

Asymmetry Case Study

Interim Management

Assumed an interim commercial operations role to implement recommendations for a fast-growing genomics testing and software company.



The Situation

The Chief Operating Officer of a growing genomics company wanted to implement sales force model, incentive comp plan, and forecasting model reporting recommendations previously created by Asymmetry Group and agreed with the company management team. However, he lacked the internal bandwidth and capability to execute.

The Ask

The COO asked Asymmetry to provide interim management support to pull through and implement the previously-agreed recommendations, working with his team, the CFO, the new CHRO, and the CEO.

Our Approach

Asymmetry allocated 50% of a senior consultant's time over a 2-month period to the client in order to operationalize and 'stand up' the recommendations. His work was done both onsite with the team, and remotely, given that part of the client team worked offsite.

The consultant brought deep knowledge of both sales force operations and incentive compensation plans from prior industry roles, in addition to having been instrumental in creating the original recommendations that were agreed with the executive team.

Results

- Finalized global sales model, territories, hiring plans, and joint-sale operating guidance;
 - Finalized detailed 2018 IC guidance by sales role, aligned to company targets, and developed pro-forma models to fully understand implications of new IC plan;
 - Rolled out, in conjunction with the VP of Sales and Head of Human Resources, the new individual IC plan documents for 2018 to all sales representatives;
 - Operationalized a new bi-weekly business review committee designed to streamline and increase effectiveness of management discussions on forecast and targets.
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