

# ServiceNow's Data-Driven Productivity Has More Sales Reps Hitting Quotas

ServiceNow and Emplay

Best Advance in Machine Learning and AI

September 2020



## Company Background

**servicenow**

<b>Company-at-a-Glance</b>	ServiceNow
<b>Headquarters</b>	Santa Clara, CA
<b>Year Founded</b>	2003 (originally called "GlideSoft")
<b>Revenue</b>	\$3.4 billion
<b>Employees</b>	11,000
<b>Global Scale</b>	150 countries globally, organized into three regions (Americas (AMS), Europe-Middle East-Africa (EMEA), and Asia-Pacific-Japan (APJ))
<b>Customers/Output, etc.</b>	Large, national and global organizations seeking digital transformation in IT, HR, Legal, Security, Customer Experience. ServiceNow is a PaaS (Platform-as-a-Service) company.
<b>Industry</b>	Enterprise Software
<b>Stock Symbol</b>	NOW
<b>Website</b>	<a href="http://www.servicenow.com">www.servicenow.com</a>

## Company Background

# EMPLAY

<b>Company-at-a-Glance</b>	Emplay
<b>Headquarters</b>	Dublin, CA
<b>Year Founded</b>	2010
<b>Employees</b>	45
<b>Global Scale</b>	Sales and Executive Team: USA; IT, Customer Service: India
<b>Customers/Output, etc.</b>	SAP, ServiceNow, NetApp, Oracle, and other large IT organizations seeking data-driven insights for improving sales performance.
<b>Industry</b>	SalesTech
<b>Website</b>	<a href="http://www.emplay.net">www.emplay.net</a>

## Budget and Timeframe

<b>Overall budget</b>	\$500,000
<b>Number of (HR, Learning, Talent) employees involved with the implementation?</b>	10-20
<b>Number of Operations or Subject Matter Expert employees involved with the implementation?</b>	Fewer than 10
<b>Number of contractors involved with implementation</b>	None
<b>Timeframe to implement</b>	90 days from inception to launch
<b>Start date of the program</b>	November 2019

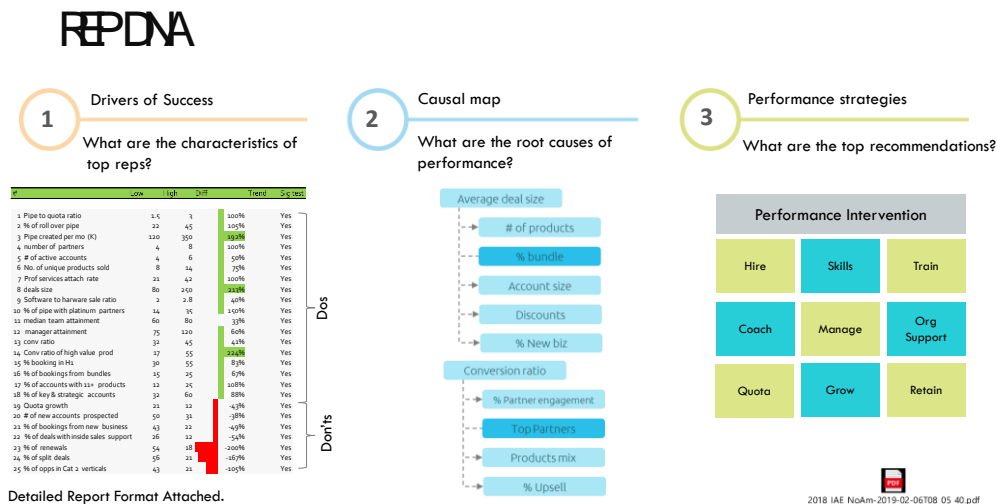
## Business Conditions, Needs and Overview

Quota attainment is a key metric used for everything from the labor model, to compensation design, to revenue and profit performance guidance to the market. Despite years of back-to-back double-digit growth, the percentage of reps attaining their annual quota remained alarmingly low in ServiceNow.

## Delivery of the Program

Through analyzing more than 500 variables pertaining to a sales rep's performance and correlating those variables with quota attainment, a profile of "High Performers" (defined as "exceeded quota") emerges by role and region.

Figure 1: Rep DNA



Source: ServiceNow

This profile is then used to create a performance roadmap to help all others chart their path toward High Performance. The data-driven "Rep Coaching Report" provides dynamic monthly calibration for each rep to understand the insights, actions they can take to close their gap with the High Performers.

Similarly, sales managers can use the insights for coaching conversations grounded in data with clear "next steps" to be taken before the next review (e.g., weekly 1:1, QBR, etc.).

Figure 2: Rep Coaching

## REPCOACHING

Personalized recommendation

- Skills to be developed
- Training to be completed
- Content to be read
- Activities to complete
- Best Practices to follow
- Insights
- People to connect

Based on

- Top performer benchmarks
- Quota and territory profile
- Top performer behaviors
- Data Trends
- Content tagging

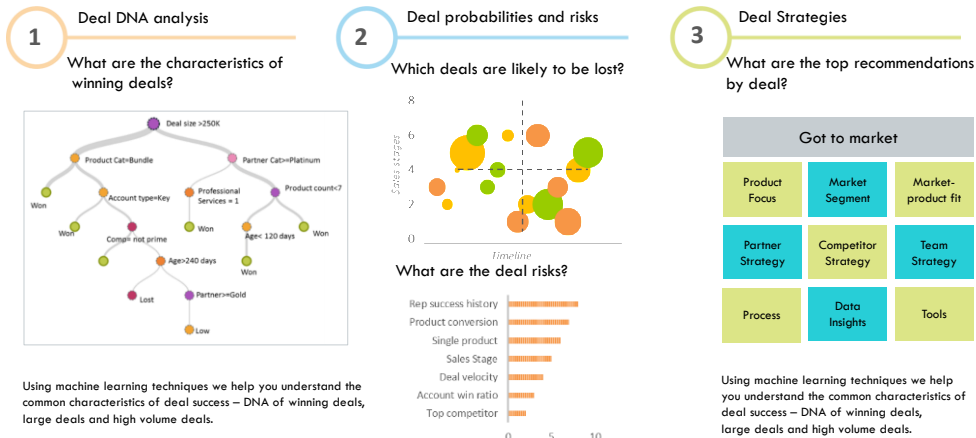


Source: ServiceNow

Ultimately, a sales rep's performance relies on the deals they sell. Given "time" is a finite resource with a defined period of time given for meeting annual quota, reps must spend their time wisely on the right deals. "Deal DNA" — obtained through a similar analysis of CRM data correlated to successful "closed-won" deals — help reps make data-driven decisions about what opportunities warrant their time.

Figure 3: Deal DNA

## DEALDNA



Source: ServiceNow

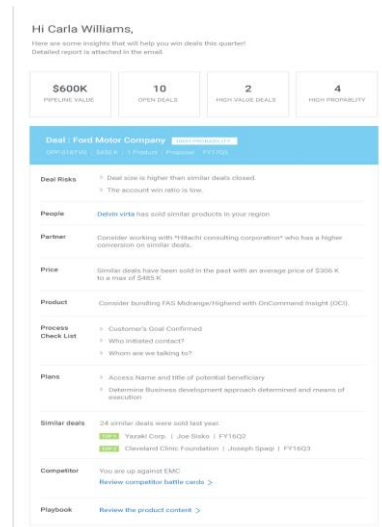
By analyzing CRM data, insights can be extracted about similar deals, product bundling opportunities, external partners possessing the right product certifications, evidence of past wins and much more. By augmenting the CRM data with external data sources about the buying organization's executives and financial performance, reps gain a competitive advantage through superior "deal hygiene."

**Figure 4: Deal Coaching**

## DEAL COACHING

Deal Probability and risks

- Similar reference deals
- Deal actions
- Prospect intel
- Product
- Partner
- People
- Promotions
- Similar deals
- Sales plays
- Sales process



Source: ServiceNow

## Measurable Benefits

- Ramp time reduced for new hires from eight months to five months.
- Area VPs implementing the data-driven productivity solution for their teams have seen spikes in their quarterly quota attainment (e.g., moving from fewer than 25% to more than 50% of their reps achieving quota).

## Overall

### Lessons Learned

- Not all sales leaders love data. Many resist and resent the data-driven insights and seek to challenge the credibility and accuracy of the data-driven insights. But these Sales Leaders are usually not the top performers and have credibility issues of their own.
- Privacy laws vary greatly and must be fully understood prior to sharing findings.
- ServiceNow has a complex sale involving numerous functions and parties. The Deal Insights have proven useful in helping cross-functional collaboration. This

outcome was not fully anticipated in the original “MVP” and therefore, numerous opportunities emerged for integration (CRM, Tableau Dashboards), and related projects (talent team’s selection profiles for new hires), etc.

- Most sales leaders appreciated the accountability of having a single success metric: Increase the number of reps making Quota from X to Y. This moved beyond standard training or enablement metrics, such as “4 out of 5 participants found the training useful for their jobs.”

## About Brandon Hall Group

With more than 10,000 clients globally and 25 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

Some ways we can help ...



### MEMBERSHIP PACKAGE

Includes research library access, events, advisory support, a client success plan and more.



### ADVISORY OFFERINGS

Custom Research Projects, including surveys and focus groups interviews. Organization Needs Assessment for Transformation, Technology Selection and Strategy.



### EXCELLENCE AWARDS

Global recognition showcasing leading programs and practices with a library of case studies.



### PROFESSIONAL DEVELOPMENT

Virtual and on-site certification programs, workshops and webinars supplemented with research-driven assessments and tools.



### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's quarter of a century's experience in evaluating and selecting the best solution providers for leading organizations around the world.