



CASE STUDY

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Telecommunications Company

Sales Role and Sales Compensation Design

Situation

- Bring Wireline and Wireless groups together to better meet the needs of customers and to improve its overall position in the telecom market
- Although field expects the Universal Account Manager (UAM) model will work, model is already leading to conflict in the field
- Cross training has been a “mixed bag” of activity and success
- “Hunter” and “farmer” sales roles are not being optimized
- Pay levels are different between Wireless and Wireline Account Managers
- Activation measure is not aligned with corporate objective of profitable growth
- Quota process is not consistent across regions

Challenges

- An organizational structure that supports and drives successful, integrated and multi-product sales force utilizing cross-trained “universal” sales reps with viable and motivational career paths
- Success will include a lean, cross-trained sales force, doing more with less
- A compensation plan with an appropriate pay mix of fixed and variable pay tied to metrics that can influence and impact business results
- Support, infrastructure and goal-setting issues are top of mind for senior management

Actions

- Completed interviews with a cross-section of the sales organization (across businesses, levels and geographies)
- Reviewed background documents, organizational charts, and other relevant documentation
- Reviewed Sales Compensation Plans
- Analyzed pay and performance data
- Developed findings and straw model designs for Executive Committee review
- Conducted Design Team meetings to further develop roles and structure models, and further develop sales compensation plan blueprint alternatives

Results

- Guiding Principal: 1 sales force, 1 universal Account Manager, 1 job title
- Account Managers will be unique by segment (Corporate or Commercial)
- Three possible product mix metrics, skewed towards Wireless, Wireline or equally, will be selected by regional sales management based on opportunity and territory assignment
- Introduced revenue measure for entire sales force