What Was the Challenge?

Mentor Group was contacted by a Private Equity customer who had invested in an identity verification software vendor based in Europe. The company's sales growth had stalled, and the sales organisation was facing several problems that were affecting productivity.

The company had a strong position as a leading provider of identity verification software across various regulatory environments. Acquisitions made along the way amplified these strengths. The company had enjoyed an impressive growth trajectory and benefited from low customer churn, a dominant position in key geographies, and other valuable assets. The company had capitalised on the trend of digital transformation to adopt digital-first strategies.

The company are now experiencing a decline in revenues and their investors, our PE client, needed us to assess the problems and design a solution that would catalyse sales growth. We were introduced directly to the CEO and Executive Directors with a view to scoping a phased program of change and growth.

What Was the Deployment Approach?

We employed a simple but effective 3-step transformation program to ensure the organisation was geared for *Sustainable Revenue Growth* : Diagnose, Enable, and Optimise.

1. Diagnose

We identify the gap between where the business is now and where it needs to be in order to meet or exceed targets and goals. Once that gap has been diagnosed, we design a unique solution, tailored to meet the needs of the business.

2. Enable

We work with the customer to deliver targeted solutions to the business, either integrating into existing platforms and processes, or introducing new systems and methodologies to help provide the foundation for future growth and enablement.
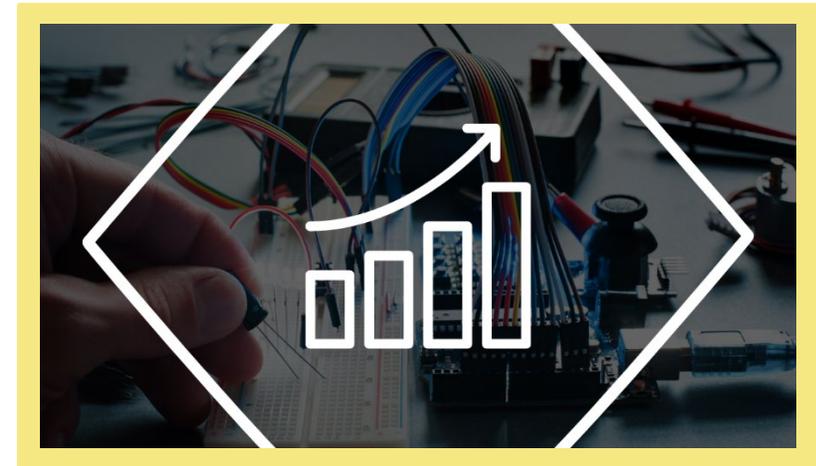
3. Optimise

We engage in an ongoing commitment to optimise the programs we deliver to the business, ensuring that our solutions always match the organisation's specific needs - even as they change - and that we continue to help drive the best possible results.

Diagnose: Revenue Assessment

Where we began…

Mentor conducted a 1st phase assessment of the system that generated new sales order intake.

The dimensions assessed were:

Sales Strategy	Sales Operations and Performance	Sales Org Design	Process
Technology	**Talent**	**Motivation**	**Culture**

- All sales data, assets, and process documentation were reviewed against best practice.

- 16 key stakeholders across Demand Generation, Sales Development, Inside Sales, Partner Sales and Field Sales were interviewed as well as the heads of Operations, Finance, Marketing and HR.

- The report consisting of findings, implications, and recommendations under each of the dimensions was submitted.

Diagnose: 8 Revenue Assessment Dimensions and Findings

Sales Strategy	Sales Operations and Performance	Sales Org Design	Process	Technology	Talent	Motivation	Culture
• The Company has a great product market fit and is doing well, but its *sales organisation lacks a coherent sales strategy*. • There are commonalities in the company's sales approach, such as selling the platform, expanding into select verticals, and leading in the KYC space, but *there is no unifying sales strategy.*	• The Company Sells into a complex environment which makes collaboration between sales makers and engineers, supported by a sales operating blueprint, imperative. • This *collaboration is almost non-existent*. The most vital link between new business development and account management is also broken.	• The sales organisation is described as *lacking global teamwork, cohesion, and alignment.* • The heads of several functions were described as *lacking the pedigree/experience* to lead those functions.	• There are many *inefficiencies in the sales process* which have a negative impact on sales productivity and customer experience. • Examples of these inefficiencies include *unclear workflows, multiple data sets, and information that is difficult to locate*, resulting in frustrations, delayed response times, missed deadlines and fractured relationships.	• The use of *CRM and related sales enablement technology is immature at the company* and clearly falls short across key dimensions: 1. integration 2. adoption 3. productivity impact 4. data quality (MI) • *The technology stack is a source of unresolved confusion and frustration.*	• *There is no evidence of a sales talent engine* that sources, hires, onboards, develops, and retains the best sales contributors through world-class systems and processes. This is an essential element for hyper-scale. • *Talent management practices, in recruitment and onboarding, were seen to be highly inefficient.*	• The company's *Sales Compensation scheme is a work in progress.* • The latest changes aim to drive more cross-selling and move the business towards more predictable revenue. • *Complaints* about the changes are loud, which in turn is *knocking motivation.*	• The sales culture at the company is beset with what people describe as *factions or cliques, in-groups, and out-groups. Fractured relationships between sales and other functions* have negatively impacted the culture of the sales organisation. The us vs. them blame culture is very strong.

Enable: 8 Revenue Growth Workstreams Identified

Workstream 1
Blueprint Co-Creation

Mentors Sales Blueprint is a system for funnel and pipeline and opportunity management.
It works by integrating workflows from multiple functions, allowing you to create the conditions for sales excellence.

It aligns:

1. Customer buying journey
2. Sales stages
3. CRM exit gates
4. Processes per stage
5. Tools per stage
6. Coaching questions per stage

Workstream 2
Salesforce Gap Analysis

Objectives:

1. Full Assessment Audit of the current Salesforce.com set up against the new sales operating blueprint
2. Lead Gen Quality
3. Lead Scoring and Assignment Rules
4. Integration Effectiveness with Marketo and Salesloft
5. Improving Opportunity Management and Pipeline for larger deal management
6. Integration with plugins
7. Support to deliver a solution Design for the New Blueprint
8. Recommendations for configuration and dashboard creation
9. Forecasting Alignment

Workstream 3
Management Execution System

Objectives:

1. Revitalises communication in the sales organisation
2. Embeds the new blueprint
3. Supports CRM Adoption
4. Enhances accountability for performance
5. Tracks behaviours and associated metrics that builds a healthy sales funnel
6. Ensures the sales pipeline is clean, healthy and sufficient
7. Enables the rigorous coaching of sales managers and sellers against performance gaps
8. Builds a sales culture that is geared towards high-performance
9. Enables the roll-up of performance analytics/data to the CEO who can accelerate accountability and performance

Workstream 4
Sales Collaboration & Synergy

Objectives:

1. The workstreams objective is to build a system of collaborative selling – hunting as a pack – to improve sales effectiveness, speed and accuracy of operational execution
2. Build a Sales Excellence centre, which includes value propositioning, proposal desk, best practice proposal creation

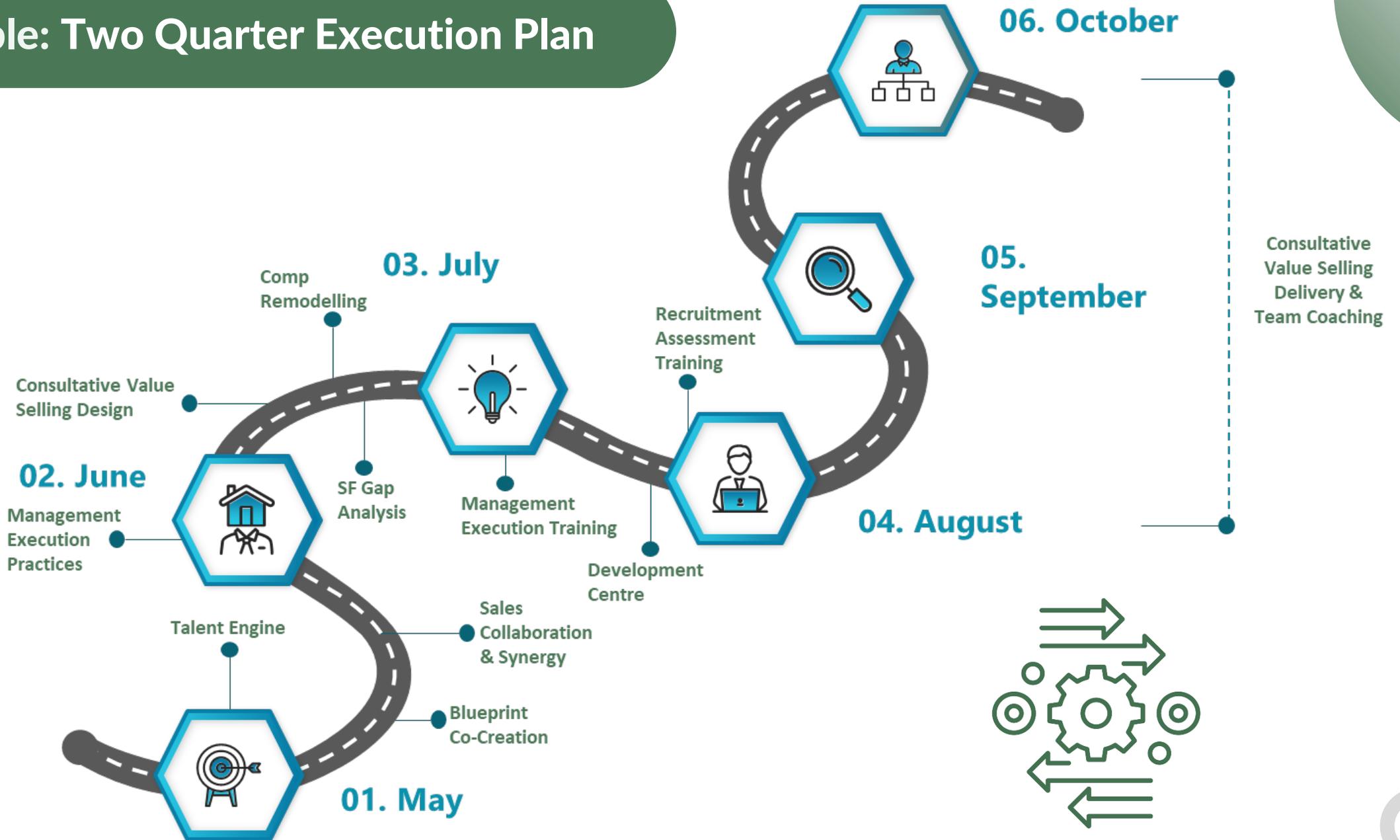**Build a Sales/Pre-Sales/Product Marketing interface:**

1. Collaboration to shape and execute opportunities as a team
2. Value-driven product/use case based solution/platform pitch
3. Teams and the leaders operationally and tactically aligned - working like a cohesive, 'well-oiled' unit
4. Fine-tuning the blueprint, giving everyone buy-in and ownership

Enable: 8 Revenue Growth Workstreams Identified

Workstream 5
Compensation Remodelling

Workstream 6
Development Centre

Workstream 7
Consultative Value Selling

Workstream 8
Building The Talent Engine

Objectives:

1. To support the sourcing, recruitment and retention of the best and brightest in industry
2. To empower the sales force, the compensation plan needs to focus on salary as well as non-financial workplace benefits
3. The key is to strategically grow and improve sales performers, so it's crucial that the customer prioritise a seller-retention strategy focused on the most important non-financial attrition drivers, such as manager quality and career development

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Objectives:

1. Identify mature business development capability and commercial acumen in sales and non-sales professionals
2. Identify individuals for potential redeployment who have both the sales capability and the ambition to advance their career in a business development role
3. Distinguish who is suited to, and best left in, their current role
4. Draft development recommendations for each participant which they can then take ownership of driving

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Objectives:

- To hone the skills of the sales team to be able to apply complex solutions and articulate value with high degrees of commercial nuance

Critical Themes:

- Why customers desire a consultancy approach
- The consultancy selling process - IQ-EQ-XQ
- Consultancy led discovery - research and questioning
- Outcome mapping – probing beyond the immediate
- The psychology of consultancy engagement – questioning response
- Consultancy engagement framework
- Adaptive Consulting – Selling to different members of the buying coalition over time and adapting to the changes in variables
- Developing outcome value-based strategic thinking
- Shaping a value proposition and proposal
- Facilitating customer internal validation and consensus
- Closing and Implementation of road maps

Roadmap:

1. Competency frameworks for 4 sales roles (SDRs, Inside Sales, Sales Mangers and New Partner Sales)
2. Job Descriptions for the 4 different sales roles
3. Candidate sourcing, screening, interviewing and shortlisting
4. Candidate Core Skills Assessment Design
5. Candidate Assessment Handbook for use by Customer's Sales Managers and HR practitioners doing recruitment
6. Candidate recruitment
7. Licence to Sell Customer Platform - Sales Onboarding Journey – process, content, milestones etc. (design for 3 sales roles)
8. Sales Onboarding Training

Enable: Two Quarter Execution Plan

06. October

05. September

03. July

Comp Remodelling

Consultative Value Selling Design

SF Gap Analysis

Recruitment Assessment Training

Consultative Value Selling Delivery & Team Coaching

02. June

Management Execution Practices

Management Execution Training

04. August

Development Centre

Talent Engine

Sales Collaboration & Synergy

Blueprint Co-Creation

01. May

Enable: Outcomes, Results and Impact to Date

Revenue Blueprint

1. **Improved Sales Productivity** with improvements noted in: Pipeline velocity, pipeline cleanliness, health and sufficiency
2. **Implemented Opportunity Management** across subsidiary companies for consistency/rigour
3. **Radically improved Sales Onboarding** leading to reduced time to target
4. **Improved Collaboration** between contributing functions using the 'new single version of the truth'

Management Execution System

1. **Designed and Implemented a full set of Sales KPI's** leading to improved performance management
2. **Radically improved company data** for use in analytics and MI
3. **Built a set of 18 Management Meetings**, each with performance metrics and cadences and dashboards, with data all rolled up to the C-suite
4. **Created Management Systems** that catalysed transformation adoption and embedding

Compensation Remodelling

1. **Improved sales motivation** to sell platform solutions
2. **Improved ability to attract, pay and retain** highest and best performers
3. **Improved Collaboration** using Individual and "Team" based metrics tailored to needs of each role and its relative impact on selling solutions
4. **Designed a balanced change** in salary/variable pay mixes - between teams and individuals
5. **Improved trust in management processes** and controls - beyond compensation

Development Centre

1. **Identified Highest potential incumbents** through aggregate scoring. Areas of weakness and vulnerability identified with data collateral
2. **Identified Mature business development capability** and commercial acumen in sales and non-sales professionals together with potential for redeployment
3. **Benefited Individual development journeys** from improved specificity into gap areas

Enable: Outcomes, Results and Impact to Date

mentor

Aggregated Enablement Results Across Client Base

Sales Collaboration and Synergy

1. **Improved Structures, Procedures, Tools and Governance** given to subsidiary companies to improve cross-selling
2. **Collaboration Charter created** for Sales, pre-sales and product organisations
3. **Improved Strategic and Tactical Alignment** between sales, presales and product
4. **New discovery discipline created** and launched, together with framework and tools

Consultative Selling

1. **6 modules bespoke designed and delivered** over a 3 month period to improve mindset, skillset and tool kit for solution selling
2. **90%+ recommender score** in all Program impact and Facilitation
3. **Reinforced Learning Session** for Team coaching
4. **Value and volume of deals** defined as solution **improved by 14% after 3 months**

Talent Engine

1. **New set of sales competencies** rolled out across 4 roles
2. **A set of foundational job descriptions** that would form the basis of any specific job descriptions and advertisements built/deployed
3. **Deployment of a sales candidate assessment** case study to be used in the final stages of the hiring process
4. **Successful manager training** completed
5. **Deployed new onboarding approach** to help bring new sales hires up-to-speed

- Mentor have *increased* average deal size by **49.3%** Y on Y
- Pipeline Opportunities *increased* by **19%** Y on Y
- Average Sales Cycle *reduced* by **5-12%**
- **40%** *increase* in cross-sells and upsells
- **17%** *increase* in sales within the first month of the program
- **84%** of sales reps *achieved* their quotas within a month of training
- **60%** *reduction* in ramp time for new sales hires
- **29%** *improvement* in win rates
- **67%** *improvement* in closing deals after Sales and marketing alignment
- **30%** of *time saved* on admin tasks and preparation
- **88%** Referral *Recommendation*
- Facilitator *Performance* rated at **92%**
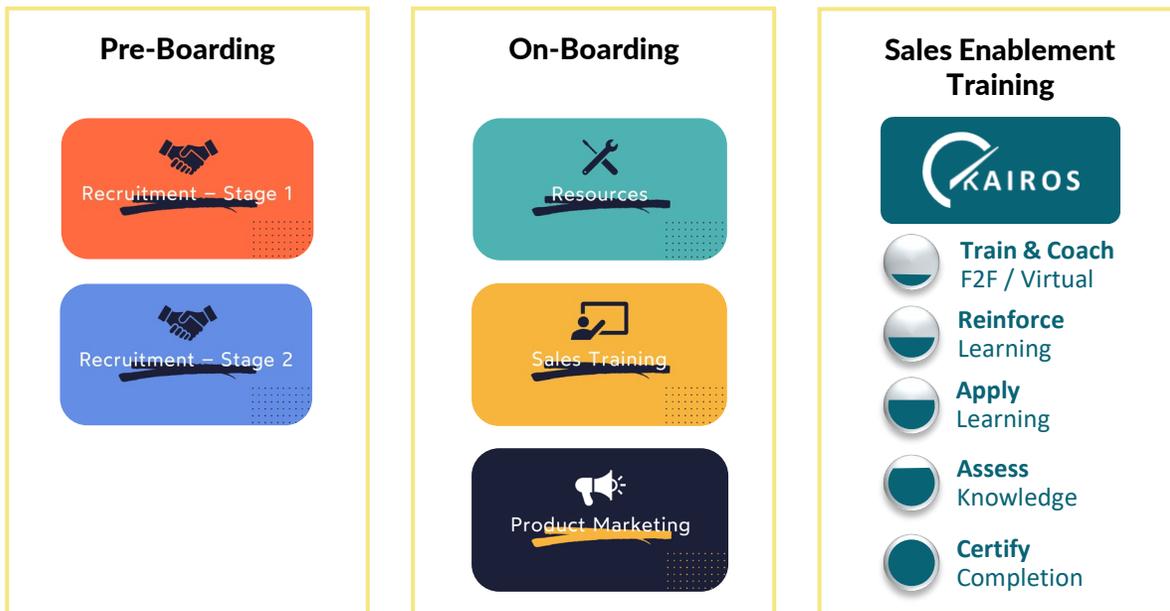- *Increased* customer retention rates by 10% increasing YonY profitability by **25%**

Mentor works in partnership with their clients looking to **continually optimise its partners revenue enablement**. As Mentor continued to work with this partner it introduced **Kairos**, **the award winning, intuitive, multi-device, and data-driven Learning Experience and Content delivery Platform.**

It is designed specifically to meet the needs of modern corporation by providing individual learning plans and content based on actual business data.

It will underpin the recruitment (Pre-Boarding) and onboarding programs for the client, facilitating online learning, supporting face-to-face training, and acting as a reference point for a range of personas including managers, existing and new sales staff, and prospective employees.

Pre-Boarding

- Recruitment – Stage 1
- Recruitment – Stage 2

On-Boarding

- Resources
- Sales Training
- Product Marketing

Sales Enablement Training

KAIROS

- **Train & Coach** F2F / Virtual
- **Reinforce** Learning
- **Apply** Learning
- **Assess** Knowledge
- **Certify** Completion

The SaaS Awards
WINNER 2022

Best SaaS Product for E-Learning - Kairos

"Mentor Group's Kairos provides a modern and flexible learning experience platform to help sales teams optimize performance through dynamic and autonomous employee training. As the nature of workplace learning is rapidly reconceived as fully digitalized, a pioneering, data-driven product like Kairos brilliantly showcases the advantages of the new paradigm, such as increased accessibility, customizability, and information retention. Everyone at SaaS Awards was impressed by Mentor Group's Kairos."

Quote From Lead Judge - Robert Bassett

Mentor

Who are Mentor Group and what are our differentiators?

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mentor

About Us

Mentor Group is a data-led sales transformation company, dedicated to driving exponential sales transformation, productivity and performance with digital-first enablement.

Put more simply; we help organisations sell more often, for more money, faster than ever before.

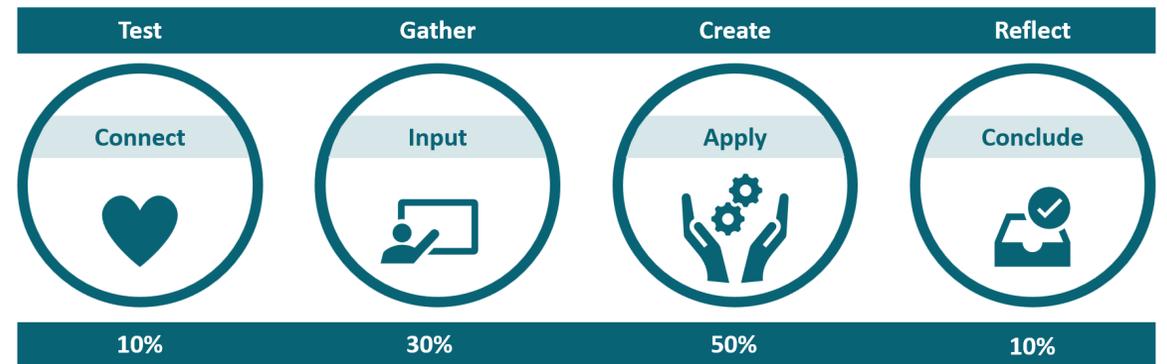You can verify this ISO 27001 accreditation by clicking here, and using the reference number 227526.

British Assessment Bureau
UKAS MANAGEMENT SYSTEMS
8289
ISO 27001 INFORMATION SECURITY MANAGEMENT

KAEFER · TP ICAP · allvotec together we can · IMERYS · GIST · vodafone · aws

orange Business Services · arm · FUJITSU · Lenovo · DELL · Workiva · VOLKSWAGEN FINANCIAL SERVICES

MICRO FOCUS · curion Consumer Insights. Delivered. · GE Healthcare · Home Office · THE WORLD BANK · syngenta GLOBAL · LONZA

Guerbet · ASCENTIAL · vmware · DECIBEL · htec get data smart · interos · Lloyd's Register

blueprism · Computacenter · JM Johnson Matthey

Venture Capital / Private Equity

BGF · STERLING PARTNERS · TPG · WICKS · VISTA EQUITY PARTNERS · THOMABRAVO

XCEPTOR · CORSAIR CAPITAL · IDnow

New Wins

alteryx · RTÉ · CROWN CASTLE · xactly Inspire Performance · incisive media · Commify · Capgemini

AMS · SCC Technology Solutions Provider · CAMBRIDGE COGNITION · Adobe · energia · NORTH · kainos

TUNGSTEN NETWORK · illumina · Coloplast · elis · SKANSKA · eagleview · Origin ENTERPRISES PLC

Partnership Collaboration

A dedicated Account Manager who will support the program's success and conduct regular reviews with you

An Account Director to provide oversight of the project and provide you with a channel through which to escalate problems

A Client Success team with named contact to support your administration requirements

An Engagement Leader and **Subject Matter Expert** who will oversee the design and delivery

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Mentor Group's Application-Based Learning

To provide full brain application-based learning, Mentor Group designs learning around its CIAC framework – Connect-Input-Apply-Conclude. Each stage is designed to stimulate every participant across the full range of neurological learning functions through facilitated activities.

Test	Gather	Create	Reflect
Connect	Input	Apply	Conclude
10%	30%	50%	10%

Different Delivery Approaches

Virtual Instructor Lead Training (VILT)
- Maximum 90 minutes sessions using application based learning
- Maximum of 3 per day
- Group size of up to 12

Instructor Lead Training (ILT)
- Typically a full day sessions using application based learning
- Group size of up to 17

Digital Learning
- Delivered on demand via our Kairos platform
- Includes knowledge checking and gamification

Coaching as a Service (CaaS)
- On demand access to Mentor Group coaches
- Working on specific business challenges and opportunities
- Flexible consumption model

E-Seminar (Webinar)
- Large groups of up to 500
- Maximum 1 hour
- Supported by Adobe senior leaders and SMEs

Sales Performance Coaching - Areas of Focus

Coaching is focused on delivering results in 3 key areas, across sellers and sales leaders.

1 Improving Conversion Rates

2 Improving Sales Deal Sizes

3 Improving Time To Close

Topics could include:

For Sales Leaders
- Improving sales effectiveness and operational rigour
- Improving forecast accuracy
- Improving big deal close success forecasting
- Increasing active pipeline

For Sellers
- Accelerating the sales stages
- Buying coalition engagement & influence
- Consultative and value selling stratagems
- Deal planning & reviews
- Unblocking stuck deals

Measures of Success/Indicators could include:

For Sales Leaders
- Leading – Pipeline values, volumes and velocity
- Lagging – New order intake

For Sellers
- Leading – Number of deals past discovery
- Lagging – New order intake

Award Winning Solutions

GLOBEE AWARDS GOLD WINNER
2022
SALES, MARKETING, CUSTOMER SUCCESS, AND OPERATIONS
Sales Performance Management Solution - Kairos

GLOBEE AWARDS SILVER WINNER
2022
SALES, MARKETING, CUSTOMER SUCCESS, AND OPERATIONS
Sales Enablement Solution - Sales Academy

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Global Delivery Capability

NAC
EMEA
APJ
LATAM
ANZ

68 Countries

30 Languages

Arabic	Dutch	Greek	Polish	Slovak
Bahasa Indonesia	English	Italian	Portuguese	Spanish
Bulgarian	Finish	Japanese	Romanian	Swedish
Cantonese	Flemish	Korean	Russian	Thai
Croatian	French	Mandarin	Serbian	Turkish
Danish	German	Norwegian	Siamese	Vietnamese