

# Measuring Effectiveness of Sales Performance Improvement.

*"Fewer than 40 percent of all sales organisations we have interviewed have implemented a formal, empirical measurement program for sales performance improvement or sales training. However, more than 70 percent have said that it is a priority within the next year."*

ES Research Group

Trouble is - how, in a very practical sense do you do it? To produce something effective is actually a very difficult thing to do.

Your solution to this problem must help you minimise your training spend and maximise the effectiveness of your training outcomes. It must work with all types of sales training methods and absolutely must not be a sales training tool.

To be effective, it must do three important things:

Better understanding leads to better decisions

*"When we ran the recompute post-mortem from a 'value' perspective, we found we were actually delivering \$2.3m of additional customer value pa that the customer didn't know about— and neither did we — it's why we lost".*

VP Sales - Electronics Manufacturing



- Help you to define empirically the sales capabilities needed to deliver your business plan in terms of:
  - Selling skills required
  - Metrics required; and
  - Key performance targets
- It must provide easy to use tools for assessing the current skill levels of your sales teams. By comparing your current capabilities with your future needs they can then provide you with an empirically based view of where any skill deficiencies lie and provides the general characteristics and metrics to guide the design of a sales performance improvement programme.
- Having helped you to create the optimal training programme, they should then allow you to pre-emptively track the effectiveness of sales training against your agreed key performance targets.

Without these characteristics, you can fall in to the old trap of monitoring sales performance without improving it.

Lucidus have their own take on such a tool, which is called TrakSkill - Sales.

*"The actions that organizations must take to nurture the new era sales culture and create the appropriate competencies are not easy to do. In fact, it can be counter-intuitive for sales people"*

Rick Justice  
Senior Vice President  
World Wide Field Operations  
Cisco Systems

# TrakSkill—Sales

Tracking the effectiveness of your sales training investments.

It's generally getting tougher to sell things - particularly as products and services become more complex. As complexity grows, vendors look to combine products and services to create larger and longer term relationships with their customers. As these potential and actual relationships change, so too does the challenge for sales people.

Skills, methods and tools need to move ahead of the changing sales challenge if sales teams are to succeed in



delivering the new vendor business strategies.

As vendors move to focus more on selling complex deals, or more generally to up-skill their sales teams, it quite often becomes apparent that only a small number of their sales team are actually equipped for the new challenges.

Many are good at selling one or two products at a time - what we call 'simple' deals - and some can string several products together in a single sale - what we call 'multiple' deals. But usually only two or three people can sell the big strategic 'complex' deals.

So, a training programme is usually set in motion to move salespeople up the sales capability ladder from, say, selling Simple deals, through selling Multiple deals to being able to sell Complex deals.

And in this setting, the purpose of TrakSkill - Sales is essentially three fold.

- to help you establish the future skills and capabilities that are going to be needed by your business.
- having established the future requirement, TrakSkill - Sales will help you assess the current capabilities of the sales teams.
- having helped you to create the optimal training programme, TrakSkill - Sales then allows you to pre-emptively track the effectiveness of sales training against a range of specific targets.

## Using 'Value' effectively - What are the benefits?

Diagnostic Value Assurance gives the following benefits:

- Sets you apart in process, solution and performance.
- Empowers your team to engage the executive level.
- Engages all key customer people.
- Gives the customer powerful new insights into its own business that were otherwise unavailable to it.
- Empowers the customer to operate and own the value determination of value.
- Empowers the customer to differentiate between vendors.
- Documents how value achievement will be accomplished.
- Measures the value achieved to assure client retention.

## Some Lucidus Clients

Boston Scientific  
Pillar Data  
BP Chemicals  
British Airways  
Ministry of Defence  
H.M.Revenue & Customs  
Manchester United  
IBM  
EDS  
Hewlet Packard  
Fujitsu  
Kodak  
Rogers Communications  
Balfour Beatty  
Warner Brothers  
The Met Office  
Pilkington Glass  
Lend Lease  
Invensys

## Robert White – CEO Lucidus Ltd



Robert White—CEO Lucidus Ltd

Robert has 35 years of business experience and founded Lucidus in 1989. His experience includes the creation of a new outsourcing business for one of the global consultancy firms and he was the architect of the first Inland Revenue outsourcing deal valued at £1.7bn. With his business partner Howard Hughes, he has developed leading edge thinking and practical solutions to all of the issues associated with value and how to capture it.

The Lucidus approach to value based selling is deployed across a number of different sectors worldwide and the Lucidus pre-emptive value tracking techniques are currently deployed by the UK's Ministry of Defence to track the value from its top 50 change programmes just one of which is a £4.6bn 10 year programme of IT renewal.

## About Lucidus

Lucidus is a privately owned, independent Management Consultancy that was founded in 1989. It provides impartial and objective advice to Government, Agencies and the Executive Boards of private sector companies that recognise the need for robust value management strategies in support of investment in major change programmes.

Lucidus founder, Robert White (CEO), an authority on the emerging subject of Value Lifecycle Management as a critical management discipline, has provided leading edge strategies and advice to some of the world's most successful private enterprises, public sector organisations, and high-value sales and consulting organisations.

As a value practitioner over the last two decades, Robert has made a significant contribution to the de-risking of a large number of high profile change programmes. In 1996, Gower published his book, *The Outsourcing Manual*, the first comprehensive guide for any organisation considering taking this route, which Robert wrote based on many years experience of selling and delivering Outsourcing agreements, including the Inland Revenue, arguably the first and most successful Public Private Partnership let by the UK Government after the announcement of the Private Finance Initiative by the Conservative Government in 1992.

Co-founder, Howard Hughes, is a leader in the science of 'value assessment and measurement' and the visionary architect of a revolutionary benefits assessment, modelling and predictive tracking tool (Integrated Performance Measures - IPM) which he has been developing and refining since 1995. IPM enables and delivers the value management strategies and crucially, deals with the complexity that is inherent in multiple high-value change programmes. This tool and its associated techniques have reached a level of capability and maturity that remain unique and unsurpassed some 10 years later.

In combination, they provide a coherent end-to-end Benefits Lifecycle Management process that is seen as the holy grail of benefits centred programme governance, with emphasis on achieving planned outcomes and a clear understanding of affordability versus capability. IPM has been referred to by academics as a 'thinking technology' based on its exceptional capability as a visualisation aid, enabling stakeholders, technologists and the recipients of the investment to understand how value is derived, measured and what is required of them to assure its delivery.

Lucidus' clients receive this expertise in the form of executive level management consulting that focuses on diagnosis, strategy development, thought leadership and management training, followed by delivery of a customised and appropriate end-to-end Value Lifecycle Management process, enabled by IPM. This is licensed for the lifecycle of the investment programme, and is supported by regular audit of the VLM process.

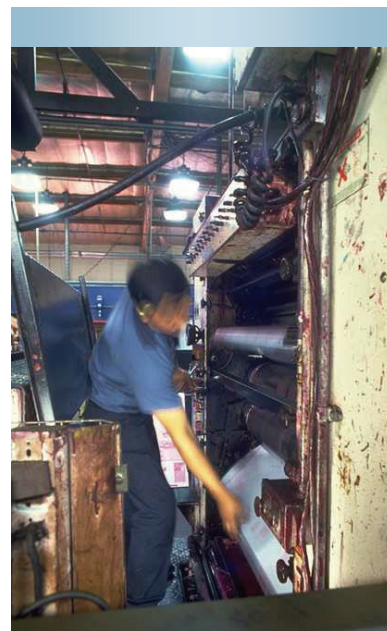
# What Lucidus Customers Say

Stephen Hester Director IS&T - global PC manufacturing

*“Lucidus have a unique set of skills and I am amazed at what they have managed to achieve. They showed us there was a potential to generate a further \$125 million of profit by using IT effectively. More importantly, they showed us where that value was, how to measure it and how to extract it. The key point was that we were focused on just a fraction of this potential benefit and had no sight of the true potential. It has changed our focus and investment profile.”*

Marcus Klein VP Global Marketing Director - MSI

*“The tools combined with the structured value presentation review were, to me, very enlightening. I know I felt we were really onto something. I think this is very powerful. The team is no longer thinking feature/function - but value / enterprise. In summary, the Lucidus approach is great! But like any approach, we need to develop the use of it around new, improved processes that I think will be very powerful.”*



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*“Astonishing. Lucidus will enable us to have ‘grown up’ conversations across the Department. We should adopt this across the MoD for all Programmes.”*

*Director General Information (CIO), UK Ministry of Defence*

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Robert Musgrove – IBM Business Consulting Services

*“Relative to other Benefits Realisation techniques, the Lucidus approach is powerfully differentiated by its ability to:*

- 1. Clearly communicate the key value & benefit levers – and the breadth of factors that influence those levers*
- 2. Provide leadership with the granularity to manage a program at a strategic & operational level*
- 3. Show the implication of practical decisions on timing; Capex versus Opex investment; a risk allocation on the business case and benefit realisation profile. (showing benefits delivered and at risk)”*

Jeremy Hudson - Salesman Ark Group (using Lucidus techniques)

*“The IT services market is increasingly competitive, and in order to succeed, we need a key differentiator. The Lucidus Value techniques and tools helps us gain access to power, where we can learn about business priorities, position our relevant services, and crucially articulate the business case for change. Having worked with Lucidus on some selected accounts it is already helping us to close more business, of higher value, with shorter sales cycles”*



Lucidus Ltd

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## Contacting Lucidus

Lucidus are always pleased to hear from our existing and potential partners. If you would like to discuss your particular requirements, you can contact us via one of the following methods:

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Lucidus

Helping with the tougher things