprise organizations this is a number of significance. In this case this represents \$12.2MM. This miss has the potential to cause damage to ACME in a number of ways.

As a result, ACME is committed to taking steps to reclaim this missed revenue. A traditional way to try to capture the missing 4% or \$12.2MM would be to hire more salespeople. To achieve \$12.2MM on quotas of \$650,000, ACME would need to hire **19 new salespeople**. Given the average salary of the salespeople, fully loaded with benefits, employer costs, and equipment costs, this will cost ACME approximately \$2,437,500.

## A “Risky Business”

Using hiring as the primary growth lever is a risky proposition given ACME would need to have 100% of these hires achieve goal in their first year with zero turnover. Given only 40% of the team currently hits goal and given the existing 24% churn rate, this is a plan with a low likelihood of success.

Coaching provides an effective alternative to reaching new sales results. By focusing on moving reps through the performance distribution curve, sales managers can take a more tactical approach to helping their respective teams level up.

This approach makes it possible for sales leaders to have almost limitless approaches to intentionally improving and creating a pathway to success with their salespeople. To illustrate this point, Three sample scenarios have been developed to consider.

### Scenario 1: 10% growth in each segment.

Growth by 10% in each segment is a good starting place. Given studies show companies with strong coaching achieve 18% more production than those with poor coaching, this is a realistic goal for a sales organization. (See Figure 2.)

Coaching with these results would create the following impact, shown in Table 3.

This strategy is a successful one. This strategy added \$26.4MM in sales, pushing the team to 105% of goal. The \$12.2MM shortfall becomes a \$14.2MM windfall. Perhaps even more

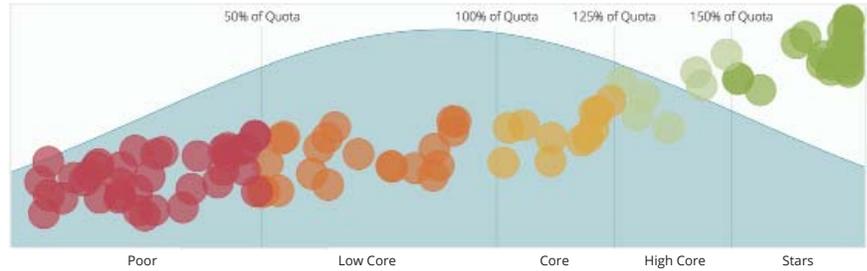


Figure 2

	Original	With Coaching
Star	\$24,375,000	\$26,812,500
Star Lift		\$2,437,500
High Core	\$60,937,500	\$67,031,250
High Core Lift		\$6,093,750
Core	\$61,750,000	\$67,925,000
Core Lift		\$6,175,000
Low Core	\$73,125,000	\$80,437,500
Low Core Lift		\$7,312,500
Poor	\$43,875,000	\$48,262,500
Poor Lift		\$4,387,500
Total Sales	\$264,062,500	\$290,468,750
Total Lift		\$26,406,250
Quota Attainment \$		105%
Revenue Per Rep		\$580,938
Rev. Per Rep Increase		\$52,813

Table 3

impressive, Revenue per Rep moves from \$528,125 to \$580,937 or an increase of \$52,813 per rep. The cost to achieve this growth of \$52.8M was not fueled with additional FTE, instead it came through coaching. This is a source of extremely profitable growth. Using coaching to achieve targeted sales numbers is a very successful strategy.

### Scenario 2: No growth in stars, each other group moves half of their salespeople up

This is an interesting strategy.

Many organizations choose to leave their star performers alone and focus their coaching efforts on those not hitting goal. In this case, ACME chooses to not coach the stars, but coach each of the other segments. The coaching strategy is to move 50% of each group up to the next level. Intentionally helping salespeople achieve next level performance is the hallmark of the world’s best coaching strategies. With the segmented approach it is not only possible, this approach inspires salespeople. Here’s the impact of this approach:

	Original	With Coaching
Star Reps	25	63
Star Sales	\$24,375,000	\$60,937,500
Star Lift		\$36,562,500
High Core Reps	75	88
High Core Sales	\$60,937,500	\$71,093,750
High Core Lift		\$10,156,250
Core Reps	100	125
Core Sales	\$61,750,000	\$81,250,000
Core Lift		\$19,500,000
Low Core Reps	150	150
Low Core Sales	\$73,125,000	\$73,125,000
Low Core Lift		\$0
Poor Reps	150	75
Poor Sales	\$43,875,000	\$21,937,500
Poor Lift		-\$21,937,500
Total S2 Sales		\$308,343,750
Total S2 Lift		\$44,281,250
# Reps Hitting Quota	200	275
Quota Attainment (\$)	96	112%
% Reps Hitting Quota	40%	55%
Revenue Per Rep	\$528,125	\$616,688
Revenue Per Rep Increase		\$88,563

Table 4

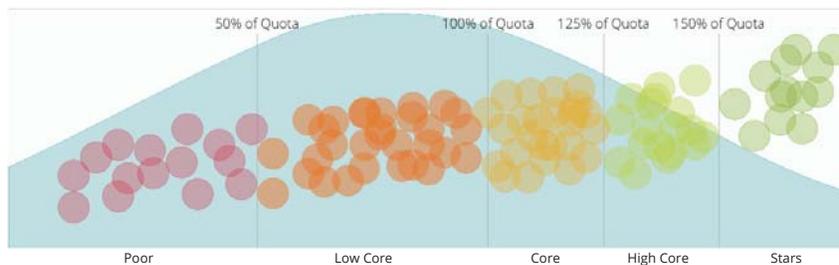


Figure 3

This strategy is also very successful. The 4% quota miss becomes beating goal by 112%. The \$44.3MM lift transforms the \$12.1 shortfall into a surplus of \$32MM. A few key characteristics of this coaching approach:

- Even without the growth of the stars, coaching creates growth of 16%!
- Revenue per rep moves from \$528,125 to \$616,688

or an increase of \$88,562 per rep.

- Number of reps hitting quota moves from 200 to 275, or growth of 15%.
- The value of helping High Core move into Star is significant. Even without coaching the stars the Star segment grew by over \$36.5MM due to so many moving in to the category.

The value of intentional improvement is very noticeable in this scenario. Leaders don't have to focus on the growth number in terms of dollars or percentages if they are able to move enough of their reps in a predictable way. In this scenario, using coaching to achieve target distributions of salespeople provided extremely predictable results.

## Summary

Adopting a segment-based coaching strategy is a strong alternative to attempting to hire their way to success at ACME. Using distributions provided by the company and assumptions significantly lower than industry benchmarks, ACME can expect to generate enough revenue to hit goal at a minimum.

A more likely scenario is ACME will be able to achieve growth of 15-20% without hiring additional FTE.

Coaching will drive key metrics including

- Improvement of more than \$50,000 Average Revenue per Rep.
- Increased sales of over \$26 Million
- 15-20% increase in number of salespeople hitting quota
- Limited increase of FTE.

Achieving increases of over \$50,000 per salesperson for the 500 person sales team by developing coaching skills for the 50 sales leaders at ACME is a low cost-high return initiative. These drivers of the Economics of Quota Attainment are only the first of several drivers of value through coaching.

## The Economics of Skill Development

Success doesn't come from doing everything. Success comes from doing the right things and doing them well.

Great coaching systems don't focus on "deal chasing." The most successful sales coaching systems are centered on improving the activity mix and skill sets of each individual salesperson. The Segmented Sales Distribution approach makes it easy to focus on the building blocks of "next level" performance. With the visual base of where a rep is on the Sales Distribution, a coach can connect with a salesperson's desired level of sales performance.

For example, a leader could start a coaching session by asking the salesperson where their desired performance level is. Someone in "Low Core" might say "High Core by year end." Armed with this information, the sales leader is now able to have an impactful conversation with the salesperson. Now, the coach and salesperson can evaluate the activities and skills of the salesperson relative to the activities and skills of those in the Core or High Core groups and make intentional changes to how the rep fills their day with activities or identify key skills that could transform the effectiveness of the activities being conducted.

Every activity tracked in Salesforce can be benchmarked to help a salesperson see the difference in their activity mix vs. that of the target performance group.

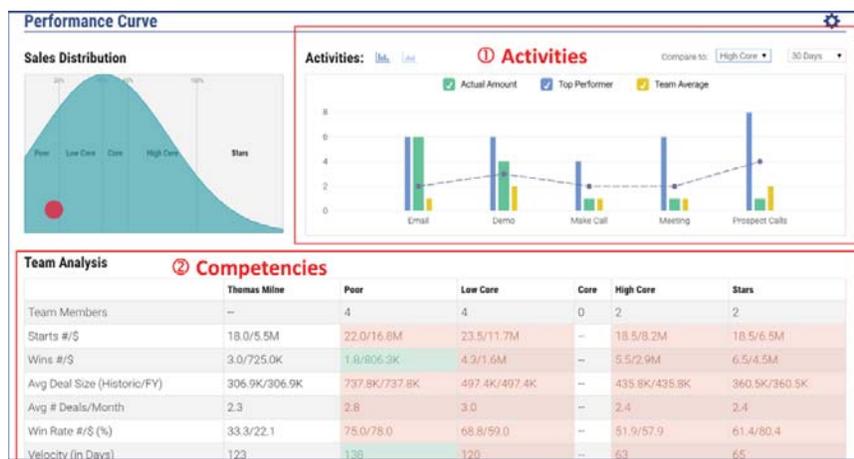


Figure 4

This helps the salesperson and sales leader understand if more activities are required (work harder) or if a different activity mix is required (work smarter.) Since the conversation starts with the salesperson identifying where they want to be, this activity conversation is meaningful and impactful since the salesperson can diagnose possible areas to drive the journey to the "next level."

After evaluating the activity mix driving "Next Level" performance, the salesperson and sales leader can evaluate the key competencies common with "Next Level" performers. Key competencies driving performance include:

- Number of opportunities in the pipeline

- Revenue per customer
- Win Rate
- Length of Sales Cycle

Each of these competencies are driven by multiple activity types. Improving these competencies will drive sales results in very specific ways. As a result, coaching to the activities and skills that drive these competencies provides a framework for predictable success we can easily model.

Customer revenue can be modeled with the formula shown in Figure 5:

This structure simplifies the coaching process and allows the leader and salesperson to target the specific skills to

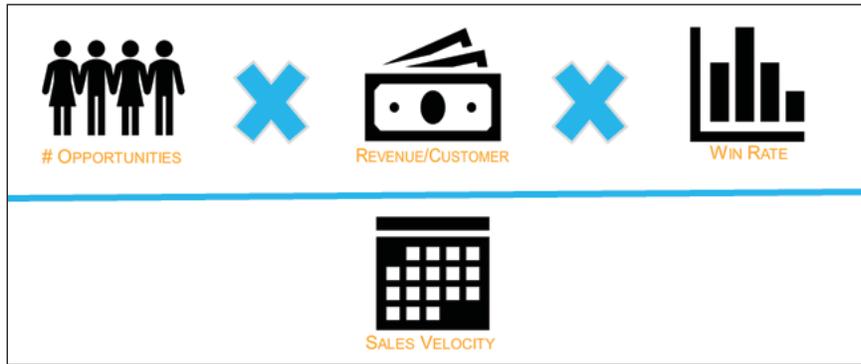


Figure 5

develop and the impact they can expect to see. For example, if a salesperson improves each of these drivers by 10%, the formula would be:

(10% increase in # of opportunities x 10% more revenue per customer X 10% better win rate) divided by (10% reduction in sales cycle time.)

This scenario would be:

$$(1.1 \times 1.1 \times 1.1)/(.9)$$

This scenario would result in a 48% increase in sales. Coaching has the ability to generate significant gains by focusing on the skills that drive the process. As a result, a coach and representative can model outcomes like this:

## Context

If each driver is improved by just 10%, the result is a 48% improvement.

48%

## Where do we go from here?

### Set Increases

	Current	Predicted	
Avg # starts/month	2.7 + 010 %	= 2.9	<input type="range"/>
Avg start size in \$	455800.0 + 010 %	= \$501380.0	<input type="range"/>
Win Rate	50% + 010 %	= 60 %	<input type="range"/>
Velocity	110.1 - 010 %	= 99.0	<input type="range"/>
<b>Change 48%</b>		<b>Increase (FY) \$409K</b>	

### Sales Distribution



Figure 6

This allows the sales leader and salesperson to model different “what if” scenarios that would lead to desired performance levels to the salesperson.

### Skill Development at ACME

ACME provided the following data points for the key competencies:

- Reps: 500
- Pipeline Opportunities per Rep: 8
- Revenue per Customer: \$115,000
- Win Rate: 38%
- Length of Sales Cycle in Days: 118 Days

By plugging ACME’s values into the Lift Equation, we can model what a 10% or 5% improvement in the four competencies will create for the ACME team. See Table 5.

To realize just how powerful these competencies are to the ACME sales team, consider the dollarized value of these improvements of 5 or 10 percent if applied to the current sales team results, as seen in Table 6.

The \$12.2MM shortfall from \$264MM in sales is overwhelmed with the lift that comes from even small improvements in these 4 disciplines.

This lift assumes all 500 salespeople modify their key growth competencies by either 5 or 10 percent.

To see the impact if coaching was done with fewer numbers of salespeople, consider the distributions in Table 7.

Driver	Baseline	10%	5%
Reps	500		
# Pipeline Opportunities Per Rep	8	8.8	8.4
Revenue per Customer	\$115,000	\$126,500	\$120,750
Win Rate	38%	41.8%	39.9%
# Days of Sales Cycle	118	106.2	112.1
Target Lift		<b>48.0%</b>	<b>22%</b>

Table 5

Reps	500
Current Sales	\$264,062,500
10% Skill Improvement	\$390,519,097
10% Skill Lift	\$126,456,597
5% Skill Improvement	\$321,774,054
5% Skill Lift	\$57,711,554

Table 6

Reps	500	400	200	100
Current Sales	\$264,062,500	\$211,250,000	\$105,625,000	\$52,812,500
10% Skill Improvement	\$390,519,097	\$312,415,278	\$156,207,639	\$78,103,819
10% Skill Lift	\$126,456,597	\$101,165,278	\$50,582,639	\$25,291,319
5% Skill Improvement	\$321,774,054	\$257,419,243	\$128,709,622	\$64,354,811
5% Skill Lift	\$57,711,554	\$46,169,243	\$23,084,622	\$11,542,311

Table 7

Even if only 100 reps are coached to improve their competencies by 5%, this almost covers the revenue gap of \$12.2MM. Salespeople that are coached this way will in effect look for:

- 1 additional opportunity
- Between \$5,000 and \$10,000 additional revenue per customer
- Winning between 1.5% and 3% more often

- Winning 6-11 days faster

The ACME sales leaders can help each salesperson modify their activity mix and develop slightly augmented skills to achieve these small improvements.

These 4 improvements done with consistency will add between \$11.5MM and \$126MM in new revenue to ACME simply by focusing the coaching conversation.

## The Economics of Sales Engagement

Engaged salespeople are critical to an effective sales team—they stay with the company longer, provide better mentoring and their enthusiasm is transferred to your clients.



Recent CSO Insights studies claim that 26% of salespeople changed jobs in 2016. ACME is slightly better than this, experiencing 24% salesperson turnover last year.

CEB research has identified a direct correlation between intent

to stay with a company and the quality of coaching they receive from their leader. The significance of this impact is shown in Figure 7.

A generally-accepted cost of turnover in the Enterprise space is 1.5 – 2x the annual quota of a

### Context

According to The Aberdeen Group Study, the cost of losing a rep can range from 1.5-2x their annual salary.

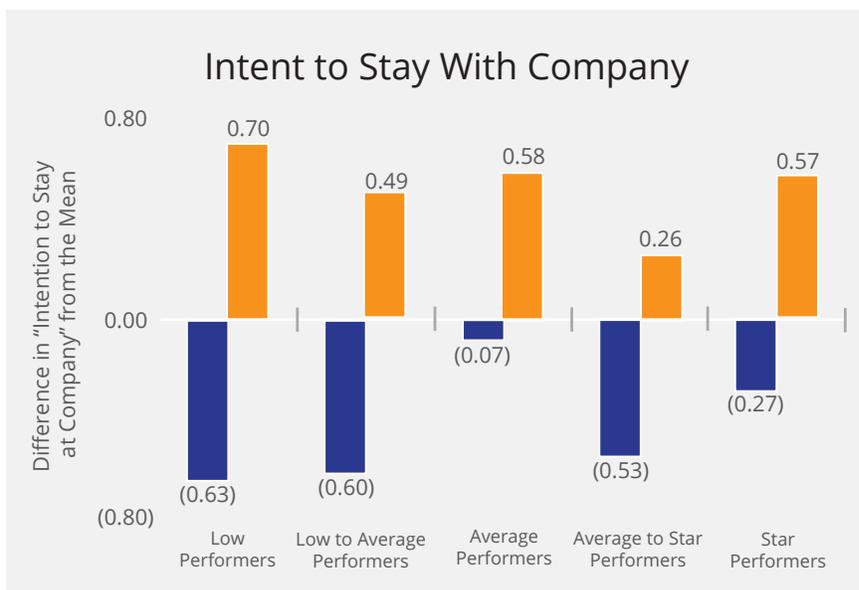
**1.5x**

Xvoyant’s most recent surveys suggest that only 29 percent of salespeople are totally engaged—those who go above and beyond what is expected.

**29%**

According to CSO insights, 25% of salespeople leave their sales organization each year because they become disengaged— half quit and the other half are fired.

**25%**



Source: CEB

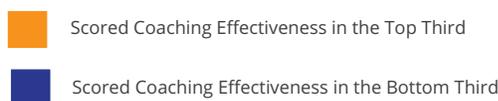


Figure 7

salesperson. In order to use a conservative calculation, we will use 1x annual quota. Consider CSO Insight’s recent finding that in 2016, 26% of salespeople switched jobs. Roughly half quit and the other half were fired. In the case of ACME, their 24% churn rate equates to 120 salespeople leaving the company. With 120 salespeople leaving the company at a conservative cost of \$650,000 per defector (cost of 1 year’s quota,) this created a fully-loaded cost of \$78 Million to ACME.

Cost per defector contains costs including:

- Recruiting costs
- Training costs
- Ramped quota costs
- Empty territory costs
- Lost opportunity costs
- Onboarding costs

It is a safe assumption that at any given time currently, close to 20% of the sales team will be ramping. This creates a perpetual “anchor” to the distribution of salespeople at ACME. It is important to keep these new reps engaged so they can become successful and drive revenue to for the company.

Coaching’s strong impact on engagement is the key to driving the economics of retention.

In the scenarios provided in the Economics of Quota Attainment, 2 differing strategies were developed. The first was coaching with a focus on aggregate sales results. Using the “Intent to Stay With the Company” research provided by CEB, we can calculate the difference in churn for each of the performance bands.

The current state assumes 24% churn in each performance band. CEB identifies the “engagement multiplier” in each band as:

- Star: 57% more likely to stay
- High Core: 26% more likely to stay
- Core: 58% more likely to stay
- Low Core: 49% more likely to stay
- Poor: 70% more likely to stay

This translates to the impact shown in Table 8.

The impact of coaching on retention is huge to ACME. Instead of 120 reps leaving the company, ACME can expect to lose only 65. If 50% of the turnover was voluntary and 50% was involuntary, ACME can expect to see both types of turnover reducing as more reps hit goal (less invol-

untary turnover) and a more engaged sales team chooses to stay at ACME longer (less voluntary turnover.) This reduction in turnover slashes the \$78 Million cost of turnover to \$42.1MM. This is a savings of over \$36 Million as ACME keeps more trained reps in territory, has significantly lower recruiting and training costs, cuts their onboarding costs by nearly 50%, and has fewer open territories resulting in lost opportunities.

The second scenario focused on moving people up the sales distribution. As more people level up, the economics of retention get more important. As more people become stars, the impact of their retention is interesting to consider. Look at how the economics change with a different disbursement of salespeople in Table 9. This model has more reps in the top

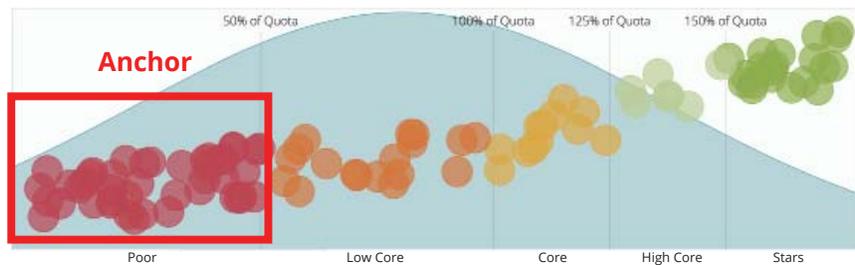


Figure 8

Category	# of Reps	24% Turn-over	Cost	Engage-ment Driver	New Turn-over	Adjusted Cost
Star	25	6	\$3,900,000	0.57	3	\$2,223,000
High Core	75	18	\$11,700,000	0.26	5	\$3,042,000
Core	100	24	\$15,600,000	0.58	14	\$9,048,000
Low Core	150	36	\$23,400,000	0.49	18	\$11,466,000
Poor	150	6	\$23,400,000	0.70	25	\$16,380,000
<b>Total</b>	<b>500</b>	<b>120</b>	<b>\$78,000,000</b>	<b>0.52</b>	<b>65</b>	<b>\$42,159,000</b>

Table 8

Category	# of Reps	24% Turn-over	Cost	Engage-ment Driver	New Turn-over	Adjusted Cost
Star	62	15	\$9,672,000	0.57	8	\$5,513,040
High Core	88	21	\$13,728,000	0.26	5	\$3,569,280
Core	125	30	\$19,500,000	0.58	17	\$11,310,000
Low Core	150	36	\$23,400,000	0.49	18	\$11,466,000
Poor	75	18	\$11,700,000	0.70	13	\$8,190,000
<b>Total</b>	<b>500</b>	<b>120</b>	<b>\$78,000,000</b>	<b>0.52</b>	<b>62</b>	<b>\$40,048,320</b>

Table 8

three performance bands. As a result, only 62 people leave the company and the cost drops to \$40 million. While it is a small difference from the first scenario, it is interesting to evaluate how a modified coaching strategy can have more than just an impact in sales. The “trickle down effect” to engagement is sizable enough that it should be modeled as part of planning and evaluating any coaching initiative.

Keep in mind these numbers were calculated using just 1 year’s quota as a benchmark. With a 6-12 month ramp time and a realistic 18 months before a rep is fully successful, it is easy to see why many people use 1.5x quota as the cost of a new hire. In the case of ACME, it is safe to say the company stands to recognize over a \$30MM benefit by developing dynamic coaching discipline.

## Additional Considerations

In addition to quota attainment and engagement, Xvoyant also helps KPIs like Efficiency and Customer Experience (NPS)



While the primary drivers for a company's case for coaching can be determined in quota attainment and engagement, there are at least three other drivers worth considering:

### Salesforce Utilization

Studies show that the average Salesforce adoption rate for a field sales team is roughly 40%. Coaching can help with Salesforce utilization to drive value in 2 ways:

- Adoption: At \$94 per user per month, ACME's annual investment in Salesforce is:

Salesforce Cost at ACME	
Reps	500
Cost/Month	\$94
Monthly Total	\$47,000
Annual Cost	\$564,000

Table 9

With a 40% adoption rate, ACME is only receiving \$225,600 of the value it is spending. By coaching to activities and skills using

data recorded in Salesforce, a larger group of salespeople will use Salesforce. When salespeople are coached with data from Salesforce, they have a very personal reason to use Salesforce effectively. Using Salesforce as a coaching platform will increase Salesforce significantly. It is not unusual to see Salesforce utilization DOUBLE as leaders coach from a Salesforce platform. In the Case of ACME, this would be worth an additional \$225,600. Doubling the utilization on an existing spend is a meaningful improvement for ACME.

### Efficiency:

Large enterprise sales teams using Salesforce as a coaching platform are able to create "time savers." Xvoyant's customers are reporting a time savings of 15 minutes per salesperson per week using these Salesforce enhancements. In the case of ACME, this translates to the following benefits:

### Context

Xvoyant sees an average Net Promoter Score (NPS) increase of 23% for companies that have robust coaching programs.

23%

Last year, only 46% of deals forecast to close actually closed.

46%

Xvoyant's customers are reporting a time savings of 15 minutes per salesperson per week

15 min

Salesforce Efficiency Savings	
Reps	500
Minutes Saved/Week	15
Minutes Saved/Month	60
Ave. Hourly Cost	\$52
Savings/Month	\$26,000
Annual Savings	\$312,000

Table 10

Not only will salespeople use Salesforce more when they are coached with Salesforce data, they will experience time savings that rolls into a significant savings by using the coaching tools on a weekly basis. These combined savings will add \$876,000 of value to ACME. This is “found money” that comes by optimizing already existing initiatives.

### Customer Experience

The Aberdeen Group shows that Net Promoter score rises by 23% when companies have strong sales coaching. The reason for this is simple. The salespeople have more success, which leads to them increasing their engagement. These successful, engaged salespeople are the face of ACME to their customers and these salespeople provide a significantly enhanced customer experience.

ACME has not provided any existing Net Promoter score data. However, NPS scores show the directional intentions of a customer base. Having an increase of 23% indicates 23% more retention. A follow-on consideration would be to evaluate customer churn and identify what a 23% reduction in churn would be worth to ACME.

### Forecast Accuracy

According to CSO Insights, in 2016, only 46.2% of deals forecast to close actually closed. Forecast accuracy has emerged as one of the top initiatives sales leaders are focused on. Coaching has been proven to help leaders have a better forecast for several reasons:

- Open dialogue regarding pipeline velocity
- Clear understanding of what a “deal” really is
- Consensus on the activities required to have a deal actually be forecast.

With coaching driving win rates by 28%, it stands to reason ACME will have a more reliable forecast once the discipline of coaching has taken hold in the organization.

### Context

Coaching Improves win rates by 28%

28%

Coaching using Salesforce, when combined with more engaged sales people equals a 23% increase in forecast accuracy.

23%

Having an NPS increase of 23% indicates 23% more retention.

23%



# Implications of Sales Coaching at ACME

World-class sales teams aren't hired—they are developed by world-class coaches.

This assessment identified several drivers for the case for coaching at ACME Explosives. To summarize, these drivers are shown in Table 11.

These gains will not require FTE increases. Instead, the sales leaders will help each member of their team level up in predictable ways to achieve gains like these.

ACME can realize this value in staged increase, or choose different coaching scenarios to drive even more aggressive growth. However ACME chooses to leverage coaching, the coaching strategy will drive meaningful growth relative to the current sales state.

Coaching doesn't require long periods of time to realize the success it can create. Within one sales cycle, salespeople will perform measurably better. With the segmented approach to coaching and the right coaching tools, leaders can make how they lead their most defensible competitive advantage.

Xvoyant can help ACME implement a coaching strategy that will help realize these benefits quickly and in a way that will inspire the leaders as well as salespeople representing ACME. To discuss the elements of a winning coaching solution at ACME, contact Xvoyant to start the discussion.

Driver	Value	Comment
Quota Attainment	\$26,406,250	Based on Scenario 1
Skill Development	\$23,084,622	5% competency change with 200 reps
Engagement	\$35,841,000	Based on Scenario 1
Salesforce Utilization	\$876,000	Adoption + Efficiency
Customer Experience	To Be Determined	23% NPS = less churn
Forecast Accuracy	To Be Determined	28% win rate boost = better forecast
<b>Estimated ACME Case for Coaching:</b>	<b>\$86,207,872</b>	

Table 11

## Investment in Sales Manager Development and Its Impact on Sales

### Quota Attainment



### Revenue Attainment



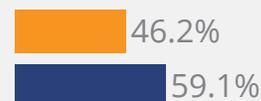
### Win Rate



Annual Investment \$0—\$1,500

Annual Investment > \$5,000

## Coaching Impact on Win Rates



Average Win Rate

Win Rate with Dynamic Coaching



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