

Customer Success Story



Jay Tyler Consulting
Unlocking Your True Potential

Business Situation

The client, a global leader established in 1982 and generating more than \$5 billion in annual sales, helps customers protect their infrastructure, information, and interactions by delivering software and services that address risks to security, availability, compliance, and performance.

As the world's 4th largest independent software company that employs over 17,000 people with global operations in over 40 countries, this customer maintains a large sales force to market their products and related services to enterprise customers both directly and through a variety of indirect sales channels.

Indirect channels include value-added resellers (VARs), large account resellers (LARs), distributors, system integrators (SIs), and original equipment manufacturers (OEMs). Enterprise customers include many leading global corporations, small and medium-sized businesses, and many government agencies around the world.

In an effort to strengthen and enable the efforts for this sales force the customer collected feedback from 520 people across the Americas and EMEA Sales Organizations as to the top challenges they are faced with inside the organization today.

It was discovered that the top three systemic challenges are lack of cross functional goals and alignment, difficult culture in which to progress and the inability to enable the sales organization while keeping the customer first.

The original vision created by Jay Tyler Consulting was to help enable the Americas Sales Organization to:

- Increase visibility and predictability into the sales management process
- Drive consistent goals, values, metrics, and accountability
- Maintain better coordination and communication across the management team
- Reduce numbers for voluntary turnover
- Balance the emphasis on current quarter revenue with a focus on building the pipeline, ensuring customer and employee loyalty, and building an infrastructure to consistently drive the business

Solution

Jay Tyler Consulting developed the threefold **Victory Path Program**.

Management: Enables the leadership team to be more effective by creating a sales management training program that focuses on three areas – people management, business management and business planning. The goal is to have more visibility and predictability in the business by sharing a common sales management process. In addition, focuses managers on how to execute, with discipline, 52 weeks in a row and raise the level of accountability, communication and alignment within their organizations. The program philosophy maintains that when you focus on both the customer and employee, you will achieve extra-ordinary business results. (**Leading Sales Excellence**).

Pre-Management: Creates an environment for pre-management candidates to learn about management and leadership skills so they are fully prepared to step into a management role and execute from day one. The goal is to teach managerial roles and responsibilities including values, expectations, problem solving and the importance of building culture. In addition, gain a greater awareness of the activities and behaviors that stimulate outstanding sales force performance at an individual and team level. **(High Potential Program)**

Individual Contributor: Identifies high-performing individual contributors and maximizes their personal and professional growth so they are prepared to take a leadership role in each area. In addition, contributors take an active responsibility in problem solving, team goal setting, and developing individual standards of excellence. Their mission is to be positive change agents to connect the mind and hearts of their peers and continue to build a positive culture in the organization. **(Front Line Excellence)**

All three programs concentrate on functional excellence first. After you achieve functional excellence, you can then mature to cross functional excellence. The common thread running through all three audiences—management, pre-management, and individual contributors serves to align them with common goals, values and specific tools using the Victory Path as the alignment tool.

Products

- **Leading Sales Excellence** for managers
- **High Potential Program** for pre-management candidates
- **Front Line Excellence** for individual contributors

All programs, while taught from different perspectives, maximize the performance of the team through leadership, sales disciplines, and tools designed specifically to drive business results, increase employee satisfaction, increase customer satisfaction and achieve operational excellence. This solution focuses on driving these four consistent goals across the organization through a Victory Path.

The effort began in Americas Sales and the tools and programs have since expanded into Americas Services, EMEA Sales and Services, HR, Marketing and BPI team.

The benefits of using this process helps to avoid common pitfalls of ineffective problem solving such as:

- Jumping to a conclusion before effectively analyzing all aspects of the problem
- Failing to gather critical data, either about the problem or proposed solutions
- Tackling problems that are beyond the control or influence of group members
- Working on problems that are too general, too large, or not well defined
- Failing to plan adequately how to implement and evaluate the recommended solution

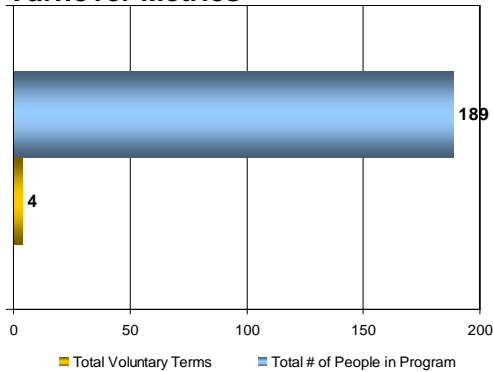
Benefits

The results of the Victory Path Program have been overwhelmingly positive.

Results achieved:

- Within a three month period, 755 people have been through at least one of the programs worldwide.
- In High Potential Program Americas, 49% of the people have been promoted in the first group and 28% in the second group.
- High Potential Program EMEA has retained 100% of program participants.
- Only 4 people of the 189 Americas Front Line Excellence have left the company which represents only 2% voluntary turnover within this team.
- In comparison, the yearly Americas Voluntary Turnover Forecast is 15%. This reflects a huge benefit to the business as you monetize the annual turnover cost and lost opportunity cost from the Front Line Excellence team vs. Americas Sales (*Figure 1*).
- In addition, with over 200+ evaluations completed after the Leading Sales Excellence solution, the feedback measuring business results and job impact consistently outperform industry averages with over 3,000+ respondents in the evaluation database.
- Finally, on a personal level, many people have gained invaluable knowledge and tools and therefore are more committed to the company as referenced by the dozens of quotes around each program.

Americas Front Line Excellence Turnover Metrics



Americas Sales Turnover Metrics

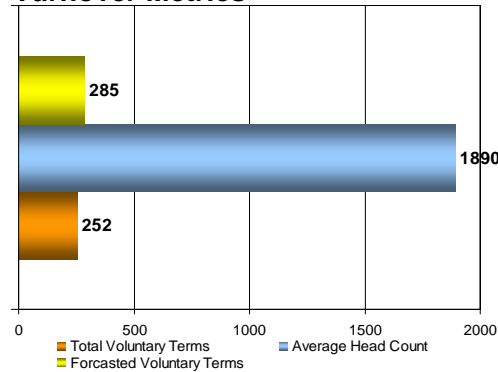


Figure 1— December 30-March 30

Annual Turnover Costs (ATC) = # of Employees Lost (x) Average Salary (x) 30%
 (a recent survey by the American Management Association states the average cost to replace an employee is 30% of their salary)

Front Line Excellence ATC: 4 (x) \$155,696 (x) 30% = **\$186,835**

Americas Sales ATC: 285 (x) \$155,696 (x) 30% = **\$13,312,007**

Testimonials

"Involving the team in creating the Victory Plan was the smartest thing we did. The Team witnessed 150% pipeline growth within a 5 month window by executing weekly disciplined focus and subsequently forecast accuracy and closure rates have improved dramatically." K.W., UK DM Mid Market

"It (Leading Sales Excellence) really did make me re-think a lot of things. I will admit the first day was a little depressing for me when I saw all the opportunities I had missed and even more things I could have done better for my team and the business; but by the second day I really started to view this as an opportunity to change – so that's what I'm trying to do. I am sticking to my commitment to plan my schedule. I feel it is quite an extraordinary change after just two days, but sometimes, we really need to stop, listen and re-think things. So thank you for helping me do that." E.J., Consulting Services

"Being part of the High Potential Program has really made me feel that the company cares and values its people. It has opened up avenues of communication with peers who I otherwise would not have an opportunity to really engage with. The training has also given me invaluable advice and skills which I have no doubt will support me in furthering my career. All too often people feel that there is no development opportunity within their organization and 'move on' to alternative companies. This program has really shown me that there is most definitely a future for developing you and supporting you into more senior roles within the organization today." A.S., EMEA Presales

"I was part of the Front Line Excellence training in Herndon, VA. I didn't want to respond immediately until I had time to think more about the training and how I could best use the message to improve where I am with my family, job and relationships. I realized that I had a pretty good look into my own 10,000 foot view and long term goals, but I didn't have firm short term goals. I had not identified what I need to do today to prepare for next week and next year.... The Front Line Excellence training was the best training that I have participated in and I am thankful for your guidance and refreshing openness which made me look much closer at myself." C.C., National Account Manager

Jay Tyler Consulting
www.jaytylerconsulting.com

Visibility + Predictability = Repeatability

This simple equation is at the heart of how Jay Tyler Consulting helps our global clients solve their business challenges. Our proven methodology and management framework unlocks the true potential of your team. Let us show you how.

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