

# Asymmetry Case Study

## Sales & Forecasting Operations

Designing a new global sales force model and incentive compensation plan for a fast-growing genomics testing and software company.



### The Situation

A rapidly growing genomics company sought to scale their global field force while creating the right incentive structure to drive focus on higher value product offerings. Additionally, the company needed a more sophisticated approach to accurately forecasting pipeline and booked revenue.

### The Ask

The Chief Operating Officer of the client asked Asymmetry to:

- Design an optimal sales force model and operating plan to support global growth;
- Create a simple incentive compensation plan to drive the right team behaviors;
- Restructure the approach for forecasting pipeline & booked revenue.

### Our Approach

Asymmetry took a 4-pronged approach to supporting this engagement:

1. Evaluated potential sales models that incorporated geographic distribution of R&D and Commercial clients, individual & collective sales representative capacity, and territory 'fairness' assessments;
2. Analyzed historic client sales, pipeline and customer data to project forward-looking trends and needs;
3. Conducted interviews within and external to the industry to gain insight into complex, multi-product selling models;
4. Supplemented interviews with research on sales structures, incentive comp plans and forecasting.

### Results

- **Sales Force:** recommended and agreed on migrating to a product/customer aligned model, creating a new Key Account Manager role, and doubling the sales force size within 12 months;
- **Incentive Compensation:** aligned on 1) IC plans differentiated by sales role type; 2) shifting to a higher threshold and uncapped earning potential; and 3) incorporating individual goal attainment, corporate revenue and management-by-objective into the IC plan;
- **Sales Forecasting:** agreed on utilizing new account-based plans to inform target setting, introducing new reporting for booked & pipeline revenue, and streamlining reporting structures;
- *Client further engaged Asymmetry in a subsequent assignment to serve as interim management and pull through the recommendations, including formalizing new IC plans and contracts.*

Contact Greg Lief to learn more about how we can help you:

[glief@asymmetrygroup.com](mailto:glief@asymmetrygroup.com)

617-645-6189

[www.asymmetrygroup.com](http://www.asymmetrygroup.com)

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