

# My Seven Favorite Sales Comp Analytics and the Stories They Can Tell

Mark Donnolo | August 25, 2021

SPOTLIGHT ON

**SALES COMP**

a *WorldatWork* Conference & Exhibition

# Our Story: Data-Driven Creative Problem-Solving for Sales



# why?

**We are rethinking sales.**

SalesGlobe is a data-driven, creative problem-solving firm for sales that solves your most important sales challenges.

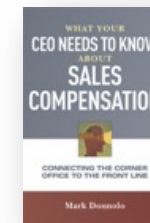
## MARK DONNOLO

Managing Partner... and Art School MBA



# rethink

- Go-to-Market
- Sales Organization Design
- Sales Capacity and Goal Design
- Talent Assessment and Planning
- Strategic Account Programs
- Sales Compensation
- Quota Setting
- Technology Readiness

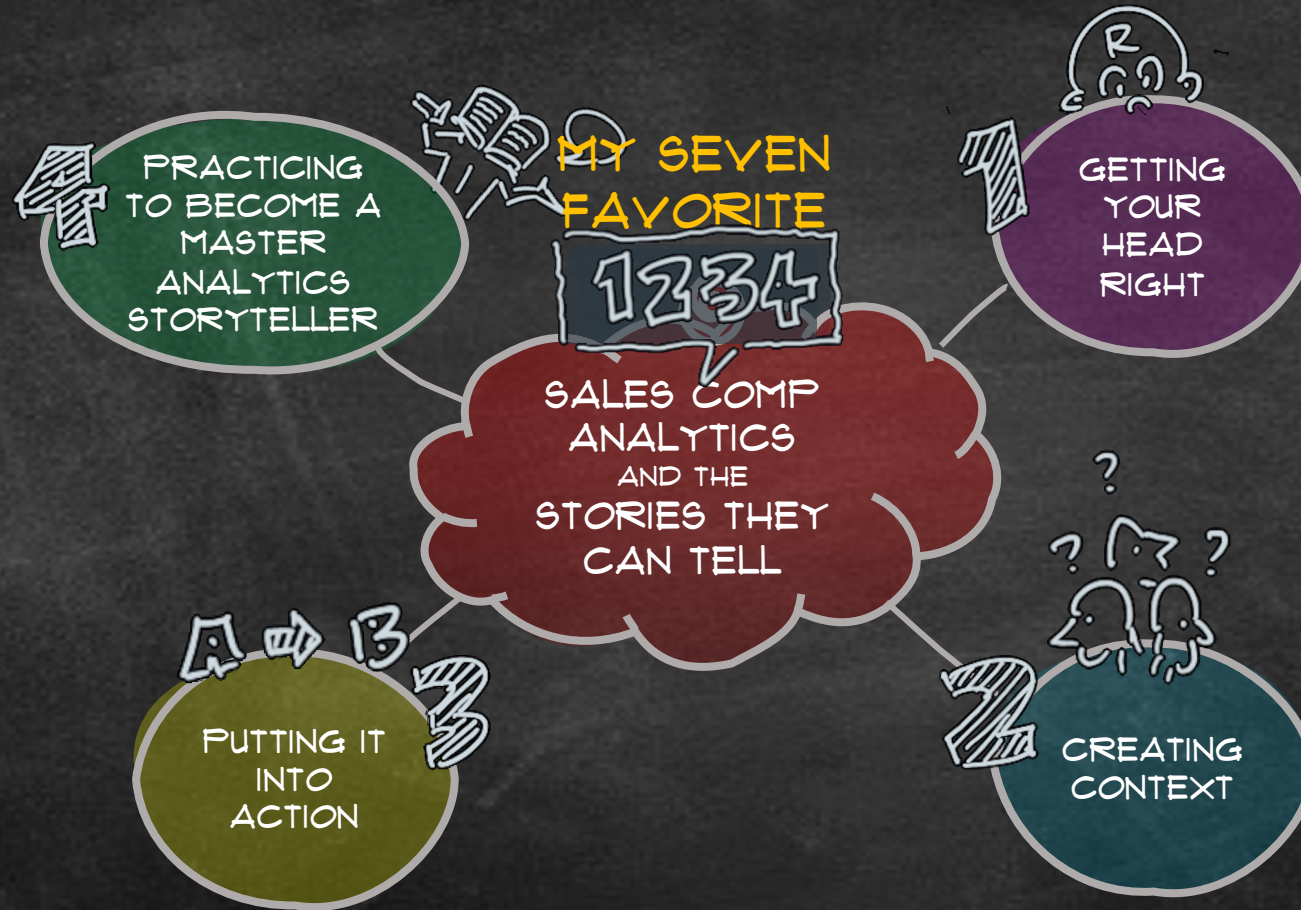


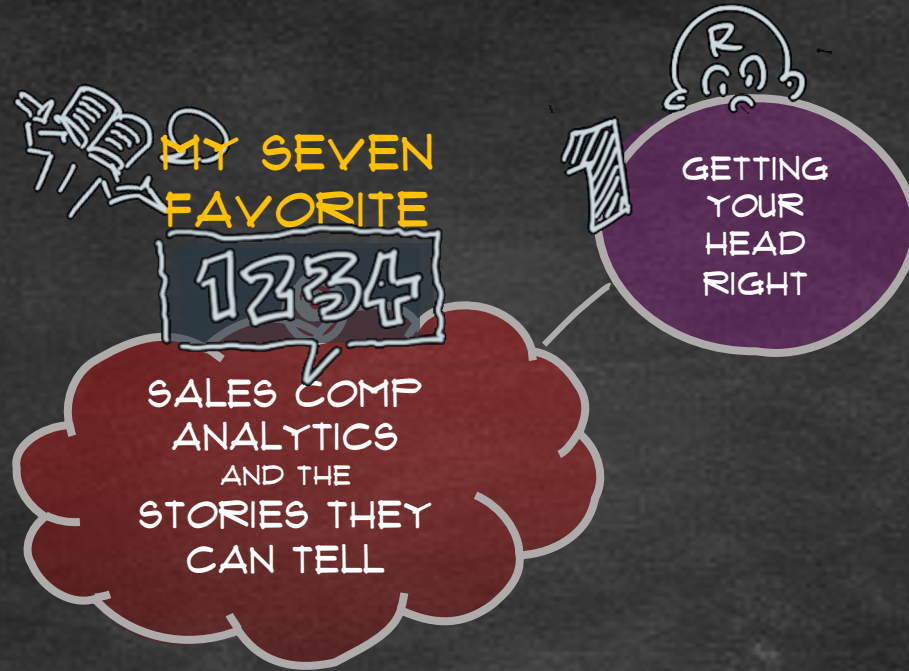
MY SEVEN  
FAVORITE

1234

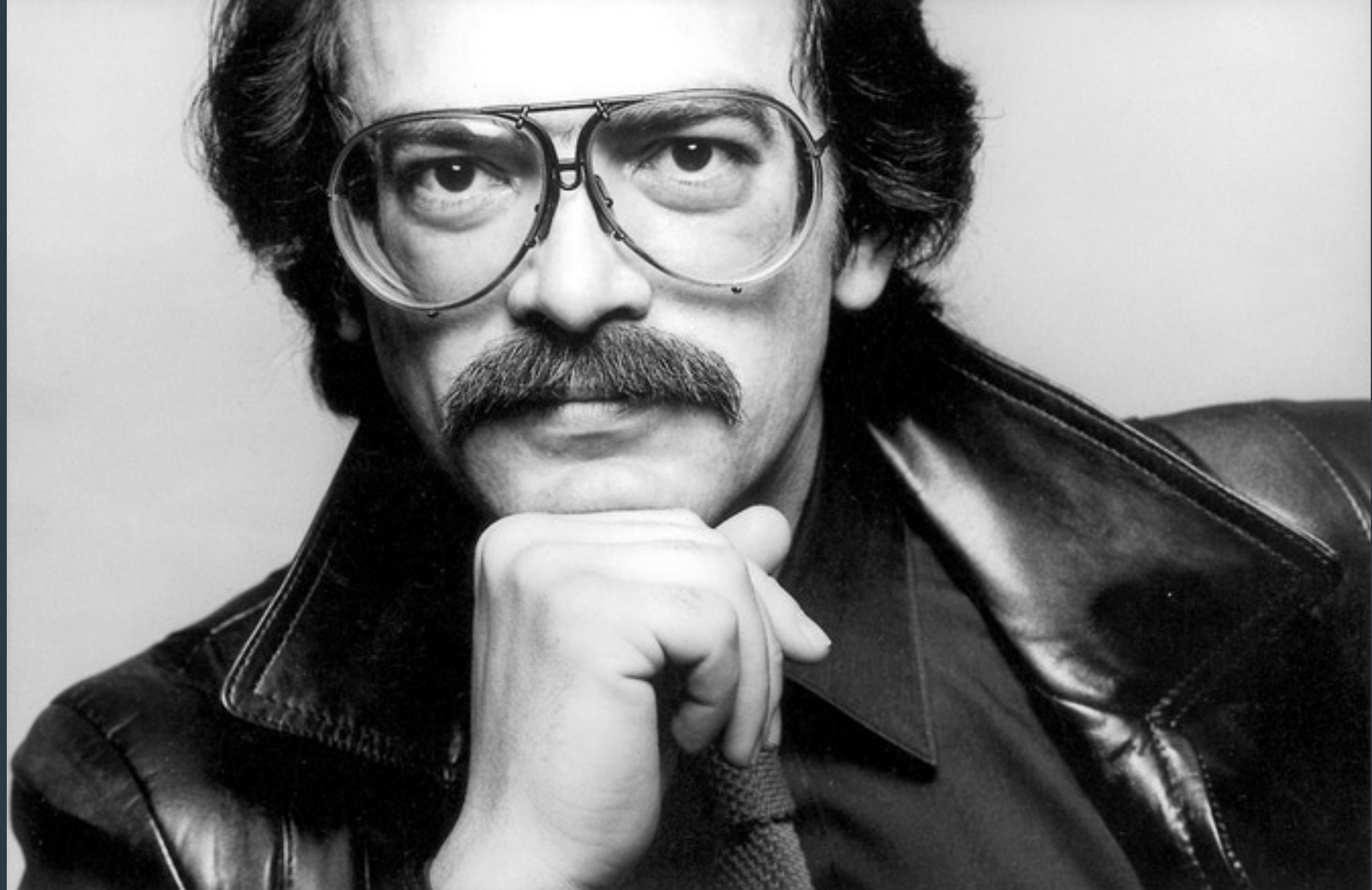
SALES COMP  
ANALYTICS  
AND THE  
STORIES THEY  
CAN TELL











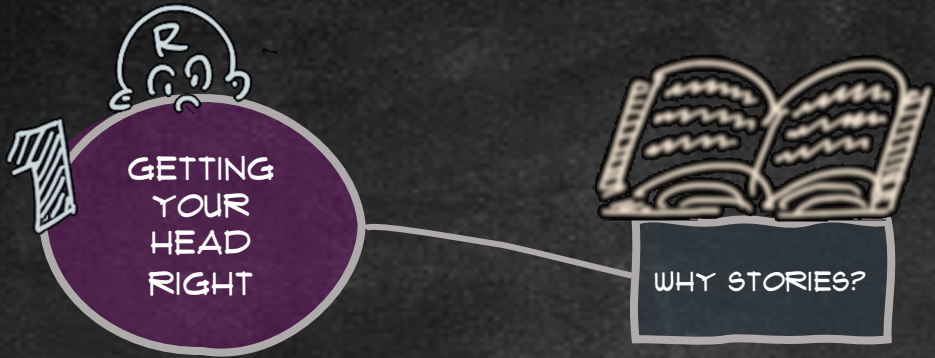


- **COMFORT** IN NUMBERS...
- ANALYTICS = "**CERTAINTY**"
- OUR **HARD WORK**.
- OVER-TAX THE **VIEWERS' BRAINS**.
- **FORCING THEM** TO DO THE DECIDING.

### SHOULD...

- RESPOND TO A **CHALLENGE OR PROBLEM**.
- THE **SUPPORTING CAST**, NOT THE STAR.
- **HAVE A CAUSE**. SOMETHING YOU WANT YOUR VIEWER TO DO.





- STORIES **ENGAGE**.
  - THEY LEVERAGE OUR **PRIMAL WIRING**.
  - **BEFORE WRITING**.
  - **BEFORE ANALYTICS**.
- HOW WE **LEARNED AS CHILDREN / IN YOUR JOB**.
- MAKE YOUR **ANALYTICS MORE POWERFUL**.
- **MOTIVATE ACTION FROM YOUR AUDIENCE**.



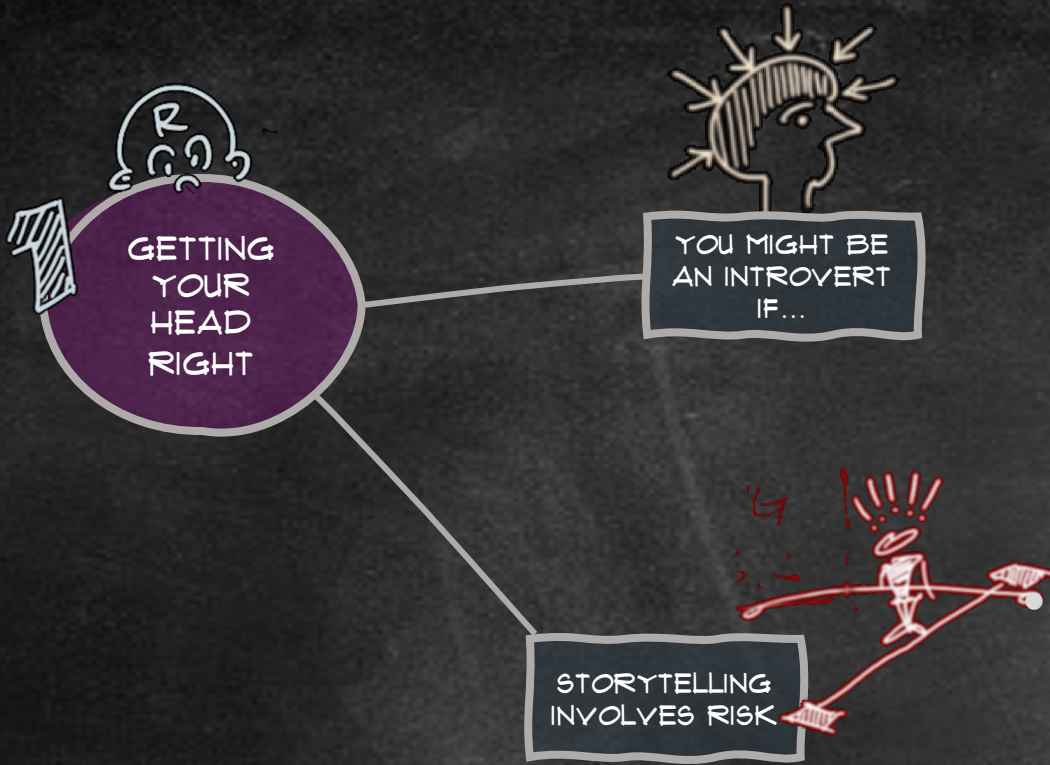


- LET'S GET INTO **YOUR HEAD**



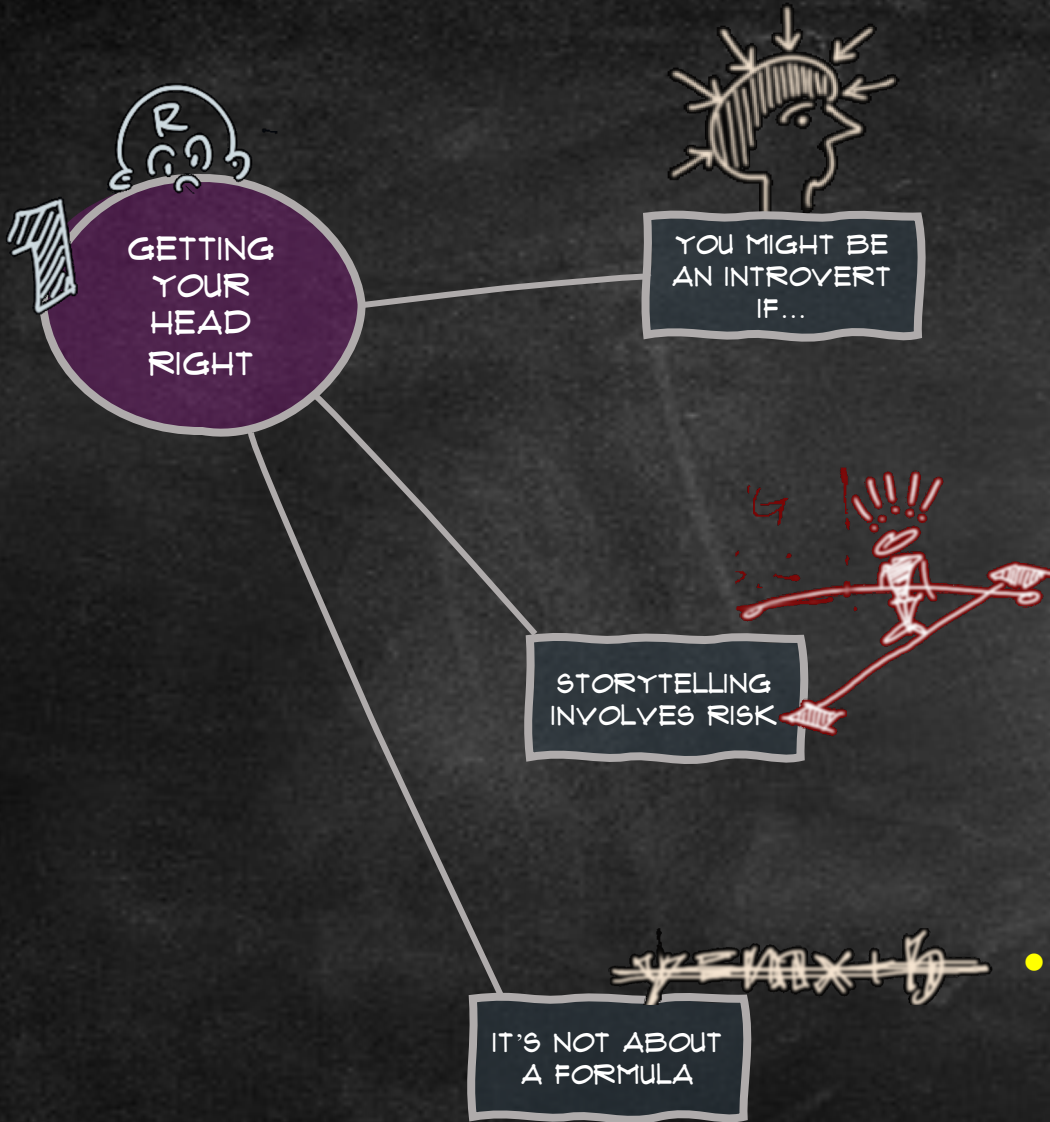
- WE'RE OFTEN LEFT-BRAINERS
- WE'RE PASSIONATE ABOUT ANALYTICS.
- DON'T USE THE SAME PART OF OUR BRAINS.
- DON'T HAVE THE PATIENCE.
- WHAT'S UP WITH THIS STORY?  
GET TO THE ANSWER!





STORYTELLING IS **RISKY**.

- TAKING THE **LEAP**.
- WHAT IF THEY DON'T **LISTEN**?
- CAN'T **BACK OUT**.



- NOT ABOUT A FORMULA.

- SETTING, CHARACTER, ACTION, CLIMAX, RESOLUTION.

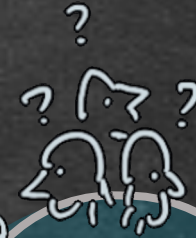


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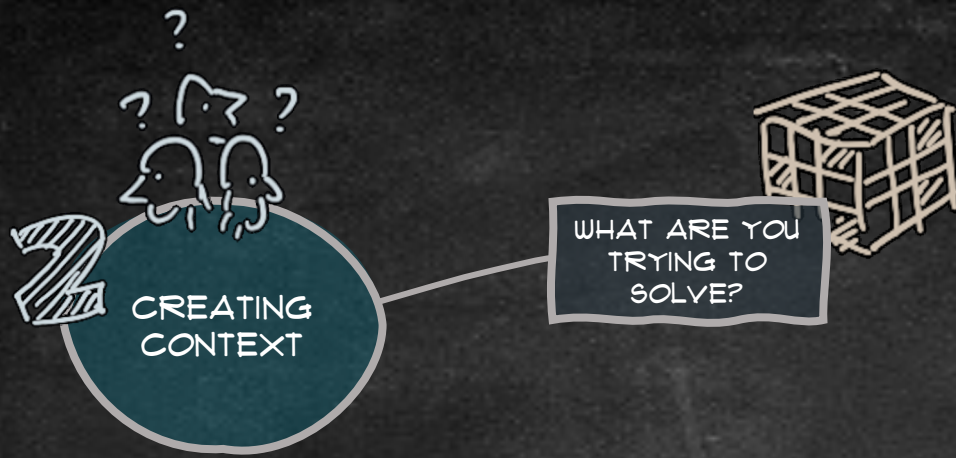
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SALES COMP  
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2

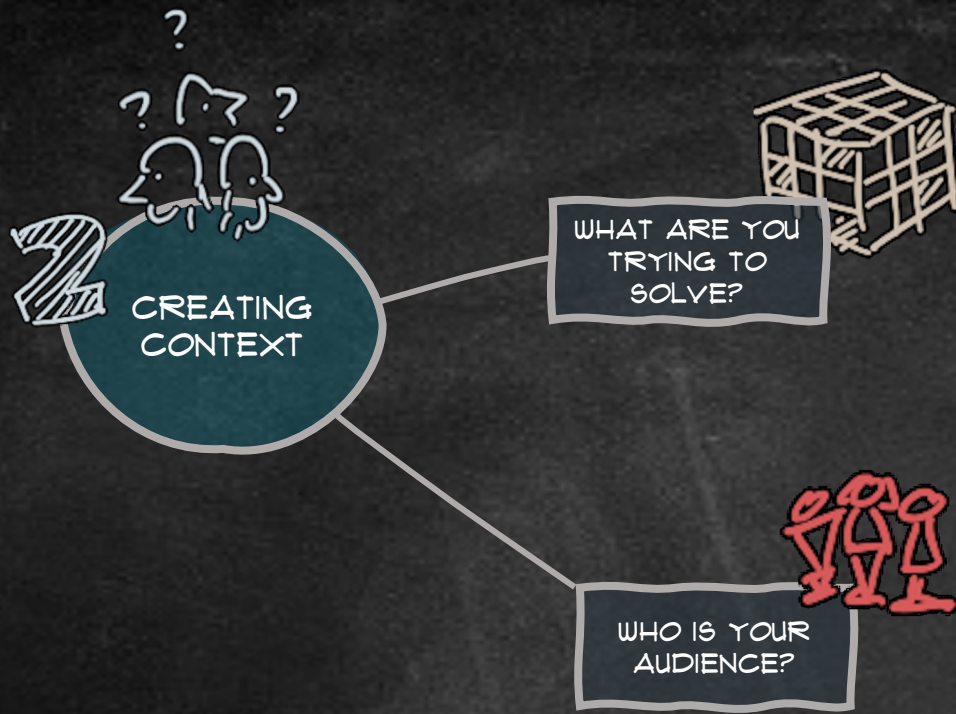


CREATING  
CONTEXT

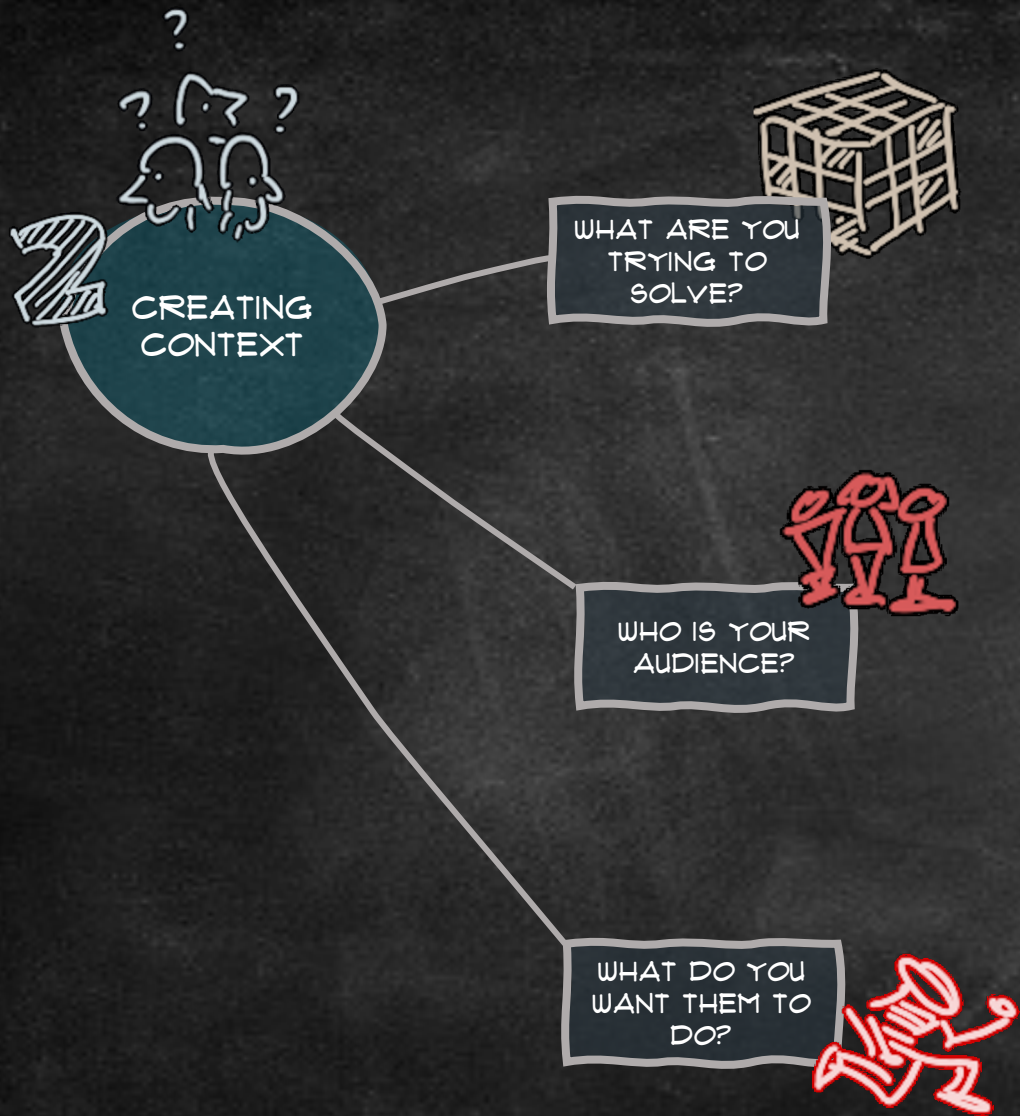


- STORIES TO **SOLVE**, NOT ENTERTAIN.
- WHAT'S YOUR **CHALLENGE QUESTION?**



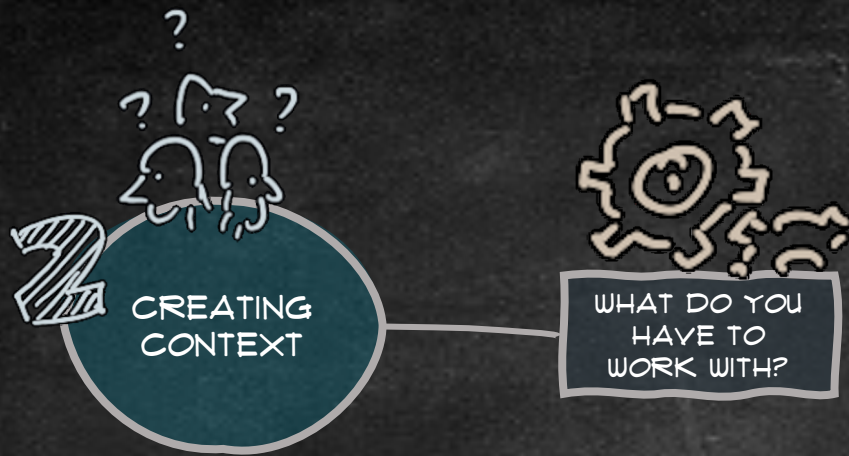


- WHO NEEDS TO BE PERSUADED?
- HOW?
  - MESSAGE
  - PROOF SOURCE
  - MEDIUM
  - TIMING



- MAKE A **CHANGE?**
- MAKE AN **INVESTMENT?**
- BUILD **CREDIBILITY?**

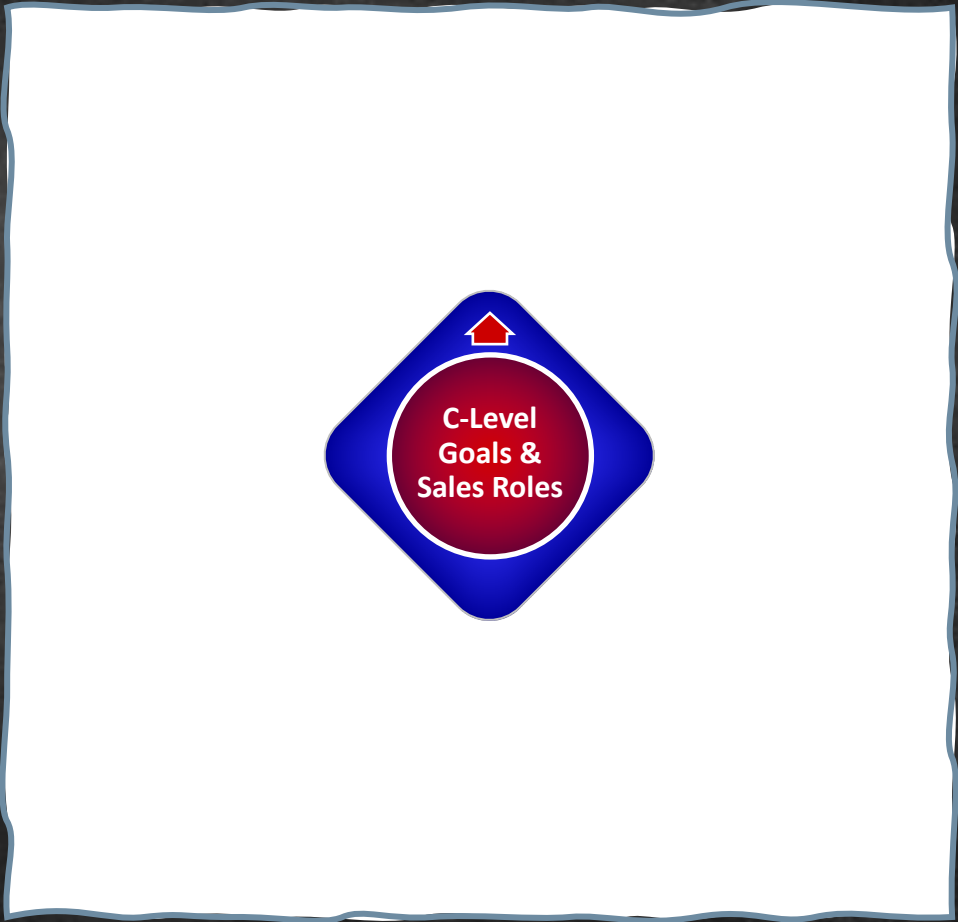




- THE ANALYTICS ARE **YOUR TOOLS**.
- START WITH YOUR **CHALLENGE**.
- YOU MAY HAVE **A HYPOTHESIS**.
- USE THEM TO **FIND YOUR STORY**.
- THEN **BUILD THE STORYLINE**.



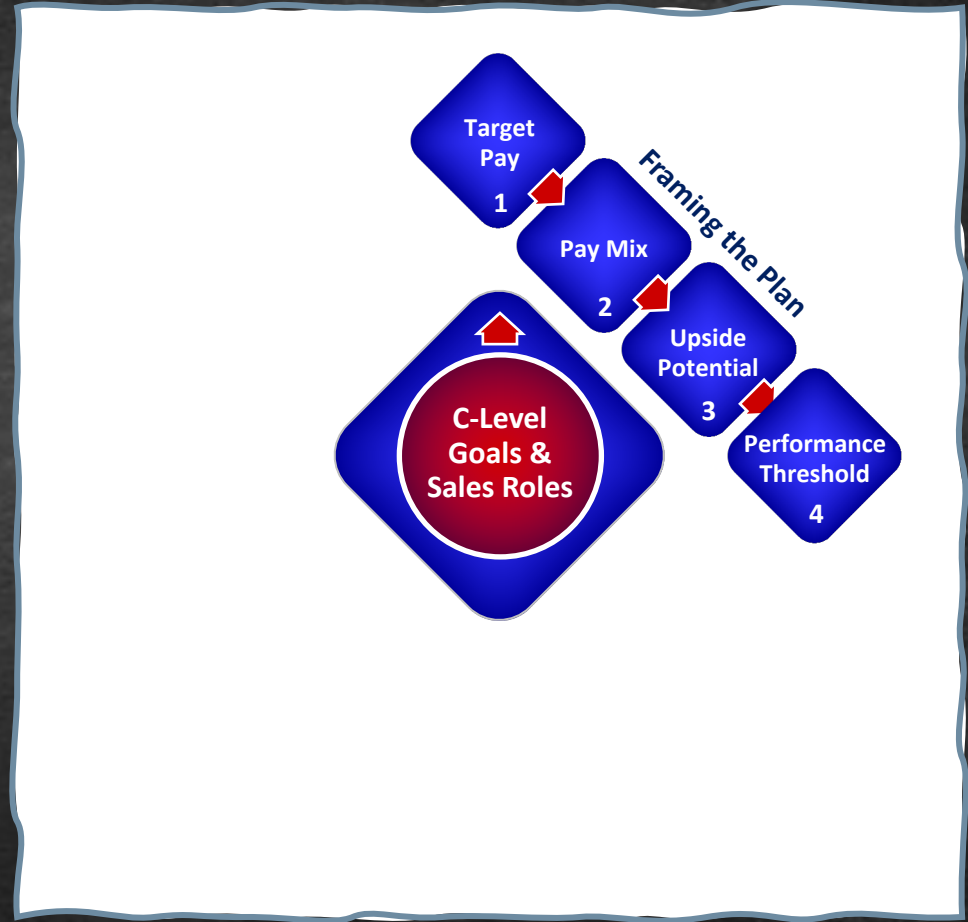
THE SALES COMP  
DIAMOND IS A  
FOUNDATION





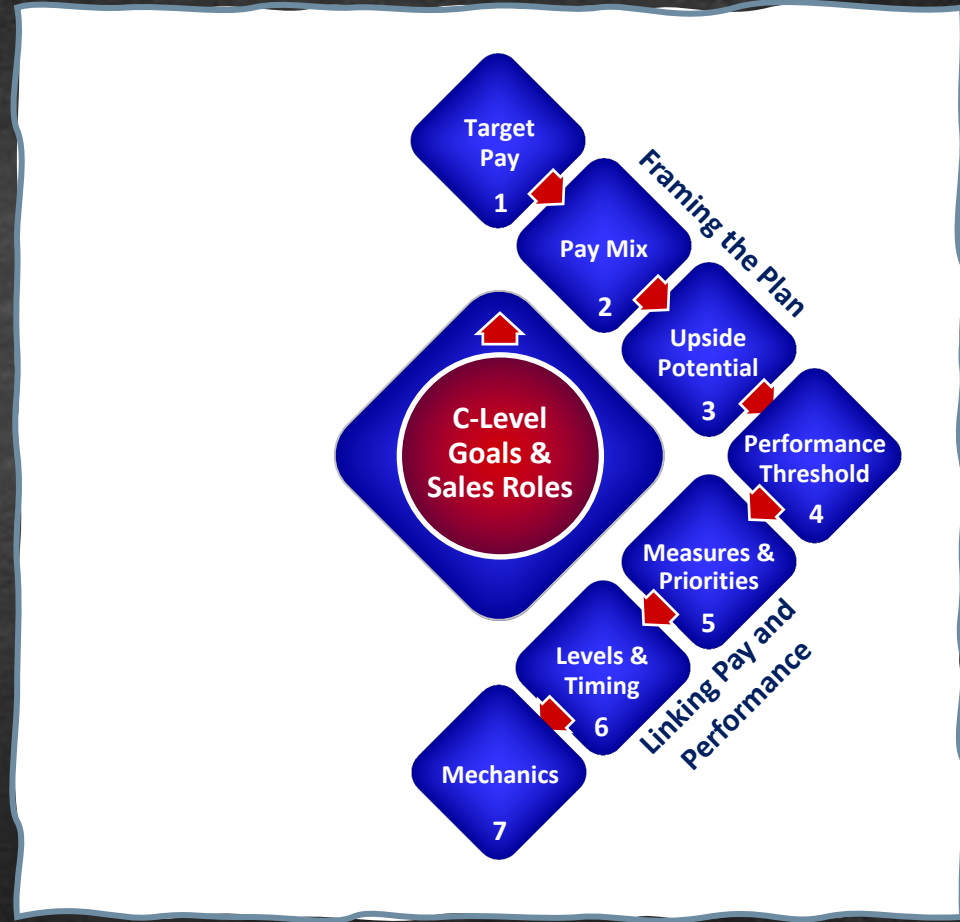


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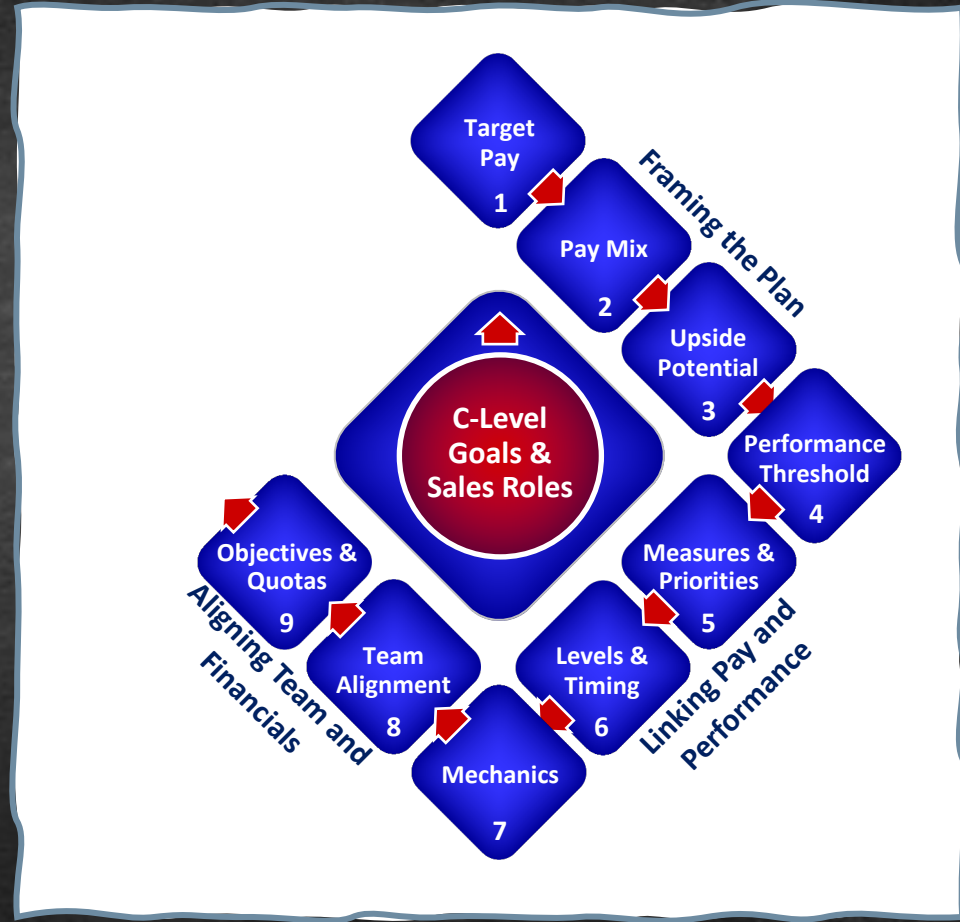
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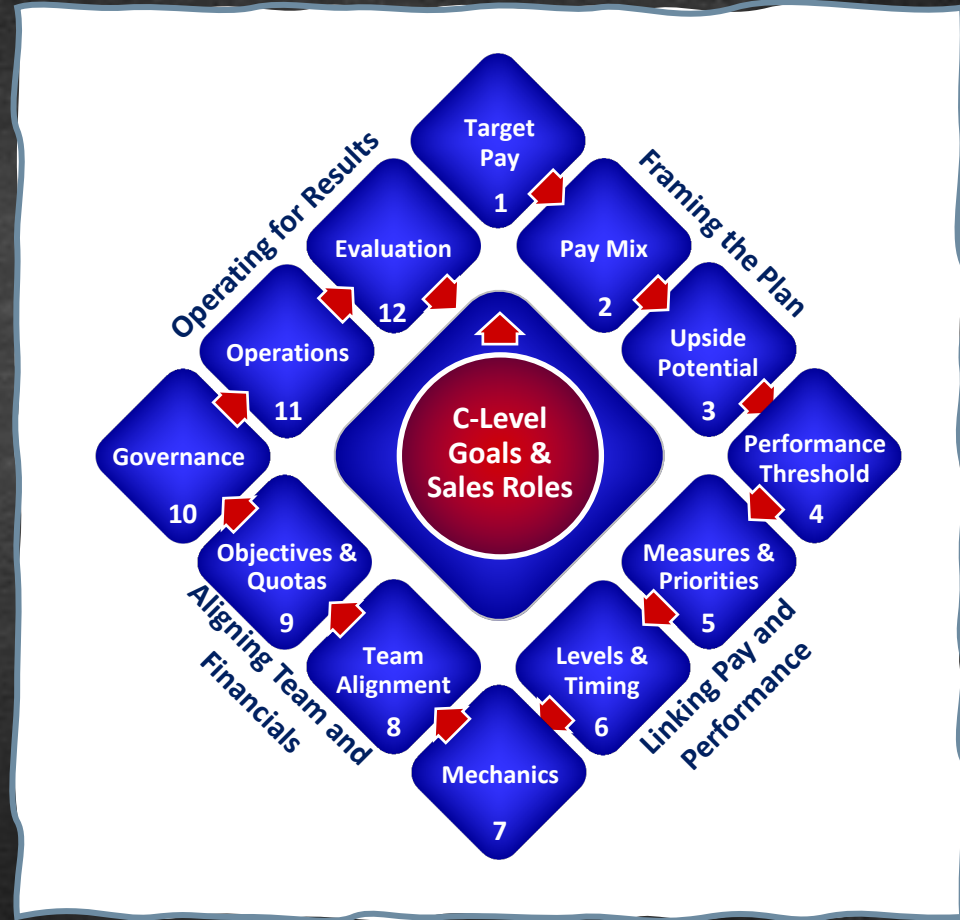


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NOT TOO RIGID... CAPTURE THE READER AND MAKE THE POINT

## SETTING

THE CURRENT  
STATE

## CHARACTER

WHO'S IMPACTED?

DO WE CARE?



## PROBLEM

TROUBLE

HIGHLIGHTED BY YOUR ANALYTICS

REFERENCES YOUR CHALLENGE  
QUESTION

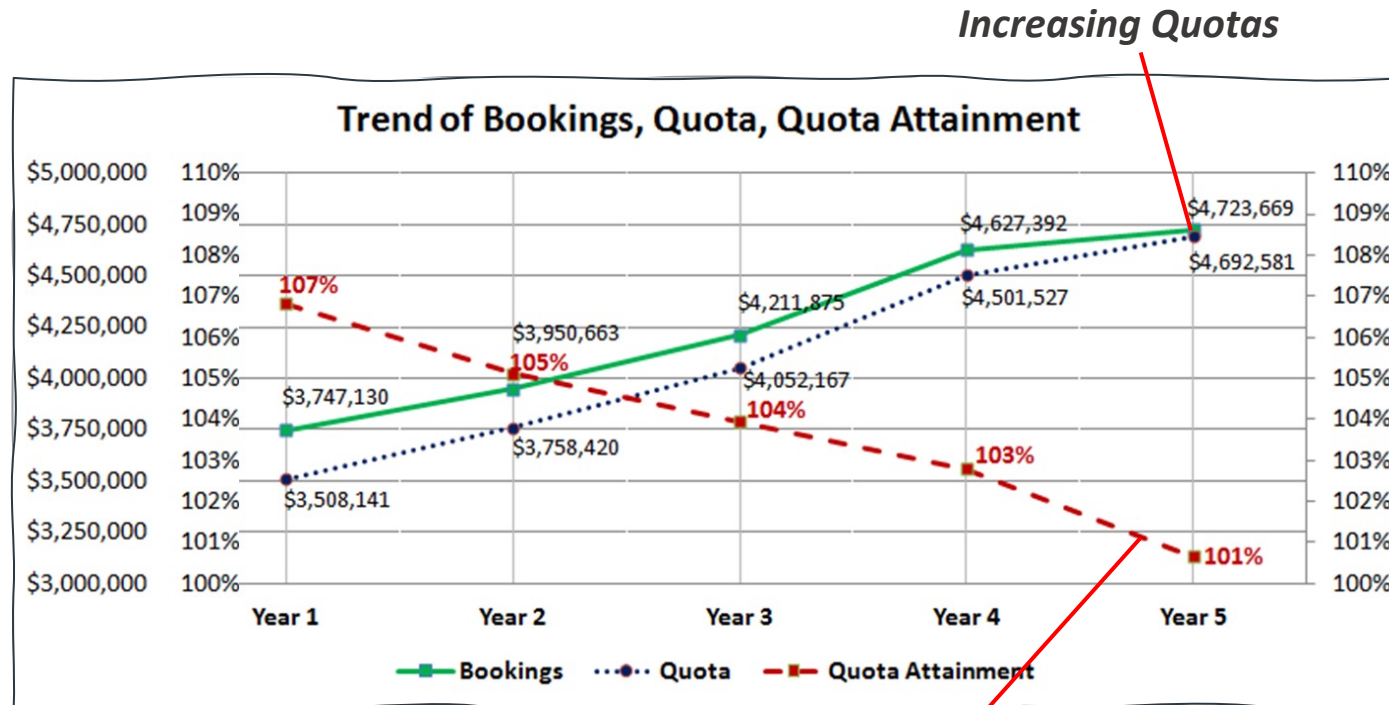
# 1. BUSINESS PERFORMANCE TREND



## PROBLEM



*Aggressive quota increases and under-attainment.*



## STORY LINE:

*Quotas have increased faster than productivity, resulting in declining goal attainment.*



## 2A. REP GROWTH BY RPN

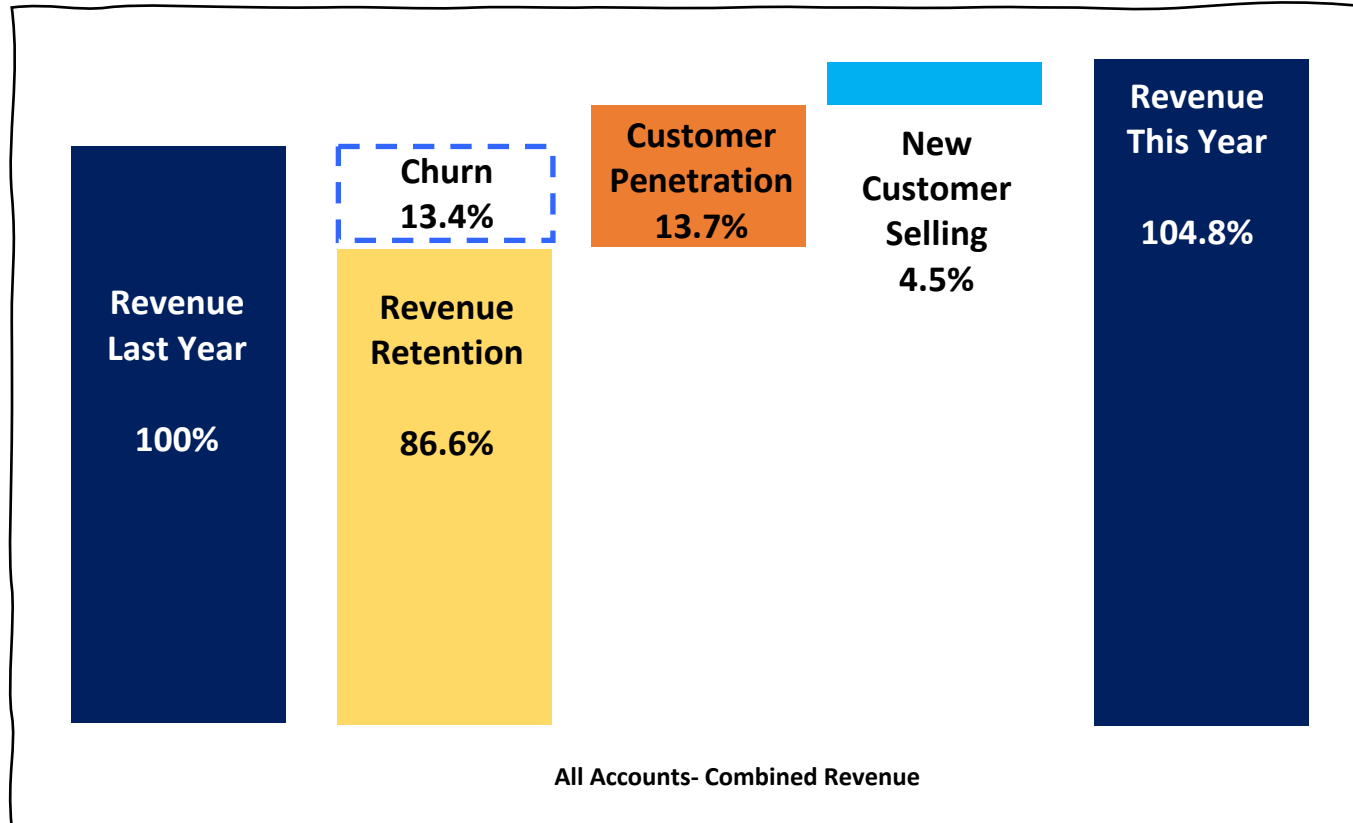


### PROBLEM



*Lack of new  
business  
focus.*

### Business Growth by Retention, Penetration, and New Customer Selling



### STORY LINE:

*We had to grow 21% to grow just 5%. Churn and weak new customer selling are holding us back.*

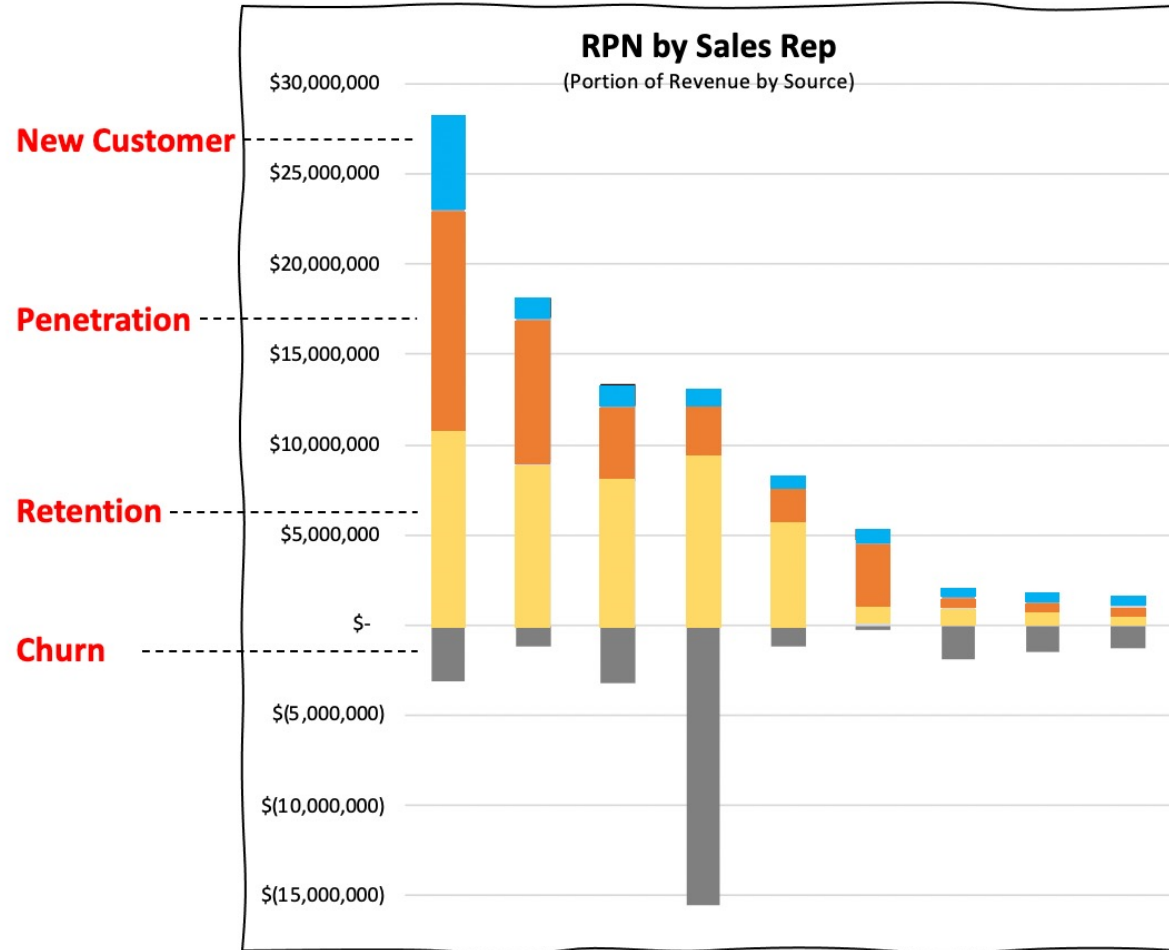


## 2B. REP GROWTH BY RPN

### PROBLEM



Lack of new business focus.



### STORY LINE:

*Our rep focus is on retaining, with some penetration, and little new customer growth.*



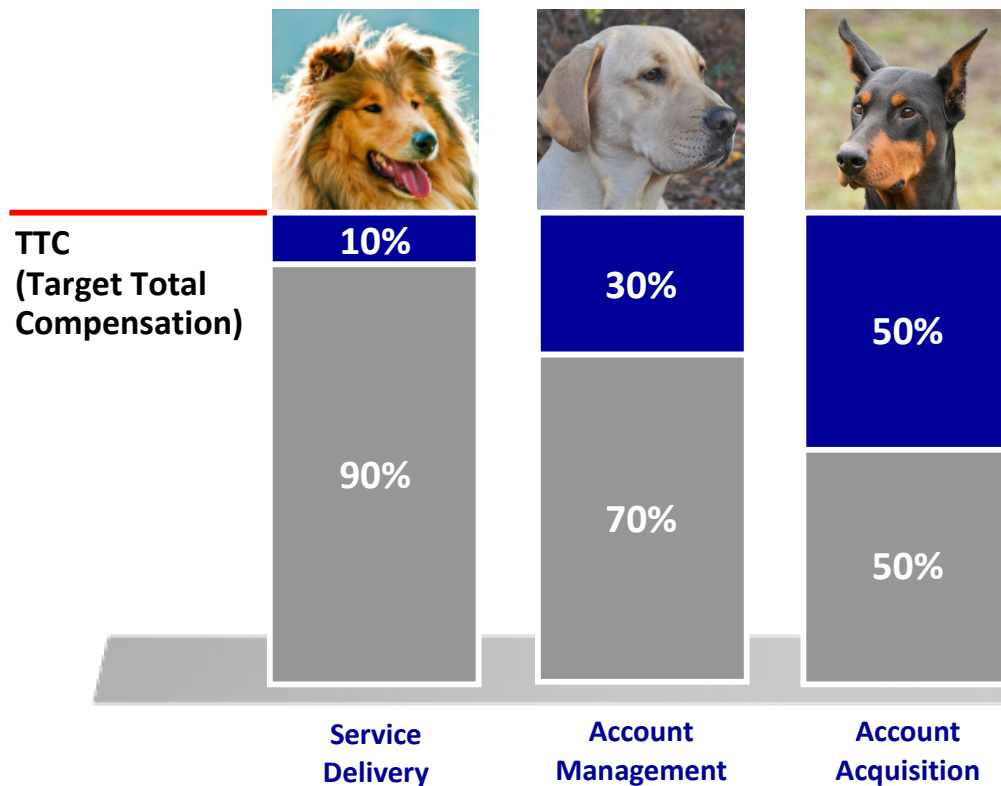
### 3. PAY MIX



### PROBLEM



*That dog  
don't hunt.*



PAY MIX IS  
DRIVEN BY  
STRATEGY  
AND ROLES...

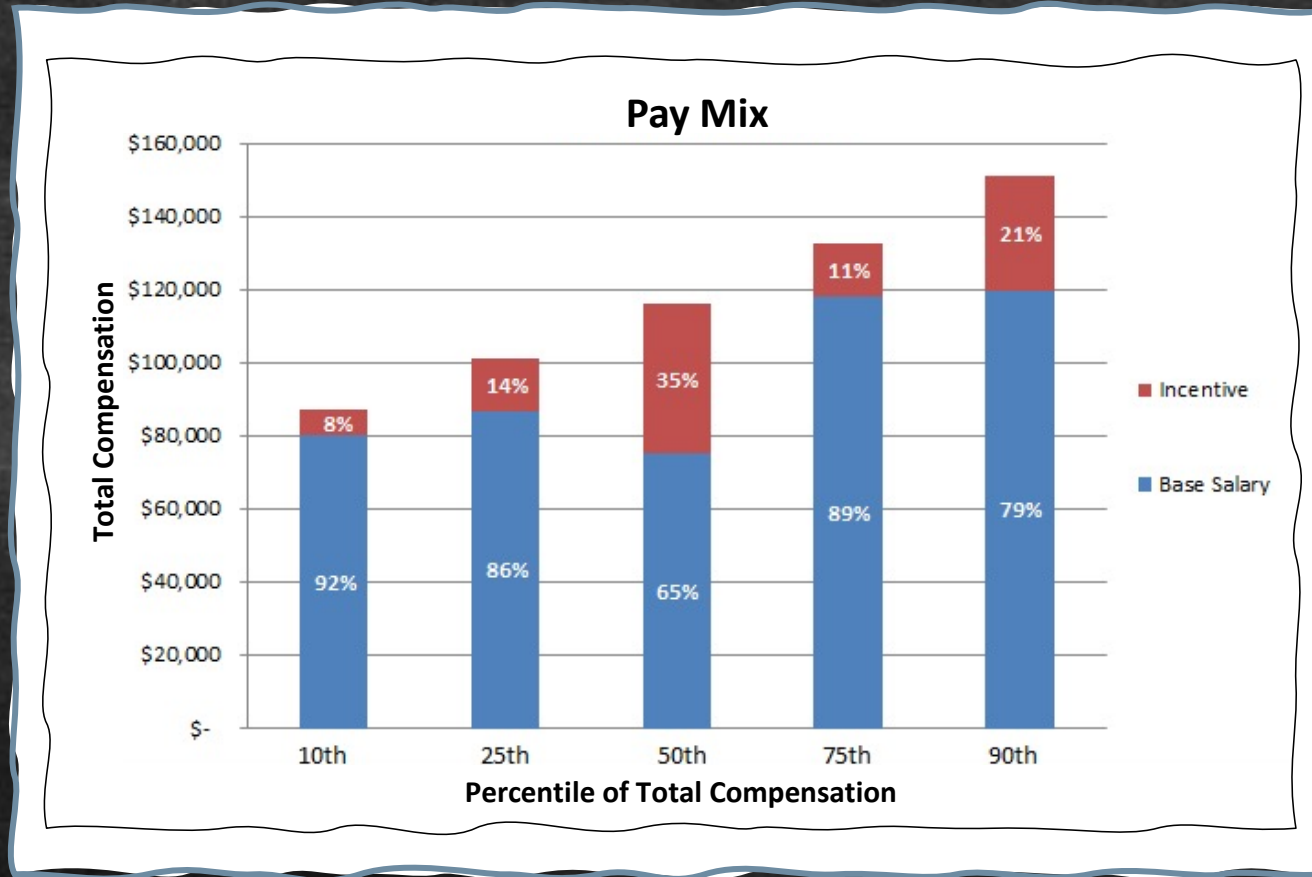


### 3. PAY MIX

### PROBLEM



*That dog  
don't hunt.*



### STORY LINE:

*Pay mix doesn't align with our Doberman roles and high earners get there with base salary.*





CREATING  
CONTEXT

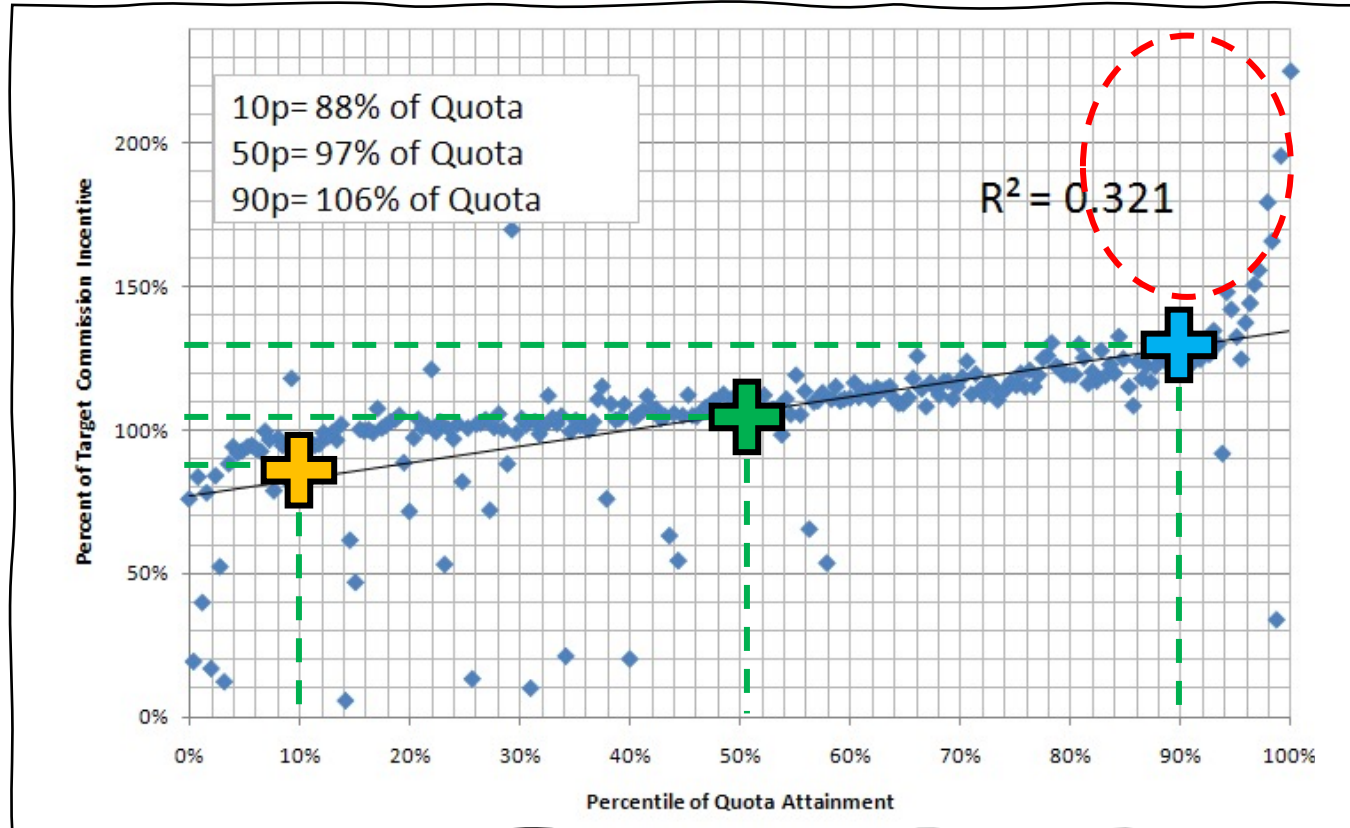
PROBLEM



Can't attract  
top talent.

## 4. UPSIDE/DOWNSIDE

### Upside and Downside Analysis



STORY LINE:

*We are overpaying  
low performers and  
upside for 90th  
percentile  
performers is only  
130% of target  
incentive.*

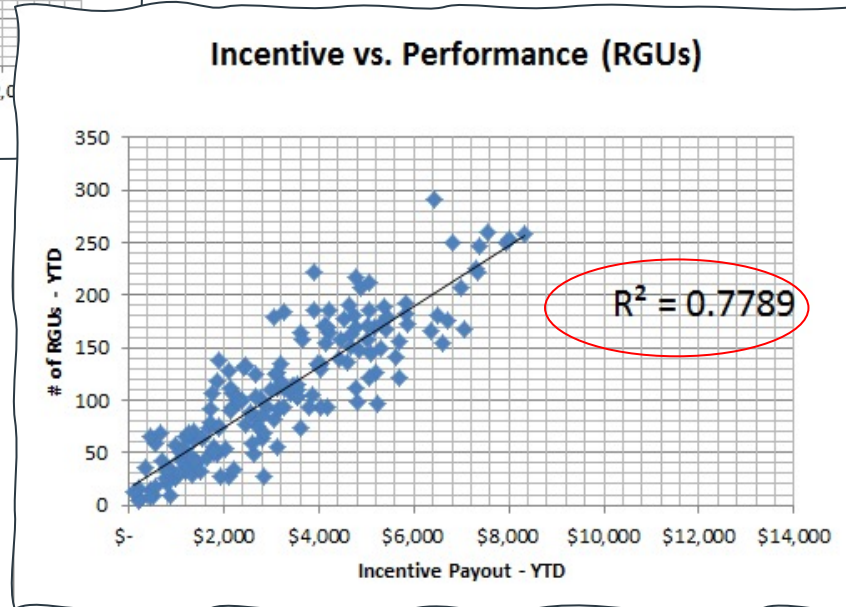
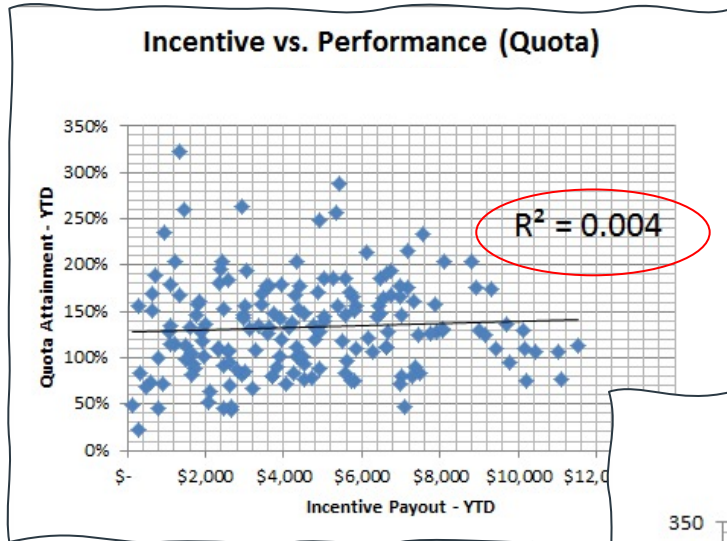
# 5. PAY VS. PERFORMANCE



## PROBLEM



*The C-level's  
priority isn't  
the reps'  
priority.*



## STORY LINE:

*Goal attainment is  
the C-level  
priority...*

*But our plan pays  
for revenue,  
whether it's  
managing the base  
or winning new.*



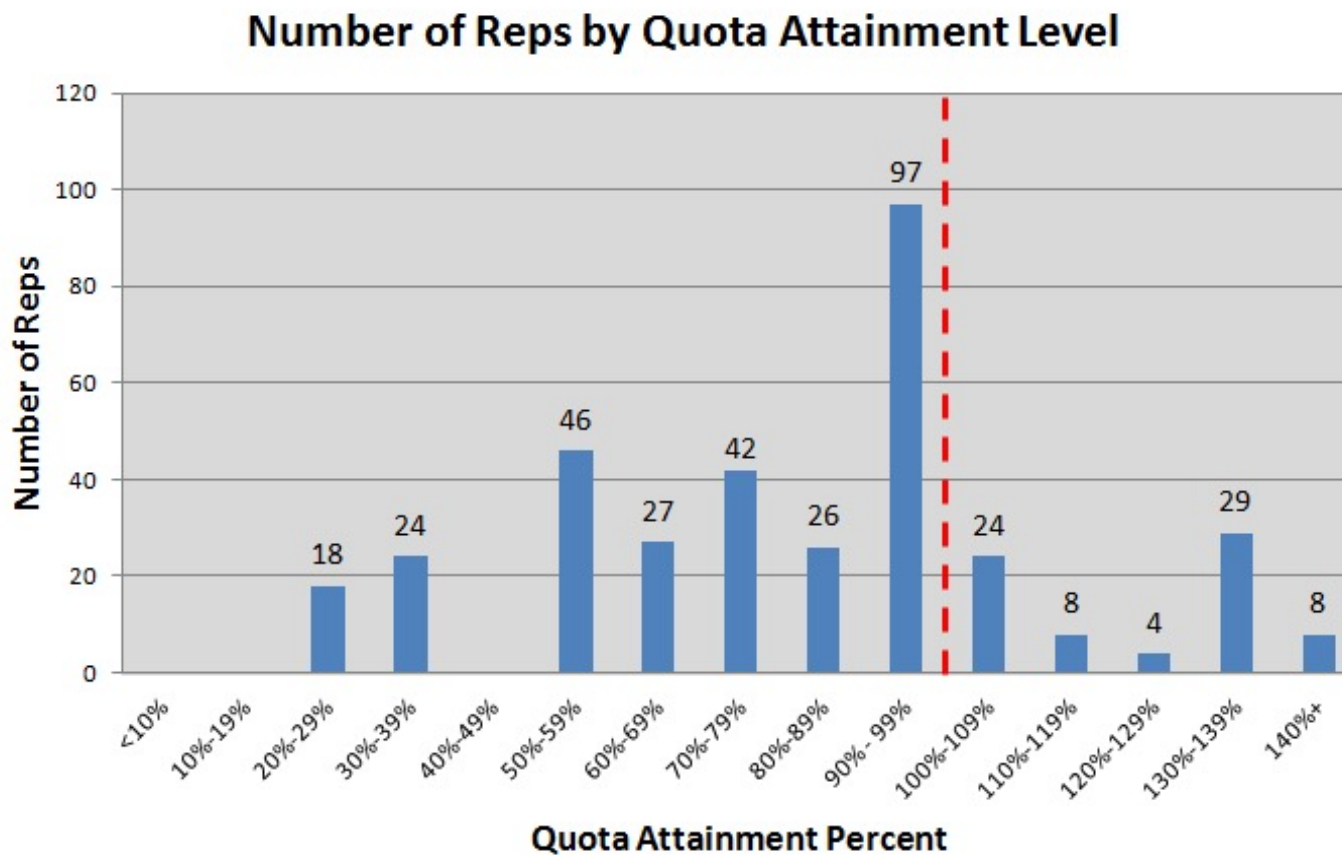
# 6. QUOTA ATTAINMENT



## PROBLEM



History has caught up with us.



## STORY LINE:

*31% of the team is at goal.*

*But about a quarter are between 90% and 99% of quota. Hmm...*

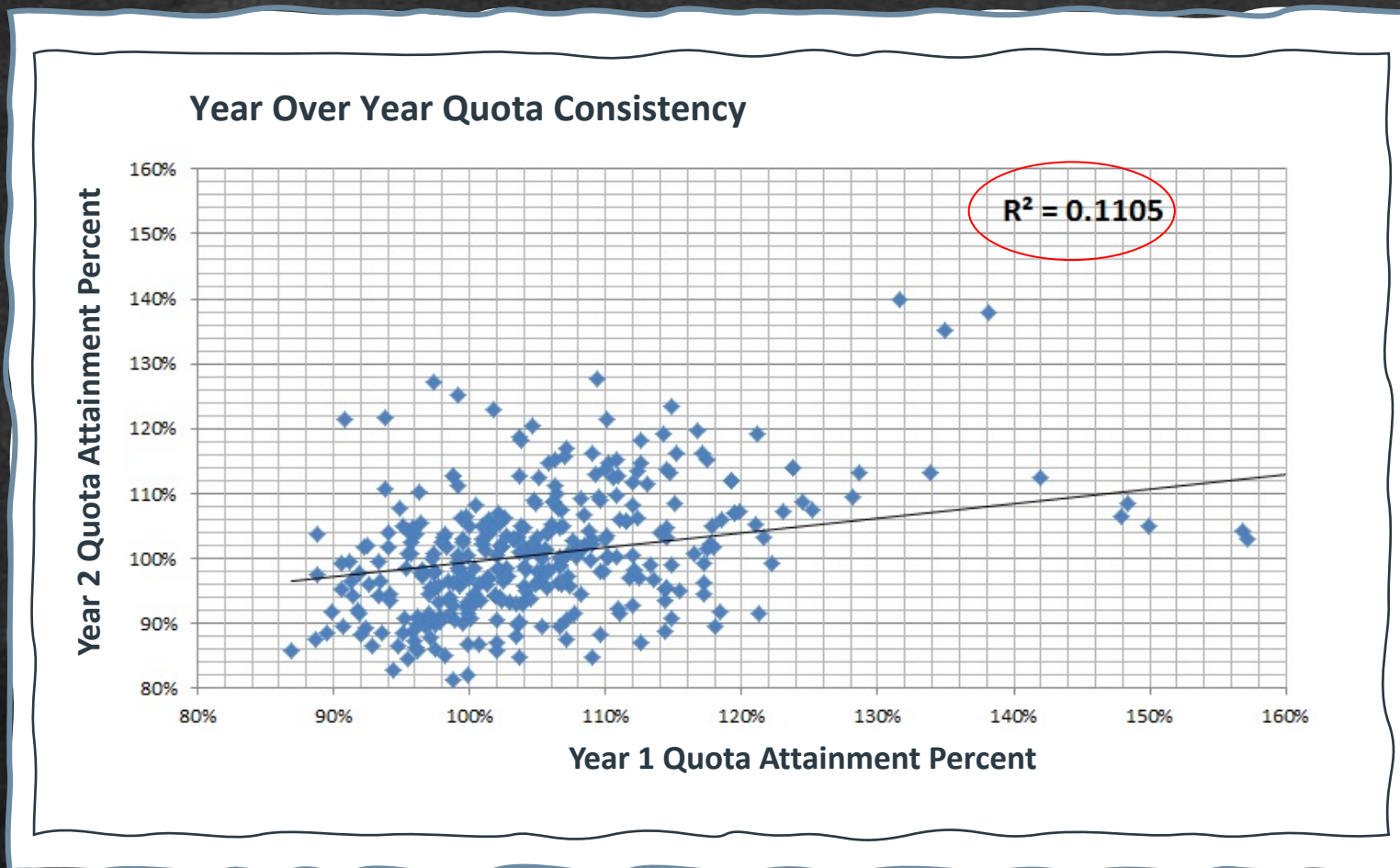
# 7A. Y-O-Y PERFORMANCE- TO GOAL



## PROBLEM



*History has  
caught up  
with us.*



## STORY LINE:

*Year-over-year  
quota attainment is  
sporadic...*



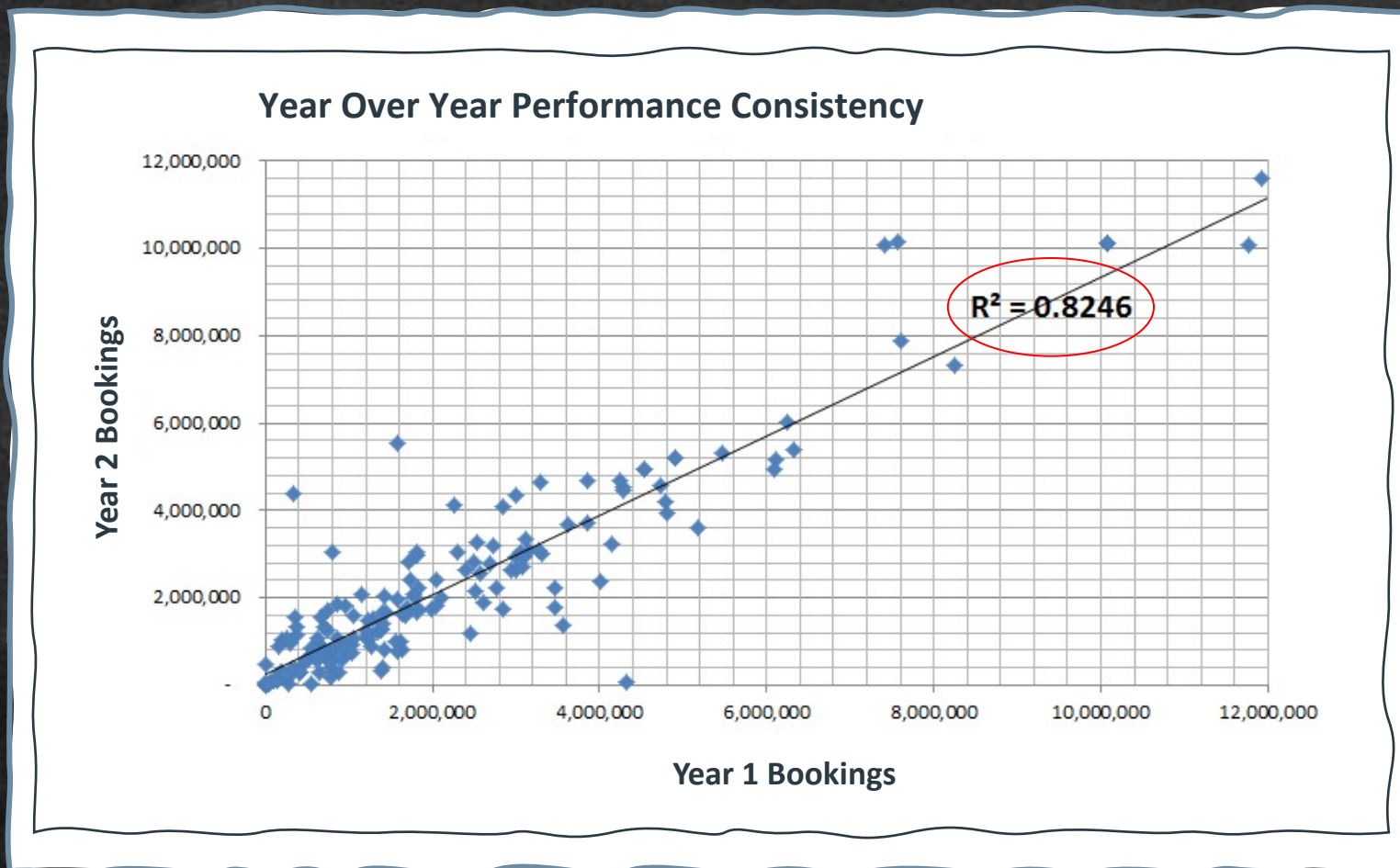
# 7B. Y-O-Y PERFORMANCE- UNITS



## PROBLEM

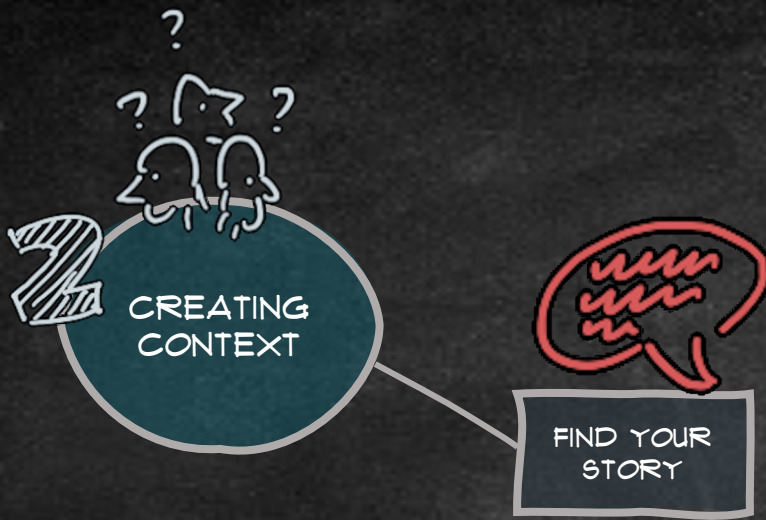


*History has caught up with us.*



## STORY LINE:

*But bookings performance is consistent, suggesting a historical quota process or a productivity issue.*



- WITH YOUR WIP ANALYTICS, DIRECTED BY YOUR CHALLENGE...
- FIND THE STORIES IN YOUR ANALYTICS
- FILTER OUT THE REST AND SIMPLIFY
- PAINFUL TO PUT THE EXTRAS ASIDE
- CRAFT INTO A STORY LINE BUT NOT TOO RIGID
- CAPTURE THE READER AND MAKE THE POINT





# NOT TOO RIGID... CAPTURE THE READER AND MAKE THE POINT

## SETTING

THE CURRENT STATE

## CHARACTER

WHO'S IMPACTED?

DO WE CARE?

## RISING ACTION

THE BUILD OF THE PROBLEM

TAKING IT TO THE CLIMAX

## PROBLEM

TROUBLE

HIGHLIGHTED BY YOUR ANALYTICS

REFERENCES YOUR CHALLENGE QUESTION

## CLIMAX

THE EVENTUAL IMPACT OF THE PROBLEM

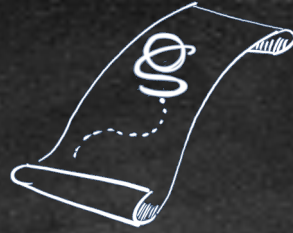
CURRENT OR FUTURE

## RESOLUTION

THE SOLUTION VISION

YOUR RECOMMENDATION

OR, AN OPEN QUESTION TO RESOLVE



*SalesGlobe and WorldatWork surveyed 380 employers and 1,400 employees about their back-to-work plans and we found an interesting story...*

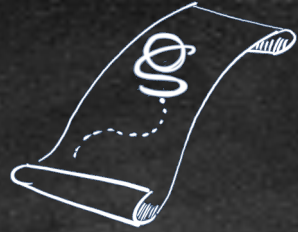
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AND **76%** SAY  
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EXPECTATIONS...





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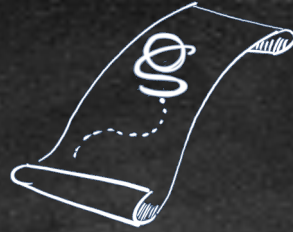
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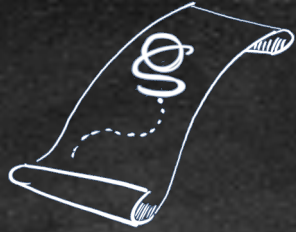
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RETENTION RISK...



**32%** OF EMPLOYEES  
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**INVESTMENT IN REMOTE...**

A LARGE PORTION OF EMPLOYERS ARE ACCELERATING INVESTMENT IN:

VIRTUAL CONFERENCING: **95%**  
NETWORK SECURITY: **70%**

**77%** OF EMPLOYERS WILL MAKE REMOTE WORK POLICIES MORE FLEXIBLE

BUT COMPANIES ANTICIPATE ONLY **34%** WILL CONTINUE WORKING REMOTELY

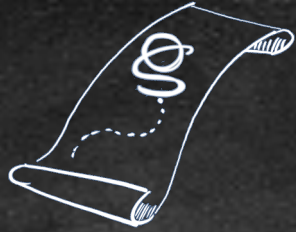
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### FUTURE INNOVATION DEFICIT?

BUT ONLY A SMALL PORTION IN:  
PROJECT MANAGEMENT **22%**  
INTERNAL COMMUNICATION **36%**

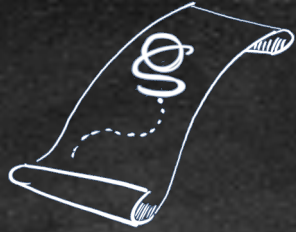
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WHILE LARGE POPULATIONS OF IDEA-GENERATING EMPLOYEES TRY TO COLLABORATE AND CREATE AT A DISTANCE







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WHAT'S YOUR BACK-TO-WORK PLAN FOR CUSTOMER INNOVATION AND EMPLOYEE RETENTION?

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**CLIMAX**

- POTENTIAL TURNOVER
- COLLABORATION DEFICIT
- INNOVATION DEFICIT

THE FUTURE OF SALES WILL GO TO THE DATA-DRIVEN, CREATIVE PROBLEM-SOLVERS...

WHAT'S YOUR BACK-TO-WORK PLAN FOR CUSTOMER INNOVATION AND EMPLOYEE RETENTION?

**RESOLUTION**

BACK-TO-WORK PLAN

EMPLOYEE VALUE PROPOSITION

COLLABORATION SOLUTIONS

BEING INTENTIONAL AND ACTION-ORIENTED

FUTURE INNOVATION DEFICIT?

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EXPECTATIONS...

**RISING ACTION**

**PROBLEM**

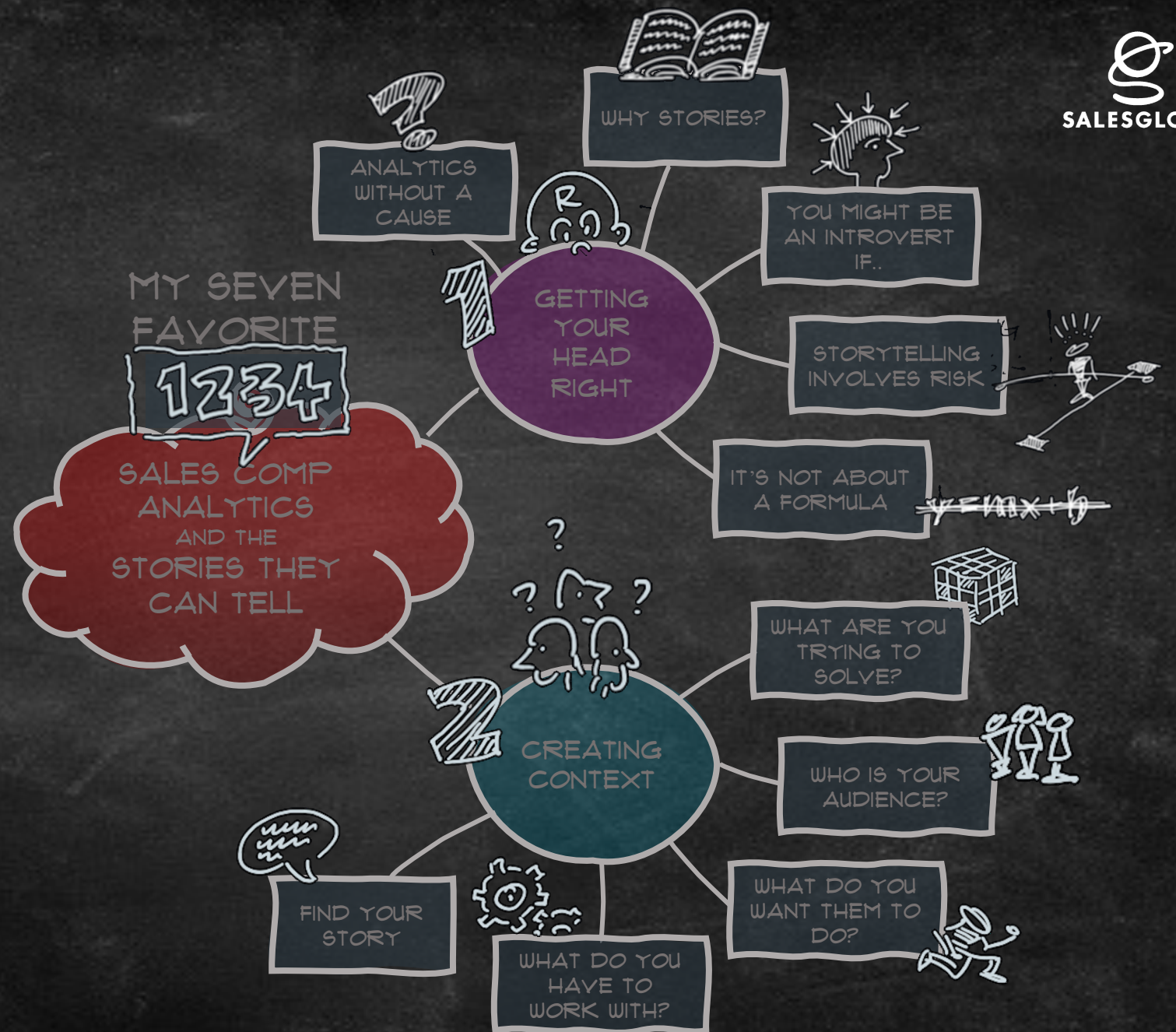
SETTING

CHARACTER



# RECAP

- GET YOUR HEAD RIGHT WITH YOUR **PURPOSE AND COMFORT LEVEL**
- START WITH A **CLEAR CHALLENGE**
- KNOW WHAT YOU WANT YOUR **AUDIENCE TO DO**
- USE YOUR **ANALYTICS** AS THE **SUPPORTING CAST** TO YOUR STORY
- **FIND YOUR STORY LINES** AND PUT THE REST ASIDE
- **PRACTICE** ANY CHANCE YOU GET



# Thank You!

## SalesGlobe's Story: Data-Driven, Creative Problem-Solving for Sales

[www.SalesGlobe.com](http://www.SalesGlobe.com)

why?

We've spent a long time in business. And during that time we've seen too many companies replicating competitive practices and repeating old approaches rather solving problems in a way that would produce innovative solutions. We asked,

*Why do companies repeat the same old solutions?*

*Why do they use benchmarks and current practices as the answer and leave themselves vulnerable to competition?*

*How can we solve the right sales problem(s) analytically and creatively to give our clients a differentiated advantage in the market?*

- Go-to-Market
- Sales Organization Design
- Sales Capacity and Goal Design
- Talent Assessment and Planning
- Strategic Account Programs
- Sales Compensation
- Quota Setting
- Technology Readiness

**We are rethinking sales.**

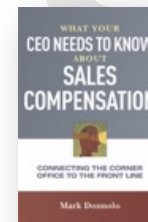
SalesGlobe is a data-driven, creative problem-solving firm for sales that solves your most important sales challenges. We work with you to design and implement solutions that give you the results and ROI you need.

*We started SalesGlobe to go beyond the benchmarking and common practices that many firms dispense to their clients as the answer.*

*We are committed to bringing new problem-solving approaches to sales effectiveness that make a difference and deliver results for our clients.*

*So, we approach each client assignment as a special creative problem-solving opportunity. We leverage left brain and right brain creative approaches to develop a solution that will give our client a differentiated advantage and a real return on their investment.*

rethink





# Sales Compensation and Sales Effectiveness Content

Here are a few links to some SalesGlobe content. For more, please visit SalesGlobe.com.

## SalesGlobe Rethink Sales Round Table



## SalesGlobe Rethink Sales Podcast

## Strategic Sales Compensation Report Card

## How to Grow Your Accounts in the New Economy- Salesman Podcast

## The Four Phases of COVID-19 Recovery for Sales

## How to Hit 300% Quota- Salesman Podcast

## Accelerating into 2021: Quotas, Compensation, and Enablement- Evolvers Podcast

## How to Build a Better Sales Compensation Plan

[On Amazon.com](#)

[On Amazon.com](#)

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