



**strategy&**

# Sales Effectiveness: The Overlooked Growth Engine

**PwC Strategy& Value Creation**

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**pwc**

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This report has been developed in collaboration with the Strategy& team, PwC's global strategy house. Together, we transform organisations by developing actionable strategies that deliver results.

# Why Sales Effectiveness matters

In a tough economic climate, many businesses struggle to hit growth targets. A practical route to value creation for Private Equity clients and their portfolio companies is often overlooked: Sales Effectiveness.

## Key themes



*High interest rates, limited multiple re-rating, volatile markets create adverse markets*



*Cost optimisation and financial engineering no longer deliver the expected return*



*M&A, and AI are costly and often slow to deliver*

This document, developed with Strategy&, PwC's global strategy house, shows how private equity sponsors and their portfolio companies can get more from their sales teams and go-to-market model. We focus on four growth levers - retain, grow, acquire, enable - and five capability pillars - people, structure, process, technology, strategy.

**By improving how you sell, you can strengthen margin control and set up for sustainable growth.**



# Signs of untapped growth potential

The Sales Effectiveness objective is capturing all available growth - not just some of it. Any one of these signals that growth is being left on the table.



**Heavy discounting or poor pricing visibility**



**Sales, Marketing and Operations working in silos**



**No clear ideal customer profile**



**Inconsistent performance across sales reps**



**Low retention and upsell**



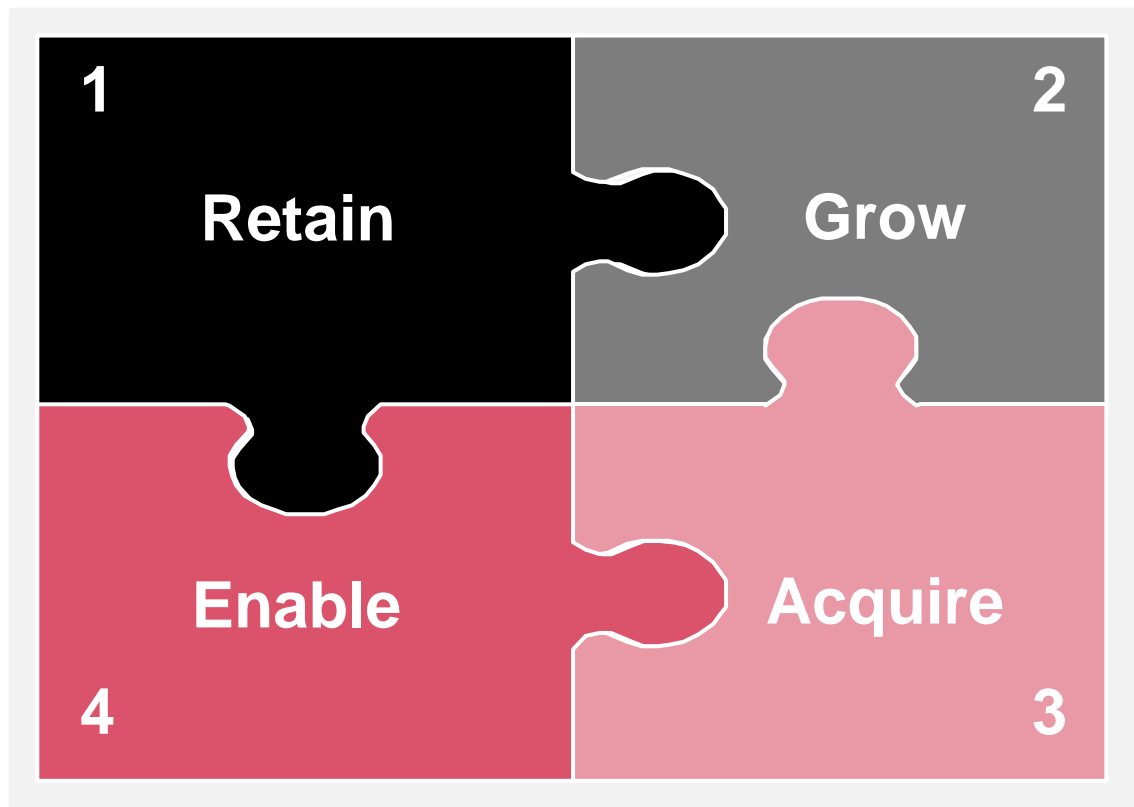
**Declining productivity and win rates**

**Sales Effectiveness means balancing four growth levers (the “what”), and five capability pillars (the “how”).**

# Four levers for sustainable growth – the “*what*”

Sustainable growth depends on four interconnected levers. Weakness in one lever forces over delivery elsewhere to hit targets – rarely sustainable.

Capturing all available growth requires the agility to recognise imbalance, shift focus, and improve execution.



**1 Retain** *Keeping customers longer to protect recurring revenue*

**2 Grow** *Increasing customer spend through cross-sell and upsell*

**3 Acquire** *Winning the right new customers, those most likely to stay and spend more*

**4 Enable** *Increasing team productivity through the right tools, focus and support*

Behind these “what” levers sit five capability pillars - the “how” of growth.

# Five capability pillars to master – the “*how*”

Our Sales Capability Framework helps leaders consider how to find value, align the business, and equip to win.

## Sales Capability Framework: The “*how*” of sustainable growth



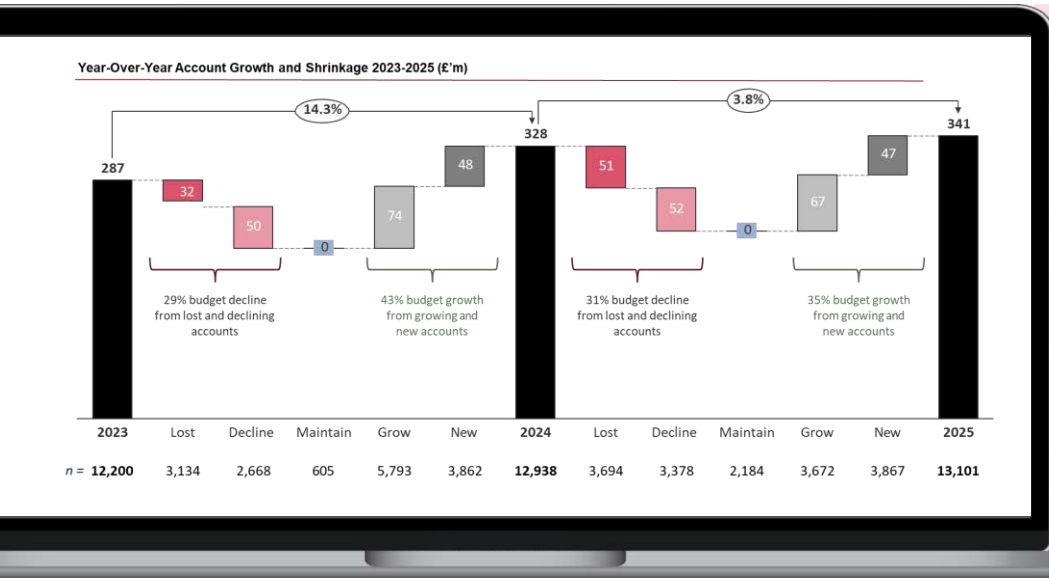
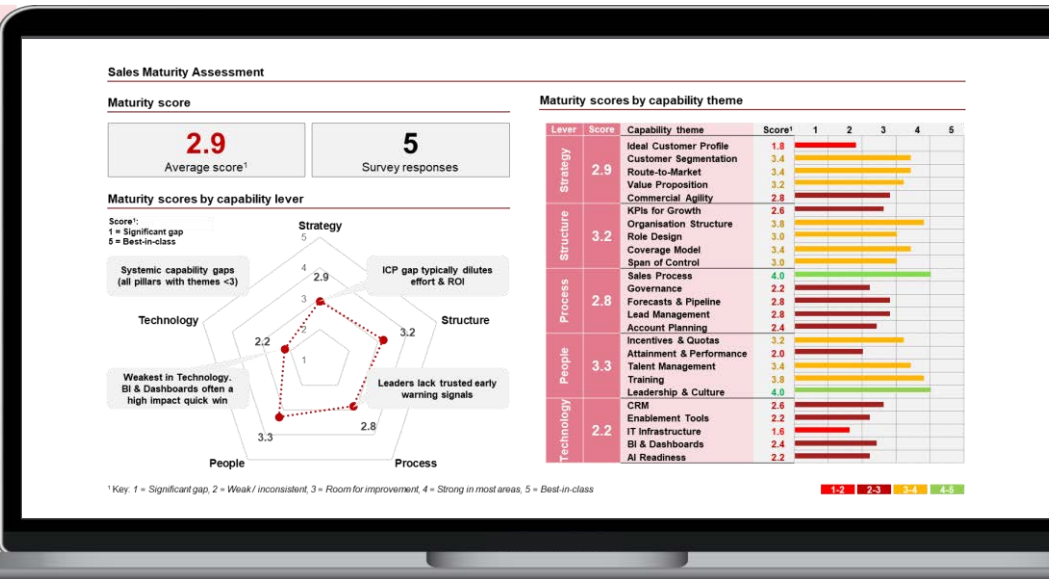
Unlocking untapped potential starts with clarity: knowing which sales capabilities matter most, where you stand today, and where to act first.

# Our Sales Maturity Assessment

To help answer these questions, we use two complementary tools.

## 1 Sales Maturity Assessment

Benchmarking current capabilities against best-in-class, helping leaders see their gaps and target the actions that unlock the greatest growth



## Revenue Analytics

Analytics on the four growth levers, helping leaders identify trends, drivers and quantify effectiveness opportunities

# What outcome to expect

Our client experience typically shows 5–20% revenue uplift, and up to 50% in turnaround scenarios. The difference between average and high-performing sales organisations often comes down to execution.

## Three recent examples – delivering impact across industries



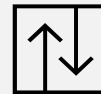
### Software Vendor

Annual Revenue: £400 - 500m



### Marketing Services

Annual Revenue: \$500 - 600m



### Health Infrastructure

Annual Revenue: £50 - 60m

	Software Vendor	Marketing Services	Health Infrastructure
Situation	Rebuilding the sales engine for growth  Growth targets were being missed; roles and territories lacked clarity; sellers were being pulled into support work.	Restoring margin control and positioning for growth  10% annual revenue decline and margin erosion from an outdated GTM model and inconsistent pricing.	From sales cuts to a value creation roadmap  Turnaround scenario, with revenue and EBITDA decline; leadership considering cutting sales headcount.
Approach	Rebuilt the commercial model: <ul style="list-style-type: none"><li>• Clarified roles</li><li>• Centralised inside sales</li><li>• Redesigned territories</li><li>• Prioritised key accounts and prospects</li><li>• Realigned quotas and incentives</li></ul>	<ul style="list-style-type: none"><li>• Developed pricing governance</li><li>• Refreshed playbooks</li><li>• Introduced rigorous performance reviews</li><li>• Optimised customer segmentation and sales coverage</li><li>• Integrated sales &amp; fulfilment</li><li>• Redesigned incentives</li></ul>	<ul style="list-style-type: none"><li>• Eliminated wasted prospecting</li><li>• Improved targeting with data</li><li>• Redesigned the sales model with specialised roles</li><li>• Supported entry into high-potential sectors</li><li>• Introduced P&amp;L accountability</li></ul>
Outcome	Delivered an <b>estimated +15% uplift</b> in bookings potential	Identified <b>\$105M in revenue opportunity</b> , including <b>\$20M (3%) in quick wins</b>	The board-approved plan identified a <b>+45% revenue uplift and +58% EBITDA improvement</b>

**Sales Effectiveness isn't a one-off fix - it's a strategic lever. Contact us for a tailored Sales Effectiveness assessment.**



# About Strategy&



Strategy& is a global strategy consulting business uniquely positioned to help deliver your best future: one that is built on differentiation from the inside out and tailored exactly to you.

As part of PwC, every day we're building the winning systems that are at the heart of growth. We combine our powerful foresight with this tangible knowhow, technology, and scale to help you create a better, more transformative strategy from day one

As the only at-scale strategy business that's part of a global professional services network, we embed our strategy capabilities with frontline teams across PwC to show you where you need to go, the choices you'll need to make to get there, and how to get it right.

The result is an authentic strategy process powerful enough to capture possibility, while pragmatic enough to ensure effective delivery. It's the strategy that gets an organisation through the changes of today and drives results that redefine tomorrow. It's the strategy that turns vision into reality.

# About the Authors



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*Part of the PwC network*

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