

Business Goals

- **Increase Sales Effectiveness:** In our current economy and with limited resources, one challenge facing many organizations is to help their sales people become not only more efficient, but also more effective with their activities. They need to make *better* calls and meetings, not just *more* calls and meetings. Activity doesn't necessarily translate into productivity. Would it help if, managers had the ability to quickly and easily view what is being done at various stages of the selling process? Would it help if you had a "virtual coach" that would help provide the reinforcement and guidance sales people need to be most effective at each and every stage of the selling process? Would it help if management had the ability to drill down into this information so they could spend more time coaching and supporting where most needed? Would it help if managers could provide strategy and advice on, not just what to do next to advance a sale, but *how* to do it?
- **Support Team Selling:** Team selling is used in most organizations as a way to build deep, lasting and profitable relationships between people, products and companies. In Steve Waterhouse's book *The Team Selling Solution*, he states, "Companies that fail to use team selling concepts risk leaving their customers underserved and their offering undervalued". Would it be helpful if you and/or your reps had the ability to view details, history, and current status of your accounts and opportunities? Would it help if reps had the ability to pass deal steps off to another team, depending on roles, to help with collaboration of the team? Questions to ask: Do you use multiple resources to make a sale? Can a communications breakdown cost you a sale? Are there times when certain members from the team don't know what the other team members have done with your prospect or customer? How often does this occur? How much time is spent reviewing most recent activity in an account with other team members? Is the transition of knowledge as seamless as you'd like it to be? Are you losing credibility with your customer/prospect due to information "slipping through the cracks"? Does miscommunication cause your organization to lose potential revenue?
- **Share Best Practices:** Alive and well in many sales organizations is the Pareto Principle, better known as the 80-20 rule, wherein 20 percent of the salespeople produce 80 percent of the sales. So the question in many companies is how to mimic the sales behaviors of top performer, with some portion of the lower performers. The answer is by replicating the day-to-day sales process, or best practices of the top 20% and sharing that with the remaining 80%. This will bring discipline, consistency, and predictability. Would it help if areas of the organization that currently have process were able to share those best practices and successful processes with the rest of the organization to begin benchmarking items such as forecasting and pipeline? Question to ask: How much do you think revenues would increase if even just 10% of the lower performers began selling like the top 20%?
- **Ramp Up New Sales Reps:** It has been said that it takes 21 days to form a habit, and that you need to be actively engaged in that new behavior for at least 21 days. What better way to ramp up new sales reps than by reinforcing day in and day out, the best practices of a selling organization, especially if those best practices are those of the top 20% of your sales team? Would it be helpful if you could share and reinforce the behaviors of the top performers to reduce the ramp up time of new reps? Questions to ask: What would the impact be on new revenue if the time for new rep ramp up was decreased by 10%? How long is the average rep employed? How many sales reps never really ramp? What are the direct and indirect costs of these individuals? Are new salespeople more likely to make errors during the sales process? Do some managers try to proactively coach them? How do they become aware of all active opportunities? How do sell cycles and win rates vary between new and more senior reps? How do managers try to isolate variations from "best practices"? Could bottlenecks in a new rep's pipeline point to areas where they need coaching?

- **Forecast Accurately:** Visibility both into past trends and future enables management to forecast accurately. Too often management has no view of what is in the pipeline, therefore, forecasting becomes a guessing game. Management adjusts each salesperson's forecast up or down accordingly to their opinion or gut feel. This continues upward through the selling organization. Companies operating in this manner typically are not meeting their forecasted number consistently. Would it help if managers had visibility into an individual contributors or teams pipeline so there was no need to forecast based on last quarter's results and multiplying by "x"? This is similar to driving a car with no windshield and your only visibility is with the rear view mirror. Questions to ask: Do forecasting metrics vary by region? How are they enforced: Are some reps over optimistic? How do they report progress on sales to their managers? Are some reps over optimistic? How do they report progress on sales to their managers: Are opportunities on the forecast unqualified? Stalled? How do managers assess the current status of opportunities? How do they coach reps to qualify/disqualify prospects? Do forecast probabilities vary by salesperson/region? By how much? How do sales managers adjust for this? Can one or two large opportunities "make or break" a forecast?
- **Cross Sell/Up Sell:** The most profitable and loyal customers are repeat customers. They are easier to sell to, easier to services, easier to upsell and easier to get referrals from. So why do so many organizations continue to ignore the installed customer base as a source of leads, referrals, and revenues? Would it help if your reps were able to capture more revenue if there were triggers and prompts for promoting and selling additional products/services throughout the customer lifecycle? Questions to ask: Do you feel there is untapped revenue potential within your existing customer base? What percent of your customers buy more than 1-2 products? What percentage of your monthly/quarterly forecast comes from new versus existing business? Does the amount of revenue that comes from cross selling and up selling to your install base sometimes surprise you?
- **ROI From Training:** Clive Shepard, of Fastrak states, "ROI is the extent to which the benefits (outputs) or training exceed the costs (inputs). Would it help if, when implementing a new methodology, you had the ability to have the process steps "pre baked" into your CRM application, allowing reinforcement and ensuring salesperson compliance? Would it help if, when forecasting, you had the ability to get real-time visibility into the pipeline, inspect auditable deliverables and determine the actual status of each opportunity from any web browser? What if prior to moving an opportunity through the pipeline, you had the ability to attach a series of triggers and/or requirements that would ensure that certain tasks had been completed? Questions to ask: How do you drive compliances to your new sales process? Do you find that getting your salespeople to consistently apply the new methodology can be challenging because your automation tool does not support it? How often do salespeople skip critical steps in the process? When do you find that out? How do you determine where your sales rep is in any given sell cycle? How much time does it take to track down your reps to discuss opportunities and determine the status? At the end of each moth, do you depend on your sales team to provide you with their forecast and know that their numbers are based on nothing other than their own gut feeling?
- **Increase Market Share:** Expansion of the customer base is a common business goal. Achieving it is getting hard. Collapsing life cycles and increased competitive activity are making it harder for organizations to create differentiation for themselves and their offering in the mind of clients. The issue is not jus that of existing competitors in the market becoming more aggressive, but with globalization, there are an increasing number of them as well. Did you know that if you were able to maintain just 5% more customers than your competition, you would have the equivalent of a 5% growth rate added to your customer base and eventual market share? Would it help if you could stay top of mind with current customers through a series of triggers and prompts throughout the customer lifecycle? Would it help if you had a way to stay "top of mind" with your competitors customers so you are the first person they think of when that competitor has failed or fallen short of customer expectations? Did you know that many reps spend as little as 15% of their time with clients? Did you know that 48% of all reps quit after one attempt at contacting a prospect? Did you know that buyers ask for information from more than one vendor

60% of the time? Did you know 87% of all leads are NEVER pursued? Did you know that 45-63% of all leads eventually buy? Questions to ask: What percentage of leads is self generated by your sales reps? What percentage by Marketing? What is the average sales cycle? What is the average deal size? Does Marketing have the ability to track the status of leads they are generating so they can determine the quality? What percentage of leads close? How many leads have to be generated to make quota?