

What You Need to Know About On-Demand Sales Leadership

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Your Video Guidebook to Smarter
Growth & Performance Partnerships

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01 About this Guide

Welcome to your guide to on-demand, performance partnerships and identifying if your growing business needs a specialized on-demand expert or a full-time hire.

Whether you're scaling for the first time, entering your next stage of growth, or needing to modernize a particular sector of your sales organization - it doesn't matter. All of these scenarios have two options: a full-time hire or a niche, on-demand and part-time expert.

The traditional answer is to hire a dedicated, full-time person, but read on and listen in before you make this decision.

Your answer is unique to your business, and you may decide that you're not ready for a full-time head or VP of Sales or that "the system can't change itself" without an outside point of view that has fixed your specific challenge 100s of times for other organizations.

Throughout this guide we'll talk about the benefits of on-demand, expert talent to help you make an informed decision. Make sure to click the quick-tip, 2-minute videos and listen to the veteran advice from our CEO, Jake Dunlap, who's been a full-time VP of Sales at Glassdoor and Nowait (acquired by Yelp), Head of Sales and Customer Success at Chartbeat, and now has built a team of on-demand leaders to better fit the needs of growing a modern sales organization.



WHAT YOU NEED TO KNOW ABOUT ON-DEMAND SALES LEADERSHIP

About this Guide

Quick note on our vocabulary

As you continue your research, you'll find terms like interim, outsourced, part-time, acting, or VP as a Service. We call it on-demand leadership, but they are all essentially the same if you're looking for an experienced leader to integrate themselves into your team for 20 hours a week, for a set period of time, and make a significant impact on the trajectory of your business.



8 Reasons Why On-Demand Sales Leadership Makes Sense

1

Experienced, on-demand sales leaders are generally overqualified and immediately impactful.

2

They integrate into your organization just like a permanent leader would.

3

They take fewer resources and less time to hire.

4

The right leader will have an extensive background in leading businesses through different growth stages.

5

They can help you build and roll out specific initiatives like new sales processes, methodologies, competencies, or technologies.

6

They can often call upon a broader network of relationships that leads to more opportunities.

7

They are focused on performance as much as strategy and methodology.

8

They are available only as long as you need them and saves your company dollars in the long run.

The Difference Between On-Demand Partners and Traditional Consulting



The consulting framework is taking a turn, and it's less about assessments, charts, graphs, and audacious plans that are hard to implement.

Companies need to stop spending hundreds of thousands of dollars on consultants that try to fit problems into a neat playbook. Every company is unique, and PARTNERS make an earnest effort to improve performance, optimize what they say they're going to optimize, and leave teams with a clear path forward that they can execute on.

However, don't let the assumption that all consultants are created equal and mean you're going to spend thousands of dollars with no results be the deciding factor to hire full time.

An on-demand partner is technically a consultant, but they're turning traditional consulting on its head. In this next video, Jake will cover the key differences in how people think about traditional outside help (trainings or consultancies) and on-demand partnerships.

He'll also cover the three key factors you should consider when deciding if an on-demand partner makes the most sense. You can think of them as three questions to ask if you're trying to decide between full-time and on-demand.

- **Do you need a highly specific area of expertise for your growth stage or project?**
- **Is staying up to pace with current technology and innovation important to the growth of your company?**
- **Do you only have a temporary need?**

WHAT YOU NEED TO KNOW ABOUT ON-DEMAND SALES LEADERSHIP

The Difference Between On-Demand Partners and Traditional Consulting

ON-DEMAND PARTNER

A specialized expert who can instantly step up and embed themselves in your organization in a part-time capacity and drive initiatives forward - and leave your team with a clear path that they can continue to execute on.

TRADITIONAL CONSULTANT

An experienced leader with the skills to identify and assess the gaps in your organization in a part-time capacity and put together a roadmap for success - but the execution path will then be handed off to your team.



The Flaw in How Growing Businesses Go-to-Market Today

Your go-to-market strategy is just as important as what you're bringing to market. The adage, "If you build it, they will come," unfortunately isn't true in today's world when there are probably hundreds of solutions similar to yours.

Experienced and innovative sales leadership is needed in order to build these go-to-market strategies.

What is a go-to-market strategy?

Go-to-market strategy is a plan of action detailing how you're going to take your product to market for the first time, relaunch, or launch into a new market. It should define your unique selling proposition, how you're going to reach buyers, and how you're going to achieve a competitive advantage.



It's a big deal and devastating when done incorrectly.

The problem is, you don't have an experienced leader to take your product to market or one that can help you relaunch more successfully.

The other problem is being able to afford the experience you need and being able to afford the time it will take to find the right leader.

There is also the misconception that if you don't hire a full-time leader, you won't have someone wholly invested in your business, which is holding you back from considering part-time leadership. **But you can rest easier knowing that this IS a misconception.**

WHAT YOU NEED TO KNOW ABOUT ON-DEMAND SALES LEADERSHIP

The Misconception that Part-Time isn't All In

On-demand sales leadership is actually a better solution if your problem is a product launch or achieving a specific milestone in growth.

Here's why. Full-time and on-demand leaders essentially work towards the same cause and have the same goals but with one huge difference. A full-time leader will focus on the long-term while an on-demand leader focuses on a shorter term goal (that will also set the foundation and create a smooth transition for that long-term leader when the time is right).

An on-demand leader's role is meant to be temporary and for specific use cases such as when a VP or CRO position needs to be filled quickly until you find a full-time hire, for specific initiatives like go-to-market strategy, or when in a limited capacity during growth.

An excellent on-demand leader will strategize and execute on shorter-term needs while also identifying what needs to happen to solidify the foundation for the permanent hire - also increasing the probability that your VP or CRO will stay longer.

Take a look at Marketing

Marketing organizations already have this figured out if we're talking about on-demand talent for different parts of the Sales organization.

If you're a company that's in rapid growth mode and building up your sales team, you may assume you need to go out and hire an in-house, full-time VP, double your SDR bench, and hire a full Sales Operations team.

If you look at the Marketing department and how they function, you'll notice that they outsource a few different specialties and projects, such as website development and design, digital marketing, PR and events, and content, to name a few.

This concept is for some reason unheard of in Sales.



The average salary of a Sales VP in the U.S. according to Glassdoor is \$163,000 (base), the average salary of a Sales Development Representative is \$48,000, and the average salary of a Sales Operations Specialist is \$68,000.

Think about these numbers when analyzing if it's the right time to hire. It may actually be 3-6 months too early, and you first need a growth stage expert to set the foundation, create a formal sales process, an onboarding process, and even help you build your hiring criteria.



Hiring Full-Time Senior Leadership When You're Not Ready

The #1 consequence of hiring a full-time senior leader like a VP of Sales when you're not ready is churn.

The average tenure of a VP of Sales is about 18 months. When organizations are ready to scale or rebuild their sales teams, they look to hiring a VP as their silver bullet for building a go-to-market strategy with often unrealistic expectations and without the resources the VP needs to go to market successfully .

Hiring full-time Sales leadership before you're ready encourages a hire and fire culture - not intentionally, but unfortunately.



Companies use outside agencies and outsourced help in almost every department except for Sales. With how specialized and complex the sales process and buyer journey are becoming, outsourcing help for specific growth stages to get you to the next stage is paramount.

The goal isn't to outsource your entire Sales organization forever. The goal is to bring in experts to help you set up your future sales organization for success, go to market faster, and prevent excessive churn of top talent.

Types of On-Demand Leadership & Support in Sales

INTERIM VP OF SALES, GROWTH STAGE

Churn for a VP of Sales is high because companies need very different things at various stages of scaling, and those stages happen quickly. Interim VPs with growth stage experience understand the nuances for this stage of the business and have worked with dozens of rapid growth mode companies.

PROCESS OVERHAULS & OPTIMIZATION

If you're a company that already has an excellent VP in-house, that VP may just need extra support for special initiatives or process overhauls. This is definitely where the phrase "the system can't change itself" comes into play. Your team may just need outside expertise for a specific amount of time to help optimize a particular piece of the sales process, overhaul the entire process, or implement new methodologies or new sales competencies.

ORGANIZATIONAL ALIGNMENT

As mentioned earlier in this guide, a fantastic on-demand leader will lay the groundwork for a full-time leader or team. They can also come in at a later stage to analyze your current sales team and restructure or redefine sales roles. They can also design what a future team would look like to support your revenue goals and help with expansion and hiring.

TECH STACK DESIGN & IMPLEMENTATION

The amount of sales technology available has blown up in the past five years - going from hundreds to thousands of options. When you bring in a full-time leader, they'll most likely bring the technology they're familiar with. An on-demand sales leader specializing in the latest technology will be able to assess and build your stack based on your company's specific requirements and ensure team adoption.

SALES OPERATIONS AUGMENTATION

There is no doubt that Sales Operations is a critical component of every successful Sales organization. However, for most companies, it just doesn't make sense to incur this cost at an early stage, and a full team most likely isn't needed. Taking advantage of part-time on-demand talent in the Sales Operations field is a great way to keep operations and processes smooth and help sellers stay focused on what's important - selling.

SALES CONTENT

Playbooks, battle cards, decks, one-pagers, emails, LinkedIn posts... It's all content. Some organizations try to rely on Marketing to create these assets, but when it comes to sales playbooks or outbound messaging or even LinkedIn content, it takes sales expertise to thoroughly know what the content should be. If you're looking for content help, make sure they have a background in sales.



07 About Skaled

Skaled is a B2B sales consultancy dedicated to helping organizations and the people who work there reach their full potential.

Along with a list of enterprise clients Skaled has amassed in a few short years (The New York Jets, LinkedIn, Insightly, ADP, and Microsoft), the majority of our clients are Startups and Mid-Level businesses looking for accelerated growth with a scalable and sustainable path forward.

We are a “consultancy” of on-demand sales leaders focused on performance and outcomes and have helped over 500 companies transform and modernize their sales organization.

[Contact Skaled for Smarter Growth with On-Demand Sales Leadership](#)

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