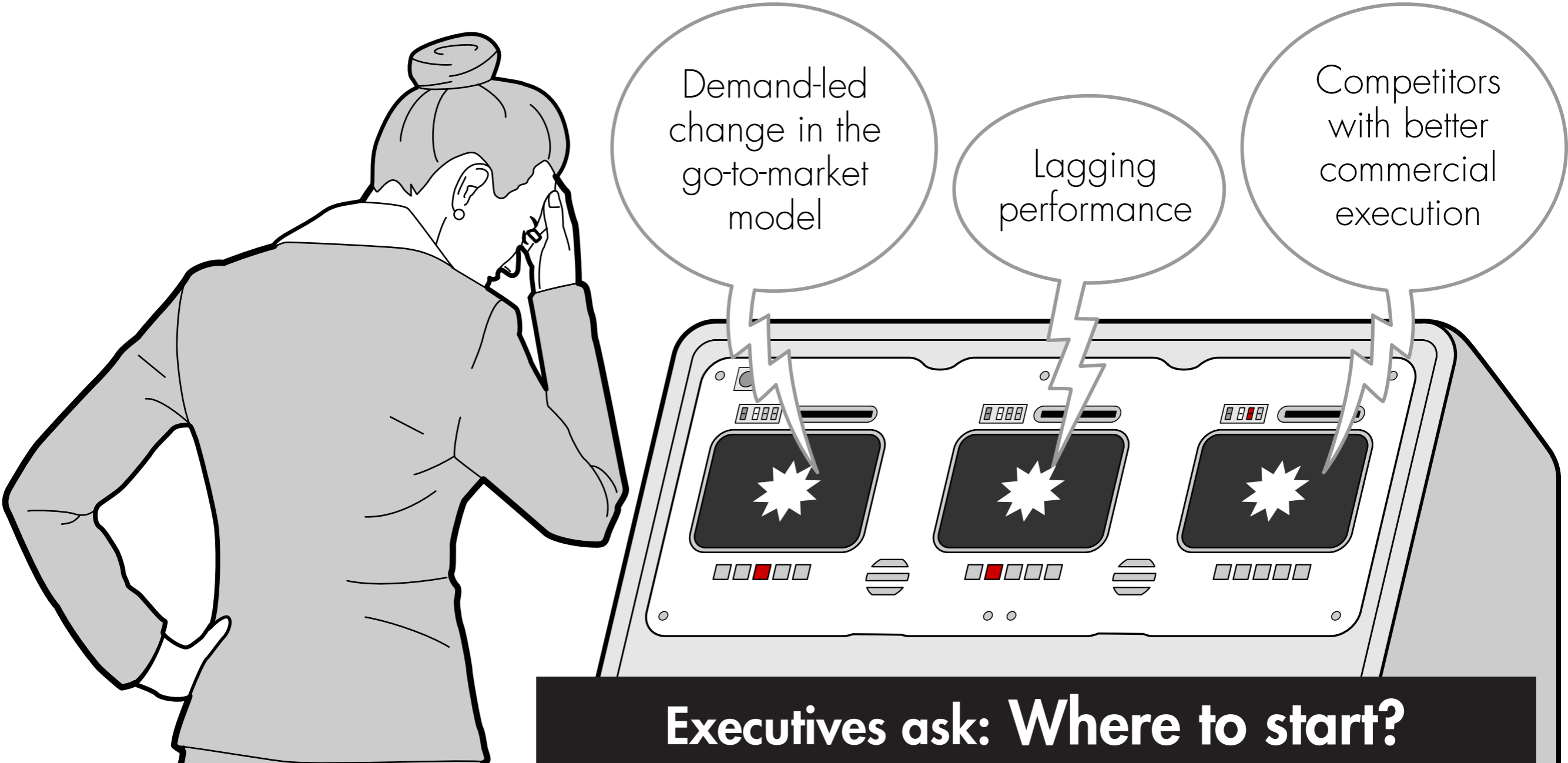


An X-ray for Your Sales Ailments

How sales leaders can diagnose and mend the gaps in their go-to-market models.

Sales leaders face common challenges



Diagnose which capabilities matter most

Take a broad view across six categories, then prioritize those that matter most to your industry and commercial model.

Sales and channel effectiveness
 Account management ♦ Channel management ♦ Sales capacity ♦ Sales compensation ♦ Sales operation ♦ Winning behaviors

Commercial system design
 Market opportunity ♦ Competitive intelligence ♦ Customer segmentation ♦ Route-to-market architecture ♦ Customer experience

Pricing
 Strategy and architecture ♦ Price setting ♦ Price getting ♦ Enablers ♦ Pricing outcomes

Product/portfolio
 Value proposition ♦ Innovation ♦ Roadmap management ♦ Product launch ♦ Life cycle

Commercial operating model
 Structure ♦ Accountabilities ♦ Governance ♦ Ways of working

Marketing effectiveness
 Brand building ♦ Demand generation ♦ Digital marketing ♦ Sales/marketing alignment

Winners see a **3- to 5-percentage-point** boost in profit margin and higher revenue growth

Six common patterns of failure

<p>Stone Age</p>  <p>Digital not embedded into core capabilities</p>	<p>Wild West</p>  <p>Inconsistent management of direct sales reps</p>	<p>Throwing dice</p>  <p>Unaware of the most profitable products and customers</p>
<p>Lost at sea</p>  <p>Lack of proper incentives for sales reps</p>	<p>Crossed wires</p>  <p>Ineffective communication and unclear roles</p>	<p>Channel soup</p>  <p>Poor channel strategy and execution</p>

A prescription for commercial excellence

Top performers share common traits, helping them boost revenue and gain market share.

Take a holistic view

All aspects of the commercial engine are highly interconnected.

Diagnose your situation

Take a real-time assessment of which capabilities are key to master and those at which you can be "good enough."

Fill the gaps

Address holes in performance through a concerted plan before moving on to secondary issues.

Know where to catch up

Identify the areas where you lag best-practice companies.

Focus on the critical

Invest in the interlinked capabilities that are most important to your company's situation.



Read more:

www.bain.com/go-to-market