

HPT analysis of a SaaS sales cycle for NAVEX Global

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## **Executive Summary**

### **Overview**

NAVEX Global's Sales Enablement Team partnered with four students from the University of North Carolina at Charlotte (UNC) to analyze their performance gap and propose interventions for reducing the amount of time it takes Enterprise Hunters to complete their first sale using the 2012 Human Performance Improvement (HPI) Model. The HPI Model is a linear process for analyzing the performance gap by exploring internal and external factors before suggesting interventions, an implementation plan, and an evaluation procedure to ensure long-term success. This project provided an opportunity for the UNC students to apply their learnings while also providing value to the client.

### **Problem statement**

NAVEX Global would like to reduce the average amount of time it takes for Account Executives (AE) in the Enterprise Hunter role to make their first sale from 57 days to 45 days. The industry average ranges from 60 to 182 days (which varies by buyer and seller size) and was determined through benchmarking. Senior Leadership has observed increased monetary gains and retention of human capital from other companies in the BC Partners Portfolio that average a sales cycle under 50 days.

### **Value**

On average, Enterprise Hunters currently make seven sales per month, bringing in an estimated \$25,000 for each sale, which totals \$175,000 per month for each Enterprise Hunter. If NAVEX Global reduced their sales time by 12 days, they could bring in an additional 21% or \$36,750 per month for each Enterprise Hunter. This equates to an estimated increase to the Annual Rate of Return (ARR) of \$1.2 million per year for new hires alone (based on an average

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of 35 new AEs per year) and additionally impacts existing AEs as their overall time to each sale will decrease as well.

### **Data Collection and Analysis**

Information about current AE performance was collected using surveys, interviews, company extant data, and external research for benchmarking purposes. Data revealed four primary causes of the performance gap: (1) inconsistencies in Bootcamp training, (2) access to NAVEX documentation and job aids, (3) lack of proper mentorship, and (4) lack of sales-specific training.

### **Solution**

Overall, the suggested interventions build upon and refine the excellent training and resources currently provided by NAVEX. Suggested interventions include to provide Enterprise Hunters with centralized access to sales and product resources, provide a formalized “getting into territory” Mentorship Program, review and update process documents, and improved resource identification and familiarization during Bootcamp and onboarding.

### **Implementation and Evaluation**

Intervention implementation is critical to performance improvement. It protects organizational investments, encourages and empowers employees, and improves accountability. To incorporate the proposed interventions into the NAVEX Global processes, Senior Leadership should consider the Hale-Sustainability Model. This model focuses on sustaining interventions by institutionalizing new behaviors (VanTiem, et al, 2021, p. 477).

## **Purpose of the Project**

The purpose of this project is to help NAVEX Global close their gap in their monthly sales goal, their ARR, and increase revenue by reducing the amount of time it takes Enterprise Hunters to complete their first sale. The company is currently meeting 80% of their monthly sales goal and would like to reduce the time it takes new AEs to make their first sale from 57 days to 45 days after they are assigned to a territory. When asked why or how NAVEX Global determined 45 days to be the desired performance, the client did not respond. Christan Miller, the group's NAVEX liaison, felt it was likely that the client used previous sales data, other component portfolios, or competing market sales data to arrive at the goal of 45 days.

NAVEX Global, a SaaS business, is the market leader for selling risk, ethics, social responsibility, and governance training (NAVEX Global, 2021, para. 1). NAVEX Global's AEs are classified into three levels and two specialties (Enterprise Hunters or Enterprise Farmers). An AE1 is responsible for small business sales (organizations that have up to 1,999 employees), an AE2 for moderate to large business sales (organizations that have 2,000 to 5,999 employees), and an AE3 supports enterprise sales to large scale customers (organizations that have 6,000 or more employees). Additionally, the hiring cycle for a new AE consists of two weeks (10 business days) of onboarding and Bootcamp training and five to six weeks (35 to 42 business days) of Product Certification training before they are eligible to be placed in a territory. Sometimes new AEs can be placed "on the bench" until there is a territory ready for them to occupy. The time AEs spend "on the bench" is not calculated into the total amount of time it takes a new hire to make revenue for the business, which is about 99 days from their hire date.

## **Data Collection, Analysis, and Conclusions**

To gather information about the causes of the performance gap, the group used surveys, interviews, and benchmark data, composed of company extant data and external research. Due to the majority of employees working remotely in wide-spread regions of the United States, all the data was collected electronically using Google Forms, Zoom, or direct email. The complete instruments and results from the data collection are included in Appendix C.

### **Surveys**

The “NAVEX Global Human Performance Improvement Survey” was a 15-minute survey comprising 26-questions conducted through Google Forms. The purpose of the survey was to collect information to clarify the performance gap and current sales processes. Survey questions were categorized by demographics, performance, and job satisfaction. The survey was sent to the Enterprise Hunters in the East division; of the 10 AEs who received the survey, only four responded, for a response rate of 40%. Additionally, of the four who responded, three were in an Enterprise Hunter role.

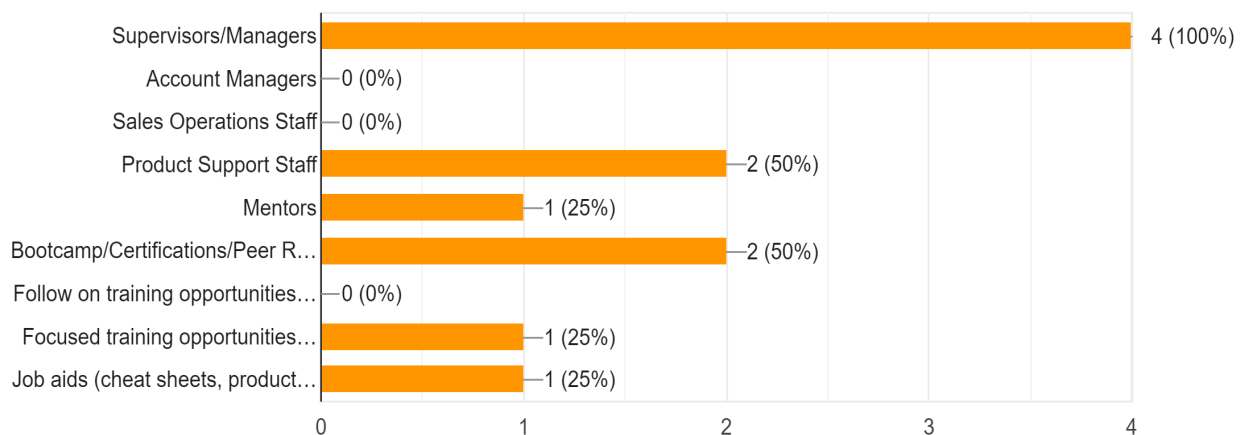
From the survey, it was concluded that Enterprise Hunters use most of their time prospecting, cold calling, and completing administrative tasks, such as “salesforce admin work, account building, proposals, scoping”, and following up with customers to ensure the sales cycle stays in motion. All respondents reported completing their first sale within 50 days, which is on target with the client’s desired performance of 45 days. Furthermore, 50% of respondents felt adequately prepared to be successful when placed in territory. In order to replicate successes across all Enterprise Hunters and make suggestions for areas that could be most beneficial for this role, AEs were asked what tools or resources were most/least helpful in supporting them in their roles. **Figure 1** and **Figure 2** below illustrate that supervisors/managers are the most helpful and Account Managers (AMs) and Sales Operation Staff are some of least helpful tools or

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resources. This suggests that Enterprise Hunters have a better working relationship with their direct supervisor or manager. This is a lost opportunity, because it shows Enterprise Hunters do not understand the purpose and benefit of directly contacting AMs and Sales Operation Staff, which limits the ability of those members to support the AEs during their sales cycle. Review of current business practices shows that an AM dedicated to supporting Enterprise Hunters could exponentially increase cross-sales and decrease the time to complete each sale by connecting the Enterprise Hunter with appropriate resources. There is also a need to ensure that the handoff process from Enterprise Hunters to AEs within the territory be reviewed. The handoff process may need to be standardized or validated.

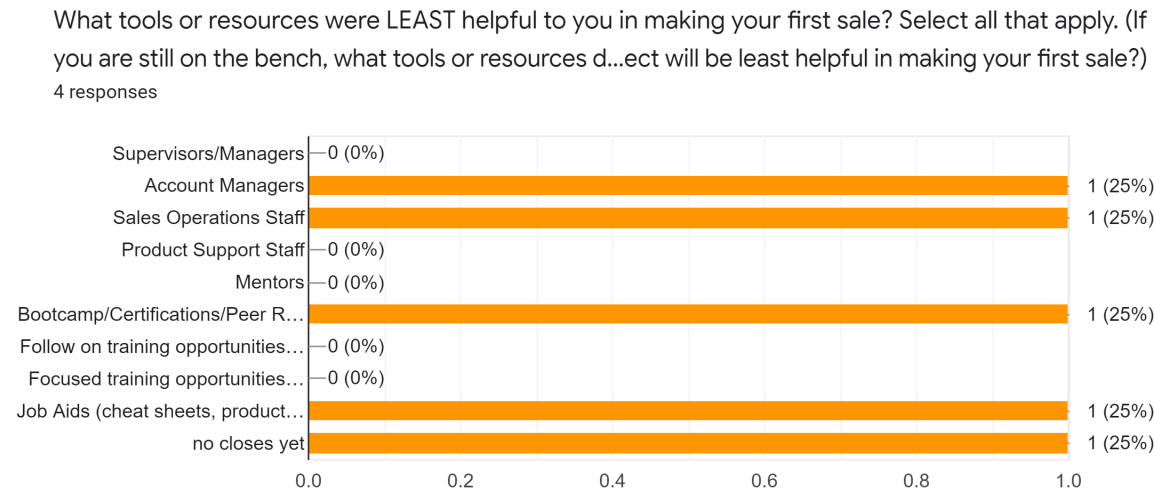
**Figure 1:** Bar chart showing tools and resources that were most helpful to respondents.

What tools or resources were MOST helpful to you in making your first sale? Select all that apply. (If you are still on the bench, what tools or resources ...ect will be most helpful in making your first sale?)  
4 responses



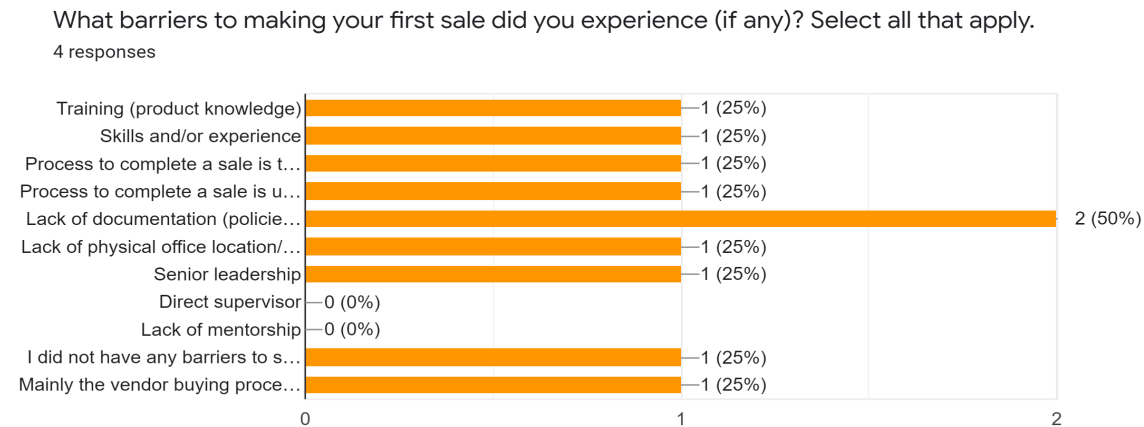
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**Figure 2:** Bar chart showing tools and resources that were least helpful to respondents.



Half of the respondents also reported that a barrier to making their first sale was a lack of documentation (policies and expectations) and standard operating procedures (SOPs) as depicted by **Figure 3**. After further investigation, and support through interviews, it was determined that the barrier is not a lack of documentation and SOPs; rather, Enterprise Hunters do not know what documentation and SOPs are available, where to find them, how to use them, or feel that the tools are inadequate or ineffective.

**Figure 3:** Bar chart showing barriers to Enterprise Hunters making their first sale.

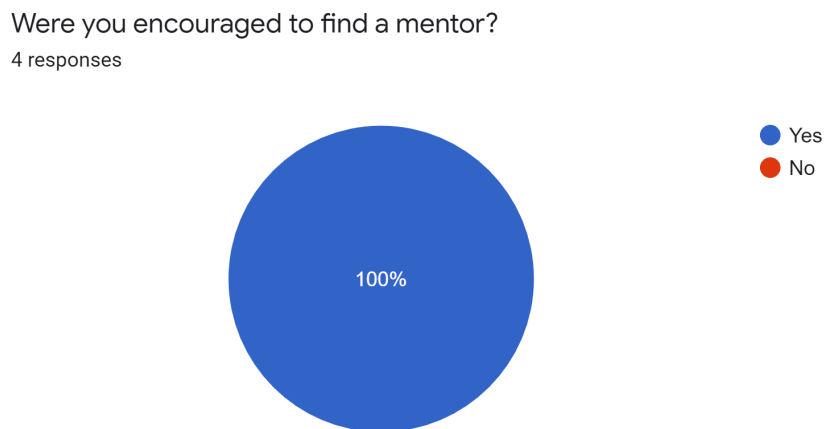




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Another large contributor to success reported on the survey was mentorship. Not only were mentors indicated as a helpful resource or tool on **Figure 1**, one respondent reported that “Yes because that’s historically how I am most successful” when asked if they found a mentor and why. It was determined that all Enterprise Hunters are encouraged to find a mentor as shown in **Figure 4**; however there is no formalization or training required of the mentors. Therefore, each mentee's experience will be different, leading to varied success in the mentor role.

**Figure 4:** Pie chart showing the number of respondents encouraged to find a mentor.



Overall, the survey determined that job satisfaction was not an influence in NAVEX Global AEs reaching their desired performance for making first sales. For instance, all respondents reported feeling successful in territory, even though most of them have not been in territory very long. 75% of respondents also agreed that the company has realistic performance expectations. More notably, when asked what a competitive and feasible time period was for making your first sale, responses varied, with most centering around 30 to 60 days. This belief aligns with NAVEX Global’s performance expectations, currently 57 days but desired 45 days. The performance section of the survey offered the most data pertaining to causes of the performance gap.

## **Interviews**

To garner more in-depth discussion and allow for follow-up questions, two interviews were conducted through Zoom: a project kickoff meeting with NAVEX Senior Leadership and a 30-minute interview with a current AE3 employee. The project kickoff meeting included John Whitted, NAVEX Director Sales Enablement, and Katelyn Entzeroth, NAVEX Sales Learning and Development Manager, and served as a formal introduction between the UNC students and NAVEX Senior Leadership. This meeting allowed the client to clarify their desired outcomes for the project, shifting the focus from an AE's time on the bench to their time to first sale. It also provided needed information about the overall structure of NAVEX Global, how the AEs are categorized and their differing job duties, and the upcoming implementation of a new Learning Management System (LMS) for training new employees. The most important information revealed in this meeting was quantifying the current performance and the desired performance for new AEs' time to first sale, which was imperative to the gap analysis.

Another interview was conducted with an AE3 who is a top-performer in the Sales Division and has a very long history with NAVEX Global. The interview reused the questions from the email surveys (**Appendix C.4**). The key findings from this interview included:

- New employee training heavily focuses on NAVEX products, not sales enablement skills.
- Shadowing real sales calls was more beneficial to this employee than the role-playing performed during Bootcamp.
- NAVEX recently implemented Outreach, a program that provides templates for sales emails, with attempts at on-going support and integration. Provides an insight into NAVEX employees tolerance and desire for change.

### **Extant Data**

To gather formal statistical data about the sales cycle, employee training, and project goals, NAVEX Senior Leadership completed a short questionnaire (**Appendix C.2**) after the project kickoff meeting. John Whitted, Katelyn Entzeroth, and Carol Schwyz, Sales Operations Manager, provided specific data points about the number of AEs employed by NAVEX, the overall process of the sales cycle, and the current success rates for AEs. It was through this questionnaire that the team learned of the 57 days average time to first sale and the Senior Leadership's desired performance goal of 45 days, which allowed the team to finalize the performance gap for the project.

### **Benchmarking**

In order to have context for NAVEX's current and desired performance goals within the overall SaaS market, external resources were utilized to conduct comparative data gathering and analysis. Through email and direct contact (**Appendix C.6**), data was collected from two individual participants and an additional panel of five participants that were combined into a single cohesive response. Key findings (**Appendix C.7**) include:

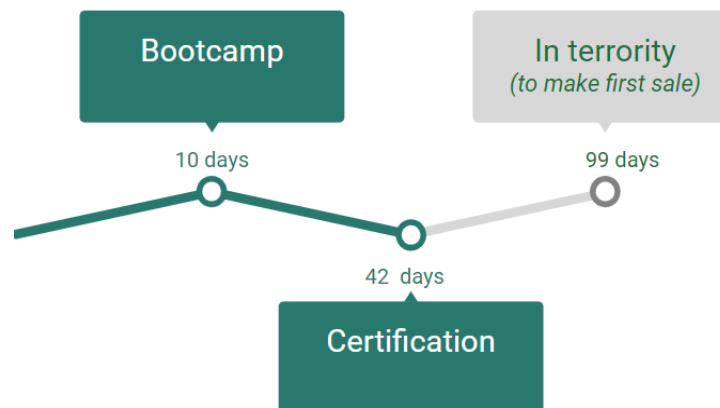
- A normal and expected sales cycle for most SaaS products is 60 to 120 days, but there are significant variances based on both the size of the vendor and customer. For example, larger vendors work faster and larger customers require a longer sales cycle
- Most vendors believe that a sales cycle of 60 to 120 days is normal for success
- Onboarding, product and sales training, effective and powerful tools, and ease of accessing resources were cited by multiple individuals as the most important requirements for being successful

## Environmental Analysis

NAVEX employs approximately 150 AEs to work in Domestic and International territories. AEs are classified into three levels (AE1, AE2, and AE3, also known as AE Enterprise) and two specialities (Hunter and Farmer). The hiring cycle, depicted by **Figure 5**, for a new AE is comprised of:

- Two weeks (10 business days) of onboarding and Bootcamp training
- Five to six weeks (35 to 42 business days) of Product Certification training. This certification includes role play, product knowledge tests, peer-review boards, and other efforts to ensure a new AE is knowledgeable and ready to sell the suite of products

**Figure 5:** Timeline of a new hire



*\*Note: Some AEs are put on the bench for a few days or up to three months after receiving their certification. This time is not included in the time from hire to making their first sale.*

While the purpose of this project solely focuses on improving the time to first sale after an AE is placed into territory, data collected shows that the training provided during Bootcamp and the certification process has a great effect on an AE's time to first sale.

After Product Certification (or time on the bench), AEs are assigned to territory and to a sales team that includes direct supervisors, AMs (sales support team), other sales support

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members, and other AEs. Data shows that AEs may be assigned to competing areas with two or more AEs in a single territory, which results in AEs vying for the same customers. This is generally kept to a minimum, but Hunters will occasionally cross paths with one another while contacting a new customer, which can limit successful sales.

Many AEs work remotely full-time, while others split their work (before Covid-19) between a NAVEX office location in their territory and remote work. Thus, all training resources and sales enablement information needs to be available in a digital format to be fully utilized. Resources and tools available to AEs to help them complete their job responsibilities include:

- AMs
- Online products, such as LinkedIn, Glassdoor, customer websites, etc.
- Product guides and reference materials from NAVEX Global
- Zoom, Webex, and other virtual meeting systems
- Business phone lines
- Access to mentors and supervisors through in-person and virtual connections
- Customer Management databases, such as Customer Relationship Management, Salesforce, etc.

Overall, the AEs surveyed reported that they did not use, or were not aware of, all of the tools and resources available to them to support sales. Several AEs also reported that they lacked sales experience directly related to SaaS sales and felt they would benefit from focused sales training. Additionally, the company is preparing to launch a rebranding campaign in the beginning of the upcoming first quarter that will affect the way Enterprise Hunters make sales and the client's value proposition.

## Gap Analysis

The current average time for AEs to complete their first sale is 57 days. NAVEX Senior Leadership wishes to reduce the average AE time to first sale to 45 days.

The current performance statistic of AE time to first sale was provided by Carol Schwyz with the caveat that it is an average of all AEs' time to first sale, not just AE3s. The sales cycles can greatly vary between the AE levels, with the Enterprise level having the longest average sales cycle. Survey and interview data provided further insight into the variation in an AE's time to first sale. All AEs surveyed and interviewed claimed they completed their first sales in 14-50 days, though two employees added their time to first sales was shortened because they were able to build upon prior work completed by another AE or NAVEX Customer Support.

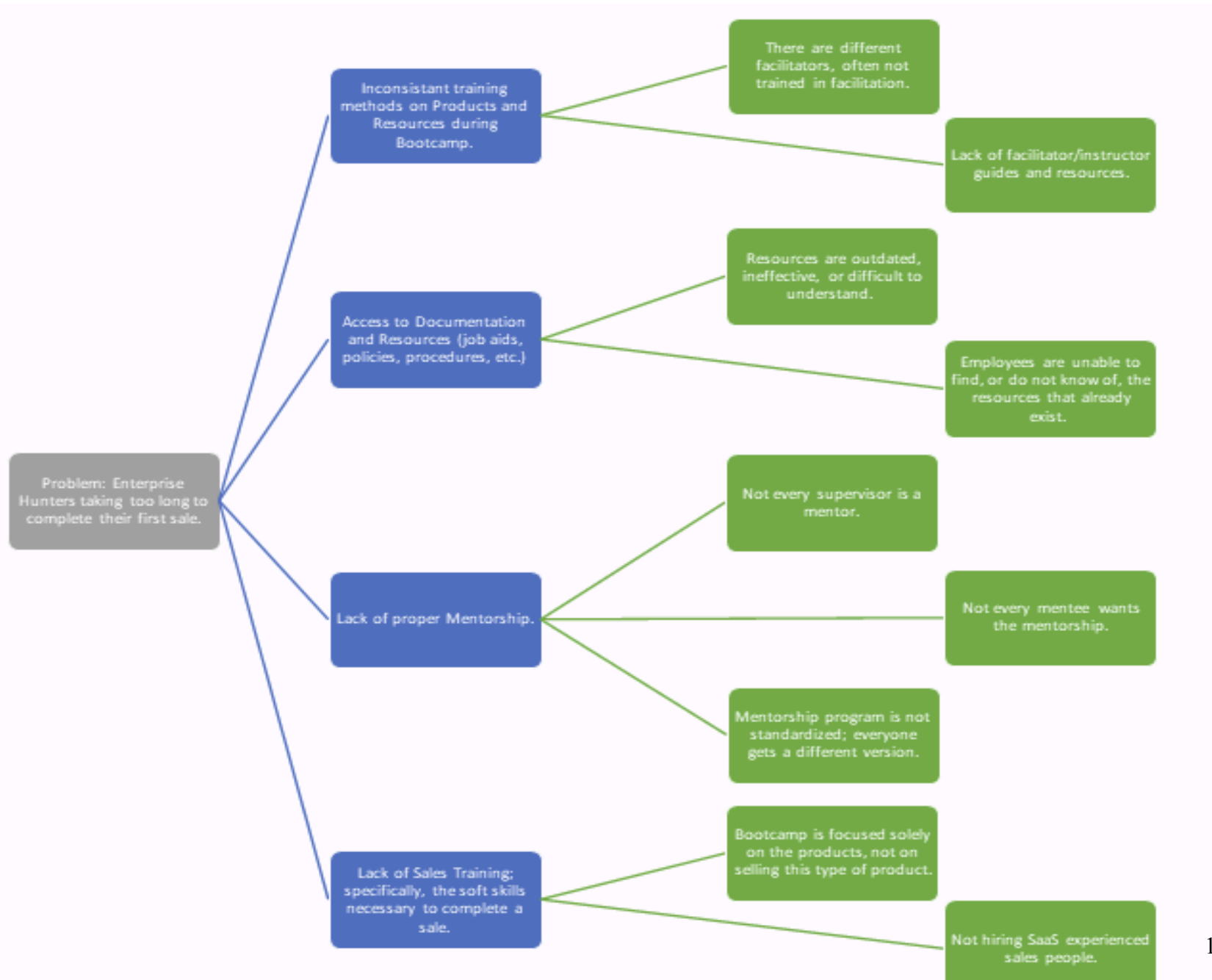
As previously stated, Senior Leadership did not provide information about how the desired performance of 45 days to an AEs first sale was reached, but it is implied that the desired performance comes from prior sales data and comparisons to other companies within the BC Partners Portfolio. The client's current and desired outcome is less than the SaaS industry standard of 60-120 days for a complete sales cycle.

## Cause Analysis

After the completion of the data collection and analysis, four primary causes (**Figure 6**) of the performance gap were identified, including:

- Inconsistent training methods during Bootcamp
- Access to documentation and job aids
- Lack of proper mentorship
- Lack of Sales training

Figure 6: Cause analysis diagram



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The performance gap causes are not independent issues within the Sales Division; they are overlapping matters that feed upon each other. And in many cases, the determined causes are not a complete lack of knowledge or action on NAVEX's part, but a need for overall consistency.

The first identifiable cause for the performance gap is inconsistent training methods during Bootcamp. Instruction for Bootcamp sessions rotates between different experts at NAVEX. So, while one cohort will receive information about tools and resources on a topic, the following cohort may receive different training. The result is a variation in AE knowledge of products, support resources, and sales best practices.

The second cause is access to documentation and job aids. Many employees surveyed and interviewed expressed that NAVEX had many tools that were unknown and under-utilized because employees are unfamiliar with how to incorporate the tools into their sales process. In the questionnaire (**Appendix C.3**) John Whitted said, "the problem is not a lack of resources but a lack of effective distribution of said resources". Product documentation and job aids are spread out amongst multiple locations and some are difficult to find within NAVEX's internal Confluence platform.

The third cause identified is the lack of consistent and regulated mentorship for new AEs. While new AEs are strongly encouraged to find a mentor, it is not a specific requirement. Mentorship is on a volunteer basis and there are no formal requirements or standards for the selection of mentors. So similar to the inconsistencies with Bootcamp training, some new AEs are benefiting from the knowledge and experience of successful NAVEX AEs, while others do not. One employee stated (**Appendix C.5**) that learning from an experienced AE mentor was "key to my success" and none of the survey results indicated mentorship as a barrier to success.

The fourth cause is a lack of sales training on best practices and techniques. The new employee training during onboarding, Bootcamp, and Product Certification heavily focuses on



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teaching AEs about the wide array of NAVEX products and services available to customers, but does not include training on sales methodology. One survey response (**Appendix C.5**) specifically stated, “We do great product training but newer reps need sales-specific training from persuasive, successful sales professionals with direct experience selling our products”. As new AEs are hired with varying levels of prior sales experience, each employee could need differing types of sales training.

There are several limitations to our data and causal analysis that will strongly affect the success of the suggested interventions. One limitation could be the hiring practices of NAVEX Global and the quality of the new employees being hired. While this factor could potentially have a strong impact on an AE’s time to first sale, analyzing this factor fell outside the scope of the performance problem presented by Senior Leadership and outside the time constraints of this project. Another possible limiting factor could be the state of the overall market for NAVEX’s products, especially with the ongoing effects of the Covid-19 pandemic on businesses.

## Intervention Selection and Feasibility

From our cause analysis and data collection, the team is suggesting five interventions, described in **Table 1**, to implement after NAVEX Global launches their new branding strategy. This will help the affected employees navigate the change and reduce the chance of resistance. NAVEX Global could also employ Kotter’s 8-Step Model to Organizational Change. This model focuses on improving the acceptance of change using a “gradual and planned dynamic” through leadership sponsorship (VanTiem, et al, 2012, p. 66). While the client’s Senior Leadership’s tolerance for change is high, the student group suggests using Kotter’s change management model regardless of when the interventions are implemented to assist with a smooth adoption and transition amongst Enterprise Hunters.

**Table 1:** Intervention selection, feasibility, and sustainability ordered chronologically by importance or value that could be added to the client.

Intervention	Description	Feasibility	Sustainability
Document Management System (DMS)	A centralized location to store documents, process maps, and other digital tools for AEs to consult to support the sales cycle.	<b>Low - Moderate</b>  Microsoft Onedrive may be utilized as the client already uses that product line. This provides a moderate “lift” to move all existing documents and resources to this location.	<b>Moderate - High</b>  A robust maintenance, adoption, and communication plan will be needed. This system must be useful for all employees, not just specific territories or markets, or it will not be adopted and socialized.
Mentorship Program	Pairing new hires with experienced, successful Enterprise Hunters to teach them best practices,	<b>Low</b>  Mentors must be selected judiciously and have the ability	<b>Moderate</b>  Mentorship programs require constant supervision and

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	integrate the updated tools and resources, and to build a relationship with leadership and Sales Enablement Staff.	and desire to train and educate new hires with best practices, resources, and systems.	adjustment to be effective. Not every AE is an effective mentor and not every mentee will be receptive to mentorship.
Standardize Bootcamp	Bootcamp must be standardized to ensure a consistent and repeatable experience that is easy to maintain or update.	<b>Low - Moderate</b>  There may not be resources available to create a standardized curriculum at this time, nor dedicated training staff.	<b>High</b>  If implemented, this intervention will be easy to sustain as it is built on the fundamental principle of standardization and repeatability.
Incorporate Training Products	Incorporate new tools and resources into the Bootcamp / Onboarding cycle. This ensures that all new employees are familiarized with the most up to date and useful tools currently available to the AEs.	<b>Moderate - High</b>  Relying on the standardization of the Bootcamp process/training, the impact from this intervention carries over to many other areas.	<b>High</b>  Once training products are updated and incorporated into the workforce, maintaining this connection and impact will be effortless.
Roundtable or Lunch and Learn events	Informal events that can be held on a schedule both as a tool to socialize new training methods, tools and resources, but also as an opportunity to share best practices and experiences.	<b>High</b>  This would be low cost and would not take employees away from work time because it would be during their lunch hour. Initial implementation could be higher frequency to support the rollout of new tools, dropping off as use increases.	<b>Moderate - High</b>  The client already does something similar to this that could be easily modified to support the interventions.

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The first suggested intervention is committing to a DMS for a centralized location to store resources, tools, and other important information that needs to be accessed by Enterprise Hunters. While the survey results reported that lack of documentation and SOPs is a barrier to making sales, Christian Miller, internal liaison, confirmed that there is an abundance of documentation. The problem is Enterprise Hunters ability to find and use the documentation available. Implementing this intervention would help Enterprise Hunters quickly find and use the documentation that already exists, instead of having to search for it or ask a peer or leader, both of which add to the time it takes for them to potentially make their sale.

To implement this invention, the cost will vary depending on how much money the client wishes to invest. However, it will take some time to set up the system, regardless of what tool the client chooses to invest in. For example, NAVEX Global could use Microsoft SharePoint or OneDrive, Google Drive, or another online or cloud solution as their DMS. Not only are these user-friendly, they are low cost or free. The most feasible option is Microsoft SharePoint or OneDrive; since the client is already using Microsoft Office products, this DMS feature is likely to be included in the bundle. Additionally, the client would need to appoint someone, by hiring, outsourcing, or expanding the job responsibilities of a currently occupied role, to maintain the system. When setting up the system, the DMS administrator should organize the documents (resources, policies, procedures, and so forth) in alphabetized, topical order, since this is the easiest method for individuals to search for content. To communicate the new system, NAVEX Global could develop self-paced training or job aids and advertise it through a memo or their intranet. Although this intervention is demanding, it is likely to bring the most immediate value to the client's performance gap, since many other interventions can be organized, stored, and accessed through a DMS.

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Recently, the Sales Enablement Team invested in an LMS, which is currently in the process of implementation. The student group does not believe an LMS functions well as the primary document storing tool. LMS should only function as a location to launch online training.

The second intervention is enhancing NAVEX Global's existing mentorship program. Currently, all AEs are strongly encouraged to find mentors (**Figure 4**), but there is no standardization around the depth of knowledge shared or longevity of the mentor and mentee relationship. The lack of standardization in mentorship introduces variety into the success of Enterprise Hunters. For example, if one mentor provides best practices and expands their internal network while another just answers the mentees questions, their speed in making a sale will differ. The survey results emphasized a lost opportunity in using AMs and Sales Operation Staff, as these were identified as some of the least helpful resources. Additionally, during the interview with the AE3, job shadowing was identified as a potential benefit. Even though respondents acclaimed to be hired into the company with previous sales experience, making sales in a retail environment is different than in a technology one.

To implement this intervention, the cost would be minimal, but it would be time consuming, which will affect the sustainability of the program. The only cost, which is optional, is to incentivize the mentors participating in the program. For instance, supervisors or managers would nominate Enterprise Hunters that meet the mentor criteria. To encourage those selected to be consistent, active mentors, the client could provide a monetary or nonmonetary incentive. To support the mentors, the team is suggesting the learning and development team create a checklist or guide that can be used to direct the engagement and information exchanged between mentor and mentee to standardize the experience for all new hires.

Similar to standardizing mentorship, the third intervention is to standardize Bootcamp. Currently, Bootcamp instruction rotates between various NAVEX Global experts and employees,

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resulting in varied experiences for new AEs depending upon who teaches their session. This intervention would not require the client to assign one “trainer” to specialize in facilitating Bootcamp instruction; rather, it suggests creating flexible templates and main points for lots of “trainers” to follow regardless of previous experience facilitating the training. This will ensure each AE cohort will be introduced to the exact same tools, resources, and methods. Of course, templates can allow for individual trainers to customize their instructional delivery and to participate in spontaneous discussions that arise. It is recommended that the development of training templates incorporate best practices from previous Bootcamps; allow trainers to collaborate on the development of the templates and required instructional points. The process of standardizing Bootcamp could easily integrate well with the new LMS that NAVEX Global is currently in the process of implementing and rolling out. The new LMS will provide a consistent baseline for all Bootcamps.

Part of standardizing Bootcamp should also be updating the training tools; this is the fourth intervention. The AE3 shared with the interviewer that the majority of Bootcamp is focused on product training and not sales skills. This idea is also supported by the survey, in which respondents considered the sales process as being too long or unclear as a barrier to completing their first sale. NAVEX Global should expand training to include SaaS sales best practices and redacted real-life scenarios by recording sales calls. Additionally, the role-play currently built into Bootcamp could be reinforced by including job shadowing on the mentorship checklist; this way new hires are getting both sales and product training. Furthermore, training should also include demonstrations of the tools and systems that Enterprise Hunters use when they are in territory. To implement this invention, the cost would be low, and the sustainability would be high. The largest obstacle would be the time commitment to update Bootcamp and training. Since limited examples of NAVEX documentation, SOPs, and job aids were provided,

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providing specific suggestions for improvement fell outside the scope of this project and was not possible at this time.

The last intervention is implementing a 30-minute roundtable or lunch and learn events. This would be the most feasible and sustainable intervention, but likely to not bring as much value as some of the other suggested interventions. Informal, quarterly events could be scheduled for Enterprise Hunters to network with each other, share successes and challenges, and develop soft skills and leadership or management skills to become proficient in their current role and develop into the next internal opportunity. Therefore, an unintentional benefit could be the events also help the company with succession planning and retention. The client can have internal “guest speakers” present during this time (to keep costs low) or hire a consulting or continuing education group. Another option, depending on the client’s Learning and Development capabilities, would be to develop internal career development programs. However, this option requires a larger time commitment to develop and maintain.

Overall, the company has flexibility in the feasibility and sustainability for each of the suggested interventions, depending on NAVEX Global’s change capacity and tolerance, return on investment (ROI), and budget they have during the time they choose to implement. Another unintended benefit from implementing these interventions would be that it would affect both new hires and existing Enterprise Hunters. Although the existing employees will not be able to directly benefit from updated Bootcamp, those participating in the Mentoring Program could learn from the new hires enrolled in the new Bootcamp.

## **Final Implications and Recommendations**

After assessment it can be implied that the average time to complete a Hunter's first sale can be reduced with activities, tools, and resources that replicate success. This group recommends the following interventions to achieve that success:

- DMS to equip Executive Hunters with a central location of proven sales resources
- Formalized mentorship program in conjunction with "Getting Into Territory" (GIT)
- "Templating" bootcamp and developing a consistent experience of receiving information
- Early introduction/adoption of the new LMS as a sales resource
- Sales oriented roundtable/lunch and learn events

Each intervention is designed to stand alone and provide results towards the intended goal of 45 days. A one time adoption of all suggested interventions would be recommended to reduce change fatigue. However the introduction of a DMS and the updating of sales resources have the capability of being implemented together and administering immediate measurable results.

Implementing all interventions has a potential to bring in an additional \$1.2 million in revenue (based on 35 new Executive Hunters entering into territory). Partial implementation (two to three interventions) has the potential to change the landscape of the sales onboarding experience.

Non-implementation will cause process and time to first sale to remain the same and may cause early burnout from Hunters. At this time, the group has not identified any adverse consequences to the organization should the decision be made to implement the interventions. All interventions are designed to be complementary to current practices utilized by NAVEX globally.

Consequently, most of the investment into the interventions stems from human capital, with an expectation that a monetary investment could be needed to develop and maintain a DMS.



## **Conclusion**

This group concludes that NAVEX Global has achieved significant success with the current time to first sale averaging 57 days, which is below the industry average of 65 days. Decreasing the average time to 45 days for an Executive Hunter in territory presents a trickle down effect stemming from monetary gains that could lead to positive return throughout the organization (e.g. new logo presents cross sell opportunities, cross sell can lead to additional ARR, additional ARR can provide investments in talent and product development). With a decrease in the average time to first sale, the business could also see an increase in morale from experiencing success early on in territory. During the project, NAVEX Global made the investment to implement a new LMS. With this step the organization has started to lay the foundation for change. The interventions provided have the opportunity to also align with the upcoming wave of organizational rebranding as new Executive Hunters are ramped into the sales cycle (standardized/templated facilitation of information in Bootcamp). With minimal disruption to the current sales process, NAVEX Global is encouraged to implement the proposed interventions for continued success and achievement.

## References

NAVEX Global (2021). *The NAVEX Global story*. <https://www.navexglobal.com/en-us/company>.

Van Tiem, D. M., Moseley, J. L., & Dessinger, J. C. (2012). *Fundamentals of performance improvement: Optimizing results through people, process, and organizations* (3rd ed.). Pfeiffer, a Wiley imprint.

## **Appendix A: Implementation Discussion and Recommendations**

These interventions cover a range of specific topics while also having a significant amount of overlap. The chosen interventions should be reviewed at least quarterly for the near term to properly gauge their effectiveness. This will also allow the interventions to be adjusted after feedback has been received. Each Intervention strategy below is summarized with specific recommendations for implementation.

### **DMS Recommendations**

A DMS provides a central digital location to store up-to-date documents, tools, and other resources in support of all employee functions. Because it is centralized, it allows all documents to be maintained by a small number of personnel while being accessible by the entire organization. It is the recommendation of this team that Microsoft OneDrive be considered for use as it is part of a suite of software already in use by the client. It is further recommended that resources in this managed system be organized alphabetically by topic, not by format, i.e. videos vs. documents. Titles for each resource should be short and succinct. Consider using keywords, tags, or meta information to allow for ease of searchability. It is also recommended that many of the top performing sales staff's "informal" documentation be considered for inclusion.

Moving all existing content into a managed system will require a moderate "lift" but provides an opportunity to update and modernize all existing content. Individuals responsible for maintaining the content of this managed system should be appointed, hired, or outsourced, to ensure that dedicated staff are directly responsible for maintaining this system and the associated content. Reviews must be conducted on a regular basis to ensure that all resources remain up-to-date and effective.

### **Mentorship Program Recommendations**

A formalized Mentorship Program supports the improvement of AE time to first sale by replicating success from your top performing employees. The Mentorship Program should pair each new Enterprise Hunter with an existing, successful Enterprise Hunter to teach them best practices, help them integrate the tools and resources they have been familiarized with during Onboarding and Bootcamp, and help them create relationships with both Leadership at all levels and the Sales Enablement Staff. Mentors must be selected judiciously and have the ability and desire to train and educate new hires. Not every individual makes a good mentor and not every employee wants to be mentored. There is always a possibility that the mentor and mentee will simply not “fit”. This can be mitigated by standardizing, at least partially, the Mentorship Program by the use of checklists, mentor training, or templates.

It is the recommendation of this team that the Mentorship Program be mandatory for new employees and heavily incentivized (rewards, monetary, or benefits) towards those Enterprise Hunters who are the company’s top performers. This ensures that the best practices are being replicated to the new hires, creating additional conditions for lasting success.

### **Standardized Bootcamp Recommendations**

Standardizing the training conducted during Bootcamp would require a dedicated training staff and a formalized curriculum. This can easily be supported by requiring Subject Matter Experts (SMEs) from each department or area be present to support the appropriate training module at the time of instruction. This also ensures that the SMEs are not pulled away from their primary duties for extended periods of time, nor are the dedicated trainers required to be SMEs in all areas.

Formalization also requires the curriculum to be standardized and static during each iteration. SMEs should not be required to create training materials for each iteration, on the fly,

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rather those materials would be maintained by the training staff and periodically updated by the SMEs prior to instruction. This ensures that the content is current, manageable and easily presented by the training staff. Training materials can be maintained in the Document Management System which would allow AEs to access that information again after the training, in addition to allowing an AE to view updated information as needed.

### **Incorporated Training Product Recommendations**

Data gathered during this project informed the team that there are many resources that are not being familiarized to new hires until after they have completed their Bootcamp and Product Certification Training. Additionally, tools used during training are not in use afterwards. By incorporating these updated and centrally managed training resources into the hiring cycle from the beginning, it is assured that each employee will use those tools and resources.

It is important that these tools and resources are also socialized to existing employees and that they are properly trained and encouraged to use them. It is strongly recommended that each tool currently in use be reviewed and any that are not part of the standard toolkit be considered for removal. Employees will likely not use new tools and resources, even after socialization and training, if there is no requirement or significant incentive to do so.

### **Roundtable or Lunch and Learn Event Recommendations**

It is the recommendation of this team that current Lunch and Learn events be expanded to include opportunities for successful AEs to share their experience. It is possible to frame this as simply as having an AE share an obstacle they have overcome and how. It is further recommended that these opportunities also be exploited to socialize and inform the workforce of implemented interventions. While informal, this is an easily supported avenue that can be

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tailored in frequency and content to meet the need at any given moment. This is also an opportunity to incentivize participation, both as an attendee as well as a presenter.

Using the Hale-Sustainability Model to implement the proposed interventions would allow NAVEX Global to employ a multi-faceted approach to:

- **Governance**, which includes establishing leadership structure, communication patterns, and platforms to revolve issues and clarify roles and responsibilities
- **Attention**, which includes focusing on goals and status of interventions that are on management's agenda for extended time periods
- **Measurement**, which includes tracking and reporting changes in indicators of success; and
- **Self-regulation**, which includes generating tools and standards to monitor behaviors and rate of adoption (VanTiem, et al, 2012, p. 477)

Possible variables that affect successful implementation:

- Characteristics of the intervention itself (for example is the intervention routine or radical, technical or administrative, central or peripheral)
- Characteristics of the organization (for example. how does the culture influence organizational learning)
- Characteristics associated with interpersonal processes (for example how do politics, communication patterns, and leadership styles influence intervention implementation)

## **Appendix B: Evaluation Recommendations**

The desired performance improvement of reducing the average time to first sale from 57 to 45 days requires evaluations begin no earlier than 90 to 120 days after the beginning of the first hiring cycle after interventions are implemented. Not only should the average time to first sale be calculated, but surveys, questionnaires, interviews, or similar tools should be utilized to collect subjective data on the effectiveness and impact of the interventions. Each intervention will have unique evaluation requirements and they may overlap or be subjective instead of based on hard, readable data.

While this study was focused on improving the time to first sale for newly hired AEs, it is expected that there will be measurable improvements across all areas of the sales force. Because the interventions are aimed at a performance gap that spans an entire hiring cycle, it may not be readily apparent that your strategy is working in the near term.

Summarized in the **Table 2** below are the intervention strategies and the associated evaluation recommendations for them.

**Table 2:** Intervention and Evaluation Strategies

<b>Intervention</b>	<b>Evaluation Timeline</b>	<b>Evaluation Data / Collection Method</b>	<b>Follow-up Recommendations</b>
Document Management System	May be evaluated in as little as 30 days after implementation. Evaluations should be done quarterly to ensure continued improvement from this intervention.	Survey or questionnaire to employees focused on availability of, ease of use, and relevance of documents, process maps, and other digital tools.	Quarterly reviews of documents, process maps, and other digital tools to ensure continued relevance and use.
Mentorship Program	Must be evaluated 90-120 days AFTER the hiring cycle in which this	Survey or interview mentors and those who have been mentored to evaluate the effectiveness	Quarterly evaluations will help to tailor this program for

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	intervention is implemented.	of the standardized Mentorship Program. This data should be compared to data collected from high-performing employees that have stated they received effective mentorship.	increased benefit over time.
Standardized Bootcamp	Must be evaluated 90-120 days AFTER the hiring cycle in which this intervention is implemented.	Survey or interview attendees following Bootcamp cycles to gain feedback. Should not be at the end of Bootcamp, rather data should be collected after AEs have entered territory and can speak to the effectiveness of Bootcamp as it applies to their success (or lack of).	Consider follow-up with the same attendees at a later date to gauge any change in data.
Incorporated Training Products	Must be evaluated 90-120 days AFTER the hiring cycle in which this intervention is implemented.	Survey or interview attendees following Bootcamp cycles to gain feedback. Should not be at the end of Bootcamp, rather data should be collected after AEs have entered territory and can speak to the effectiveness of Bootcamp as it applies to their success (or lack of).	This can be tied to the document review process and utilize the feedback from Bootcamp attendees to tailor the focus of future documents, process maps, and tools.
Roundtable or Lunch and Learn Events	May be evaluated in as little as 30 days after implementation. Evaluations should be done quarterly to ensure continued improvement from this intervention.	Instant feedback will be available at the end of each iteration. This feedback can be used to focus future topics.	May be more frequent in near term as part of the implementation plan for multiple interventions but move to a maintenance pace as they progress.



### Appendix C: Data Collection Tools

The NAVEX Global Human Performance Improvement Survey can be located online through Google Forms at <https://forms.gle/7aoA6g6ZoU4fXrr28>

#### C.1 Survey Results

<b>Question</b>	Participant 1	Participant 2	Participant 3	Participant 4
<b>Select your age group.</b>	50 - 59	20 - 29	30 - 39	30 - 39
<b>Select your highest level of education.</b>	Bachelor's degree	Bachelor's degree	Bachelor's degree	Bachelor's degree
<b>What major is your undergraduate or graduate degree in?</b>	Marketing	Banking and Finance	Organizational Leadership	Communications
<b>How many years of sales experience did you have before joining NAVEX Global?</b>	10 years or more	5 - 10 years	10 years or more	Less than 1 year
<b>Select your current position with the NAVEX Global.</b>	Enterprise Hunter	Enterprise Hunter	Enterprise Hunter	Account Executive 1

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<p><b>In a short statement, describe your job duties, including what you spend the most time doing during your work day.</b></p>	<p>Prospecting, Selling to prospective accounts that do not currently utilize any Navex solutions...Prospect calls, and prospecting campaigns is where I spend majority of time</p>	<p>Prospecting for New Business, Conducting demo and proposal meetings, and negotiating contracts while working through a new vendor onboarding process. Most of the time is spent prospecting in a Hunter role.</p>	<p>What I spend the most time doing during the day is prospecting via email and phone calls. However, the most important thing I do is follow-up and ensure sales cycles are progressing and do not get stuck for the deals currently in motion.</p>	<p>External meetings, internal processes (Salesforce admin work, account building, proposals, scoping), prospecting, cold calling, team meetings, data cleaning, strategizing, training new AEs, internal meetings</p>
<p><b>How many years have you been with NAVEX Global?</b></p>	<p>Less than 1 year</p>	<p>Less than 1 year</p>	<p>Less than 1 year</p>	<p>Less than 1 year</p>
<p><b>How many years have you been in your current position with NAVEX Global?</b></p>	<p>Less than 1 year</p>	<p>Less than 1 year</p>	<p>Less than 1 year</p>	<p>Less than 1 year</p>
<p><b>Are you on the bench?</b></p>	<p>No</p>	<p>No</p>	<p>No</p>	<p>No</p>
<p><b>How long have you been on the bench? If you are not</b></p>	<p>1 month - 3 months</p>	<p>Never on the bench</p>	<p>Never on the bench</p>	<p>Never on the bench</p>

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<b>on the bench, how long did you spend on the bench?</b>				
<b>Are you currently in territory?</b>	Yes	Yes	Yes	Yes
<b>If you have not yet closed your first deal, how long do you expect it will take for you to make your first sale from the end of your bootcamp/certification period? (Answer N/A if you have closed your first deal)</b>	50 days	N/A (I've already closed my first deal)	N/A (I've already closed my first deal)	N/A (I've already closed my first deal)
<b>How long have you been in territory?</b>	Less than 1 month	7 - 11 months	1 month - 3 months	7 - 11 months
<b>What do you believe is a competitive and feasible time period</b>	3 - 4 months	It really kind of depends on the territory you get moved into. If you have a territory	I believe 30 - 60 days is very realistic.	Depends on the band and the product! AE1 10-35 days for EPIM, 25-90 days

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<p><b>for making a first sale as an AE?</b></p>		<p>that has been under worked and doesn't have the appropriate contacts, then Yes. If you have a territory that has more traction historically, then I would say 30-40 Days would be more ideal.</p>		<p>for PT, 30-70 days for Engage, 40-100 days for RR, etc.</p>
<p><b>On a scale of 1 to 5, how prepared were you for success in territory? If you are still on the bench, how prepared to do you think you are for being in territory?</b></p>	<p>4</p>	<p>3</p>	<p>5</p>	<p>3</p>
<p><b>What barriers to making your first sale did you experience (if any)? Select all that apply.</b></p>	<p>Skills and/or experience, Process to complete a sale is too long.</p>	<p>Process to complete a sale is unclear., Lack of documentation (policies and expectations) and standard operating procedures., Mainly the vendor buying process</p>	<p>I did not have any barriers to success.</p>	<p>Training (product knowledge), Lack of documentation (policies and expectations) and standard operating procedures., Lack of physical office location/remote working</p>

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		(what forms to have ready)		environment., Senior leadership
<p><b>What tools or resources were MOST helpful to you in making your first sale? Select all that apply. (If you are still on the bench, what tools or resources do expect will be most helpful in making your first sale?)</b></p>	Supervisors/Managers, Bootcamp/Certifications/Peer Reviews	Supervisors/Managers, Product Support Staff	Supervisors/Managers, Bootcamp/Certifications/Peer Reviews	Supervisors/Managers, Product Support Staff, Mentors, Focused training opportunities (Sales courses, management training, etc.), Job aids (cheat sheets, product cards, pamphlets, etc.)
<p><b>What tools or resources were LEAST helpful to you in making your first sale? Select all that apply. (If you are still on the bench, what tools or resources do expect will be least helpful in making</b></p>	no closes yet	Bootcamp/Certifications/Peer Reviews	Job Aids (cheat sheets, product cards, pamphlets, etc.)	Account Managers, Sales Operations Staff

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<b>your first sale?)</b>				
<b>Were you encouraged to find a mentor?</b>	Yes	Yes	Yes	Yes
<b>Did you find a mentor? Why?</b>	Our team has almost daily standup calls and they are great mentors	Yes - My VP arranged it for all of us.	I did find a mentor as they were assigned to me.	Yes because that's historically how I am most successful
<b>Do you feel you are successful in your role as an AE in your territory? Why?</b>	I feel I will be-1 month in territory	Yes in terms of what I learned for long-term success. No in terms of a ton of sales right out the gate.	I haven't been in it long but I do feel successful as in my first month I had a fairly sizable deal and it looks like I will have another this month.	I feel somewhat successful. The territory I compete in is flooded with cheap and fast providers for many of our tools and it's hard to compete as we are neither fast nor cheap. When quality matters we win, but rarely at retail price point.
<b>Have you considered leaving your role with NAVEX Global? When (while</b>	not yet	NA	No, I have been contacted by multiple former leadership who are now CEO's and VP's at other companies and I have turned them down.	Yes, I changed my mind because I made an effort to connect with more leaders and people outside my team to learn

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<p><b>on the bench or in territory) and why? What made you change your mind?</b></p>				<p>more about what my options could be outside of my current role. Sales org also implemented a step program to up my base salary. This helps!</p>
<p><b>Do you feel the company has realistic performance expectations for your role?</b></p>	<p>Yes</p>	<p>Yes</p>	<p>Yes</p>	<p>No</p>
<p><b>Does your role meet your expectations as advertised by the company?</b></p>	<p>Yes</p>	<p>No</p>	<p>Yes</p>	<p>No</p>
<p><b>Is there anything else you would like to tell us about your role as an AE or about how NAVEX could assist AEs in making their first sale?</b></p>				<p>Every use case has its interesting bits. It takes mentorship and repetition to build success. And robust work aids, continual training, and not creating fear around making mistakes. We could do more to train new AEs</p>

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				to be empowered to make their own decisions to close a sale successfully. Currently many fear making mistakes.
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## **C.2 Questionnaire emailed to Senior Leadership**

The questionnaire sent to NAVEX Senior Leadership - John Whitted, Katelyn Entzeroth, and Carol Schwyz - contained the questions:

1. How would you define success for an AE?
2. What do you view as the current success rate for AE?
3. What do you see as the barriers to success?
4. What does NAVEX hope to get out of the project? What is most important for you to learn? How would solving this problem/opportunity add value to your organization?
5. What is the average amount of time an AE spends on the bench before being placed in-territory? Are open positions being created by turnover or demand?
6. How many people are typically on the bench at a time? How many people are typically in territory at a time?
7. How does the bench function? Benefit the sales organization?
8. Is product certification required to get off the bench? Time frame to complete certification?
9. How long does it take an AE to be placed in-territory after certification?
10. What makes you choose which person to pull off the bench?
11. How are people in-territory assigned? Why? Is location a consideration?
12. What type of effect has Covid made on the amount of time AEs are on the bench?
13. What training topics are included during bootcamp?
14. What resources are available to AE once in territory?
15. How does a lack of basic company knowledge/resources affect AE success?
16. What is the current average time to first sale?
17. Best methods for communication? (Setting expectations) IM? Email? Pass everything through Christian?
18. Survey and interview logistics: Would we be able to collect data from AEs and AMs?

**C.3 Responses to Senior Leadership Questionnaire**

<b>Question</b>	<b>Responses</b>
<b>How would you define success for an AE?</b>	100% to plan or greater (plan varies whether AE1, 2, or 3 and if hunter/farmer)
<b>What do you view as the current success rate for AE?</b>	Currently 42% of our AE population is at, or over, 100% of their YTD plan
<b>What do you see as the barriers to success?</b>	Product knowledge (we have several complex products and quoting processes for each), process inefficiencies. sales skills, amount of opportunity in their territory, industry competition
<b>What does NAVEX hope to get out of the project? What is most important for you to learn? How would solving this problem/opportunity add value to your organization?</b>	<ul style="list-style-type: none"> <li>● We would love to receive suggestions on how to speed up AE time to success (time to first sale).</li> <li>● We hope to increase revenue and retention. Sometimes we lose reps who are on the bench for too long, as they are only receiving salary of course – no variable pay until they close their first deal and start earning commissions.</li> </ul>
<b>What is the average amount of time an AE spends on the bench before being placed in-territory? Are open positions being created by turnover or demand?</b>	<ul style="list-style-type: none"> <li>● Usually placement is made right after completion of their peer reviews. Occasionally if there isn't a territory available, an AE will participate in the "bench program" anywhere from a few weeks to a few months.</li> <li>● Both</li> </ul>
<b>How many people are typically on the bench at a time? How many people are typically in territory at a time?</b>	<ul style="list-style-type: none"> <li>● We have ~150 AEs in territory (spans all market sizes, hunters and farmers)</li> <li>● The majority of the time we have under 5 people on the bench. It is generally only at year-end that the number grows, as we're preparing for the following year's territory expansion.</li> </ul>

<p><b>How does the bench function? Benefit the sales organization?</b></p>	<p>After 6 weeks of training, either new AEs enter territory or the bench. The bench acts as somewhat of a reserve for AEs for when territories do open up. Because the training process is so long due to the complexity of our space and products, whenever an existing AE is promoted or leaves NAVEX, we can quickly fill that position from the bench vs. having an empty territory for ~8-10 weeks</p>
<p><b>Is product certification required to get off the bench? Time frame to complete certification?</b></p>	<p>Most new AEs complete certification in 4 weeks; some AEs who are newer to selling or just need that extra time and coaching can take up to 6 weeks. They don't enter the bench until all certifications are complete</p>
<p><b>How long does it take an AE to be placed in-territory after certification?</b></p>	<p>Same question/answer as #5</p>
<p><b>What makes you choose which person to pull off the bench?</b></p>	<ul style="list-style-type: none"> <li>● It's all about availability</li> <li>● If a sales leader has two AEs on the bench and one open spot, the decision is typically made based off of certification performance</li> </ul>
<p><b>How are people in-territory assigned? Why? Is location a consideration?</b></p>	<p>My feeling is location is the primary consideration. Tenure and selling skills can play into it as well. While we try to create all territories equitably some will be considered better than others and a manager may occasionally decide to move a strong existing AE into a newly opened territory and then either promote from within or fill with an AE just completing Bootcamp</p>
<p><b>What type of effect has Covid made on the amount of time AEs are on the bench?</b></p>	<ul style="list-style-type: none"> <li>● We unfortunately don't track this specifically but our guess would be that Covid has indirectly impacted this due to the competitive hiring environment it has created.</li> </ul>

	<ul style="list-style-type: none"> <li>• With it being more difficult to retain employees, we've had to bring in more new AEs to have on the bench in anticipation of turnover</li> </ul>
<p><b>What training topics are included during bootcamp? Is it all product information? Include internal company tools and procedures?</b></p>	<ul style="list-style-type: none"> <li>• Product information is just one piece of it; we include training on tools, procedures, industry knowledge, sales resources and support teams, sales methodologies and skills, the sales process</li> </ul>
<p><b>What resources are available to AE once in territory?</b></p>	<ul style="list-style-type: none"> <li>• So many – several different positions surround the AE to support them, and we also have extensive resources on Confluence created by our Product Marketing Team</li> <li>• They also have tools to help them be successful like Outreach, ZoomInfo, LinkedIn, Salesforce, etc.</li> </ul>
<p><b>How does a lack of basic company knowledge/resources affect AE success?</b></p>	<ul style="list-style-type: none"> <li>• I think the problem is not a lack of resources but a lack of effective distribution of said resources. We have a ton of resources on Confluence but they are difficult to find, organize, etc. It's difficult to sort through and know which are most effective, especially customer-facing resources.</li> <li>• This problem definitely slows the learning process and contributes to sales process inefficiencies</li> </ul>
<p><b>What is the current average time to first sale?</b></p>	<p>In reviewing one of our recent Boot Camp cohorts the average time to first sale on an opportunity sourced by the AE was 57 days. (Blends the longer sales cycle of an Enterprise Hunter and the shorter ones for our AE1s)</p>
<p><b>Best methods for communication? (Setting expectations) IM? Email? Pass everything through Christian?</b></p>	<p>Team can contact us directly via email or pass through Christian, whatever is easiest</p>

<b>Survey and interview logistics: Would we be able to collect data from AEs and AMs?</b>	Depends on length of survey but should not be an issue - work through John & Katelyn
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#### C.4 Questionnaire emailed to AEs

1. How old are you?
2. Highest level of education?
3. How much experience do you have with the company?
4. How much sales experience before NAVEX?
5. How long were you on the bench until you were placed in territory?
6. How long until you made your first sale after bootcamp?
7. What could be done to make the time on the bench shorter?
8. What could have been done to help you make your first sale sooner?
9. If there were no limits (money, tools, time, etc.) how would you get new AEs to their first sale faster?

#### C.5 Responses to AE Questionnaire

Question	Participant 1	Participant 2
<b>How old are you?</b>	36	43
<b>Highest level of education?</b>	BA	MBA
<b>How much experience do you have with the company?</b>	>1 year	4+ years
<b>How much sales experience before NAVEX?</b>	<10 years	10+ years
<b>How long were you on the bench until you were placed in territory?</b>	0	2-3 weeks
<b>How long until you made your first sale after bootcamp?</b>	>1 month	Approximately 3 weeks; however, these opportunities were in progress from

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		Customer Support or prior AE.
<b>What could be done to make the time on the bench shorter?</b>	N/A	The Product Demo & Certification process was very ambiguous. The Sales Trainers requirements were not aligned with Sales Leadership.
<b>What could have been done to help you make your first sale sooner?</b>	It was fast. Most of my sales are fast, if they're serious buyers. I'm a closer.	Building quotes w/ complex telephony or translations was certainly a challenge. I believe this is something which could have been taught better/ differently in boot camp.
<b>If there were no limits (money, tools, time, etc.) how would you get new AEs to their first sale faster?</b>	Sales training. We do great product training but newer reps need sales-specific training from persuasive, successful sales professionals with direct experience selling our products.	Shadowing on experienced AE calls was key to my success. I continue to be surprised at how few AE's ask to shadow calls.

**C.6 Questionnaire emailed to external SaaS sales personnel**

1. How long from the day you were eligible to sell your products did you take to get your first sale?
2. What do you think the average time is?
3. What do you think the average time should be?
4. Is there anything specific that made it easier/harder to reach that first sale in a timely manner?

**C.7 Responses to SaaS Questionnaire**

1. How long from the day you were eligible to sell your products did you take to get your first sale?	2. What do you think the average time is?	3. What do you think the average time should be?	4. Is there anything specific that made it easier/harder to reach that first sale in a timely manner?
<p>My first sale that I completed through the full sales cycle took three months to complete (95 Days).</p>	<p>Our average sales cycle is 100 days, so I assume with new employees becoming eligible and then selling for it to take a little longer than that with ramp-up time to build confidence in the product. I would estimate 130 days.</p>	<p>The average time for SaaS sales for new employees should at least be 90 days across all markets – I would think this allows time for product and sales process training as well as time to carry a lead through the sales process.</p>	<p>My first sale here was probably a bit harder than normal as I work for a small business and much of the training was in a “do-it-yourself” training style. We don’t have a lot of documented sales procedures and I was pulling from my experience in the industry rather than the organization sales process which I have since developed.</p>

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<p>At my current company, it took about 90-120 days but the opportunity was essentially handed to me in my lap and required hardly any work. At my last company it took 6+ months.</p>	<p>I think the answer to this question really depends on what you're selling and the behind-the-scenes complexities. For example, if you are selling enterprise software that contains potentially sensitive data information, in addition to convincing the end-user and customer that they want to buy the software, many times they will still have to go through an entire data security/IT security process that can take anywhere from one to six months to complete. Then beyond that, you have legal contract reviews that contain redlines which can take 3+ months to resolve. More times than not, this happens at large global organizations where the procurement process is painful (six to 12 months total).</p>	<p>Again, this depends on the complexities of the offering which is out of the buyer and sellers control. Less than three months would be ideal though. That said, one area I haven't touched on yet is onboarding and training. World-class global organizations invest millions of dollars to get their employees up to speed so they are equipped with everything they need before beginning to sell. For example, Amazon and Microsoft sales reps have to go through intense onboarding and pass several tests in order to even begin selling. My first job out of college I had to go through six months of training prior to getting a book of business to sell to. Generally speaking, organizations do not prioritize onboarding for new employees and I believe it directly impacts the</p>	<p>As referenced above, onboarding and training is the most critical area that can help speed up the process.</p>
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		employee's ability to effectively sell and sell faster.	
Short answer is 2 months from the time I was eligible to sell to when the customer said they wanted to buy. However, the reality is it is another 2-4 months before meters actually start running.	I think two to three months is average.	Two months after initial training.	I think the biggest elephant in all the rooms is accreditation. If customers can easily accredit systems there is a clear path to adoption.
I was hired to bring -omitted- units onboard. They have no money or authority to buy much of anything. They also know very little about tech other than email and excel. And of course PowerPoint. So it's been a long not fun road. Maybe units that have money and authority and knowledge buy faster.	Training: I was not made to take any. I don't think it should be optional. Maybe because there was a total leadership vacuum when I came on board (Significant Team Transitions left gaps in mentors). I think a new seller should be fenced from work for the amount of time it should take them to take the required courses (a month?). In my case, inventing new markets with new customers was a 12 plus hour a day job. I am sure I wasted some time, but not enough to carve out	Mentoring: I had good mentors – the best (like some guy named -omitted-!), but they were super busy and had no time to murder board pitches etc. Not sure if murder boarding pitches is the way to go, but if it is, see training time constraints.	Tools: --Internal tool-- was not great but probably OK. –internal tool-- just sucks. It's getting better but no one uses it. I think we need to make our tools semi-effective and use them if we are going to improve the sellers fox hole. In the end the path I followed will work out. Rule #1 don't be an ***hole Rule #2 Be value added. Follow that and the rest will come.

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	additional training time. Like telling a seller to do this in his spare time at night would not be good.		
<p>I believe it takes about 2 months to be trained to adequately pitch a customer, especially for new sellers. In addition to the required training, you need to do some left/right seat rides to get familiar with the flow of customer engagements. After being 'trained' I think it takes about another 2 months to get customer reps and start gaining customer commits. The products we sell have a high P-win, however I've never had my first meeting result in a sale. Most times customers need to become familiar with the products, gain internal consensus, and there are always multiple rounds of questions specific to their unique environment. And because we sell to the government, there is another lag of two to three months to get quotes, contracts and money to be exchanged. A lot of your questions are heavily influenced by where the customer is in the MLOPS journey. If they have Azure Commit and enrollments already established, things can move fast. If they are setting up their initial cloud instance and have to work through governance, security, identity, contracting, and so forth.....it is going to be six to 12 months. Hopefully I didn't over analyze your questions but there are a lot of variables and each customer is a snowflake.</p>			