

Sales Process Mapping

Best Practices for Sales Management

July 2008

The Sales Management Association

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Sales Process Mapping: Best Practices

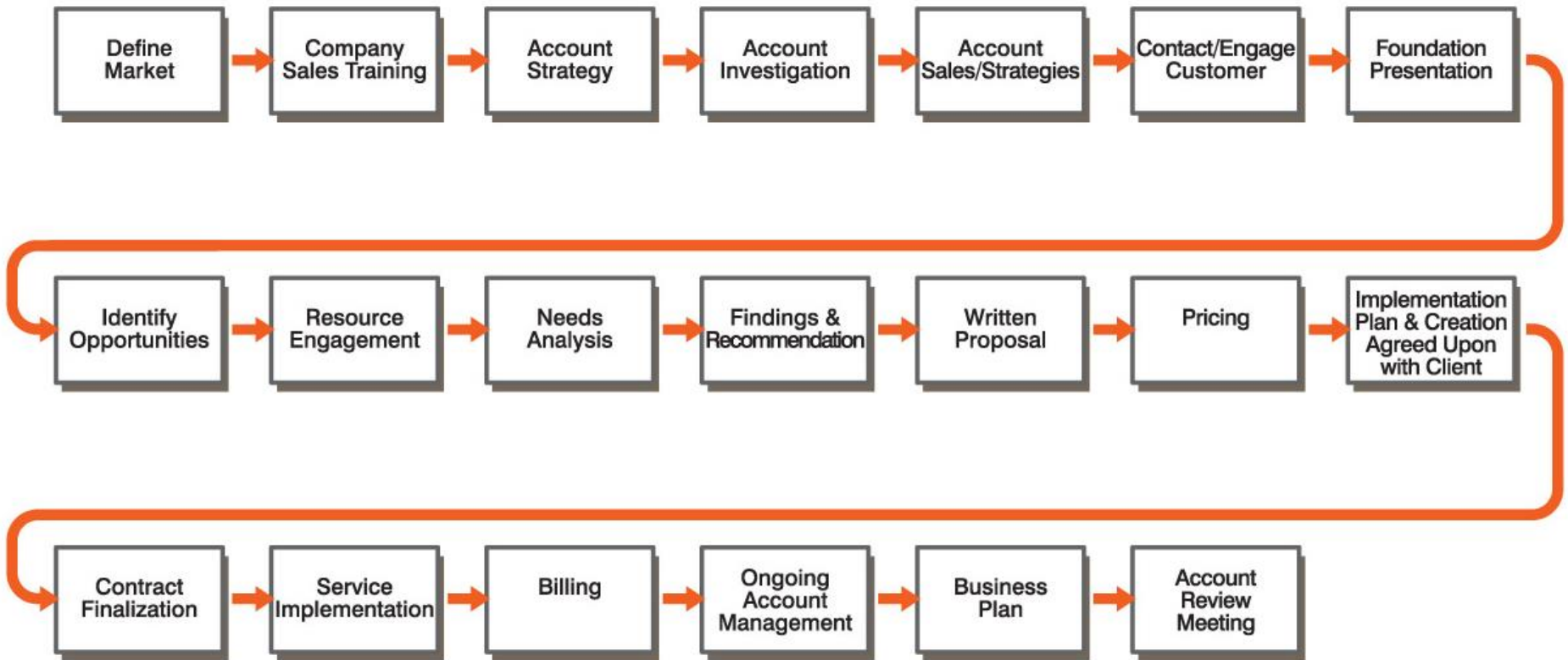
Four Common Mistakes

Process Mapping Mistakes	Principles that Yield Powerful Results
Map all the details, losing track of the big picture.	Foreground goals in organizing your process map.
Focus on the seller, instead of the customer.	Determine how to create value for the customer throughout the process.
Map the process without showing how the results will be measured.	Map tools, skills, and performance metrics along with the process.
Buy someone else's "ideal" sales process.	Engage your people in process mapping to define problems and solutions.



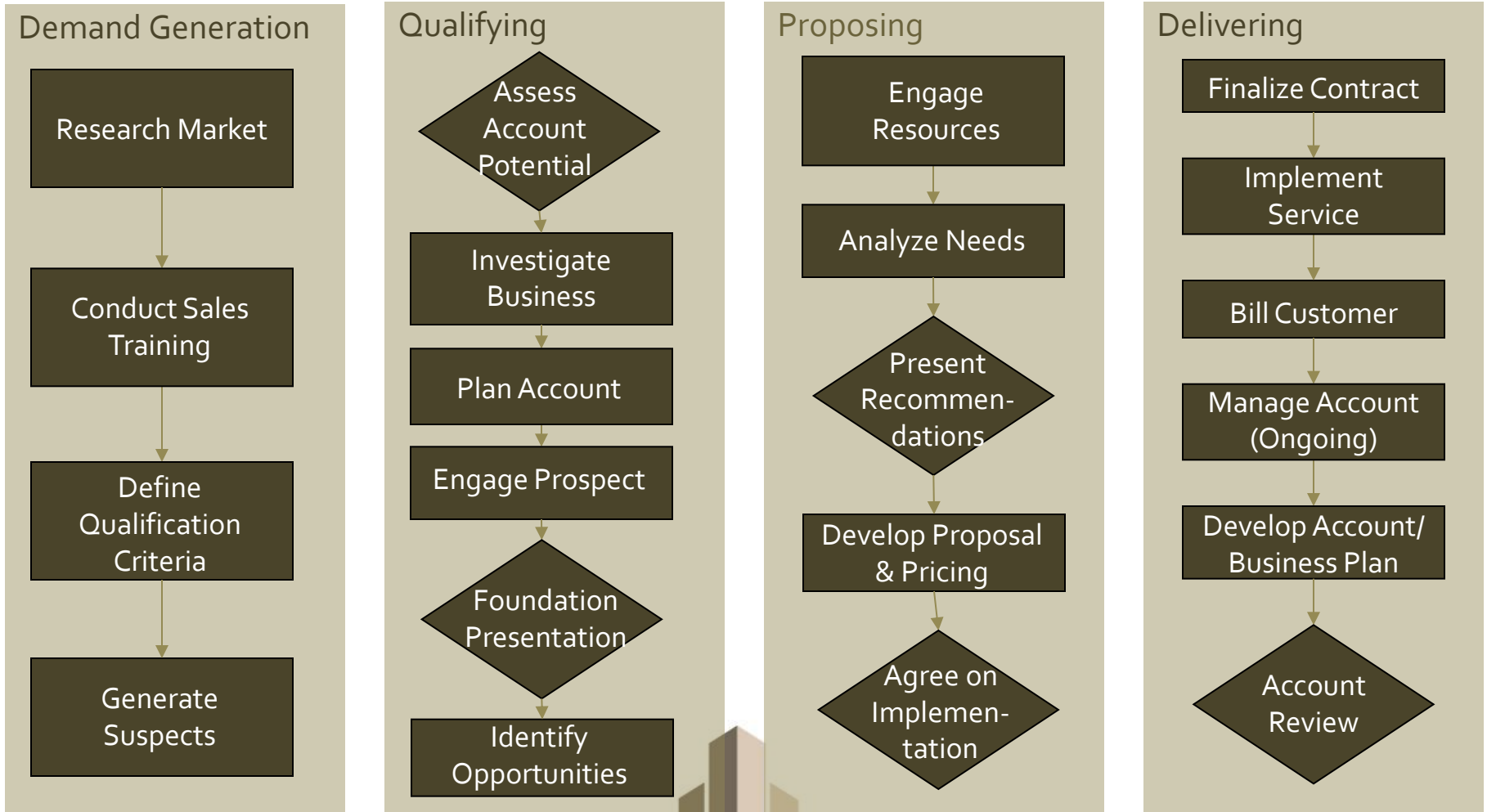
Sales Process Mapping: Best Practices

Too many steps make this process hard to use



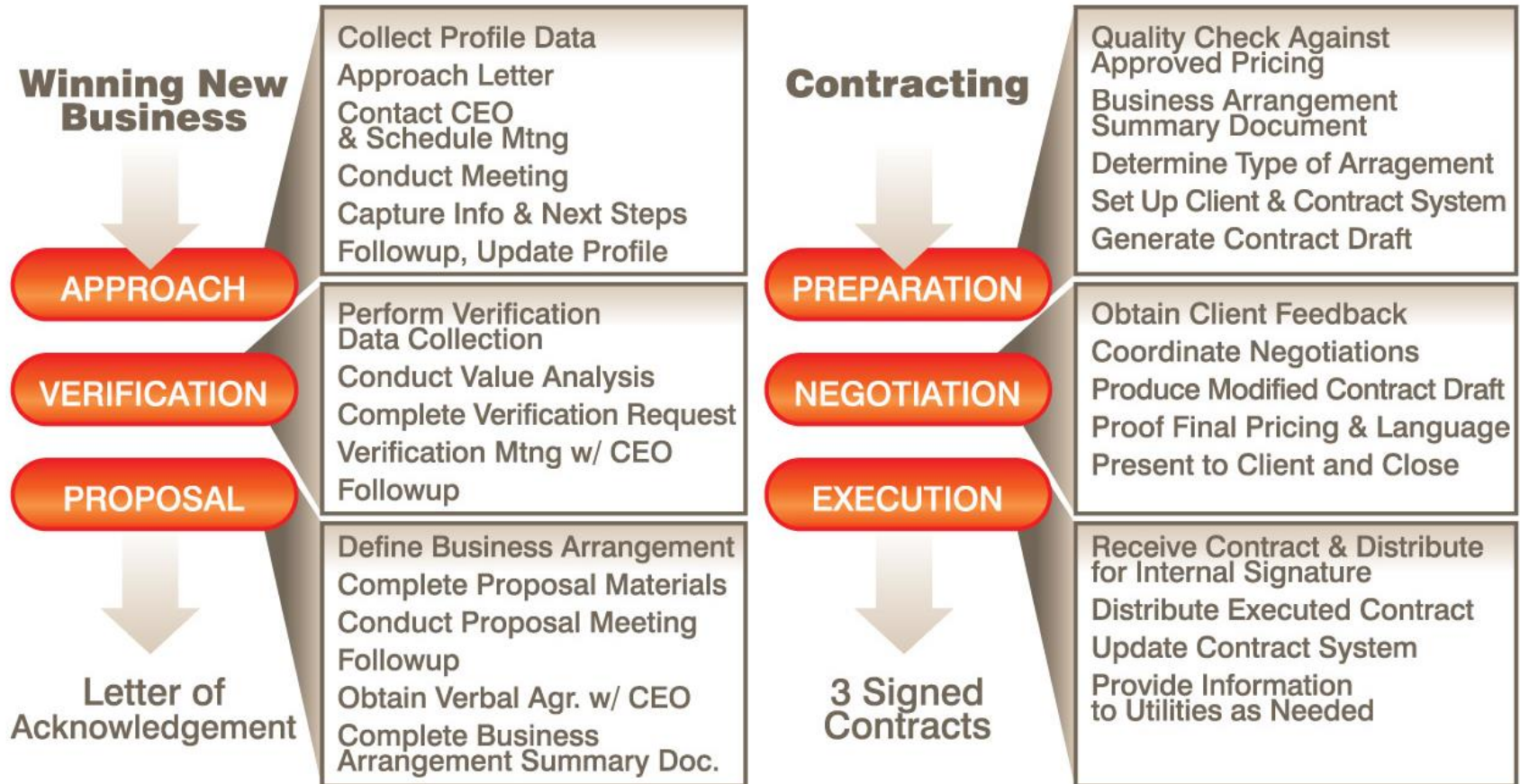
Sales Process Mapping: Best Practices

Grouping activities according to goals creates focus



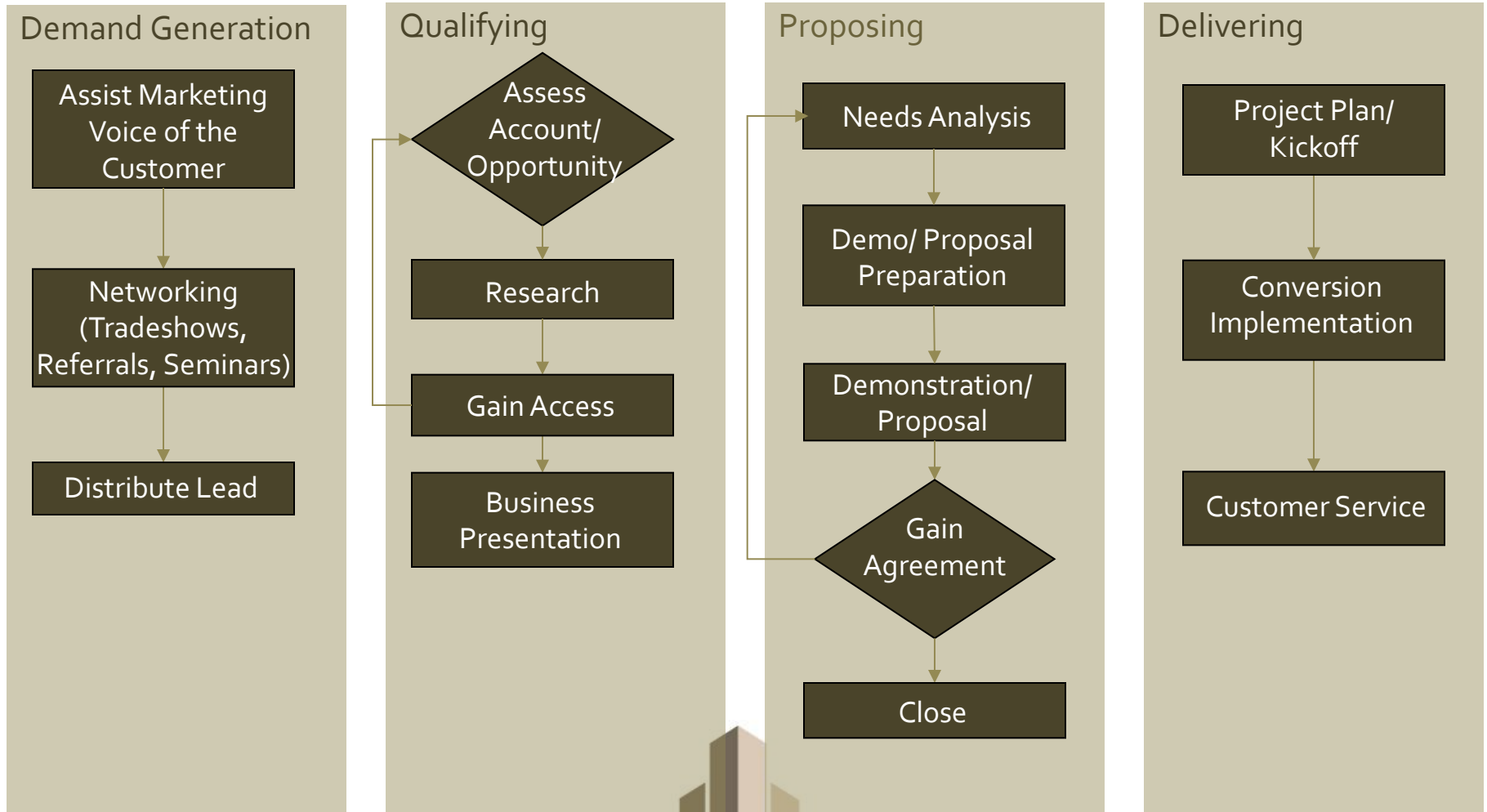
Sales Process Mapping: Best Practices

This process map focuses on seller activities



Sales Process Mapping: Best Practices

This revised sales process focuses on customer interaction



Sales Process Mapping: Best Practices

Recasting the sales process from the customers' perspective

Demand Generation

Find potential customers and help them become aware that we might be valuable to them.

Qualifying

Understand the customer's business well enough to help their decision makers understand the business problems we could solve for them.

Proposing

Understand the customer's application requirements well enough to credibly demonstrate our solution is best for their needs.

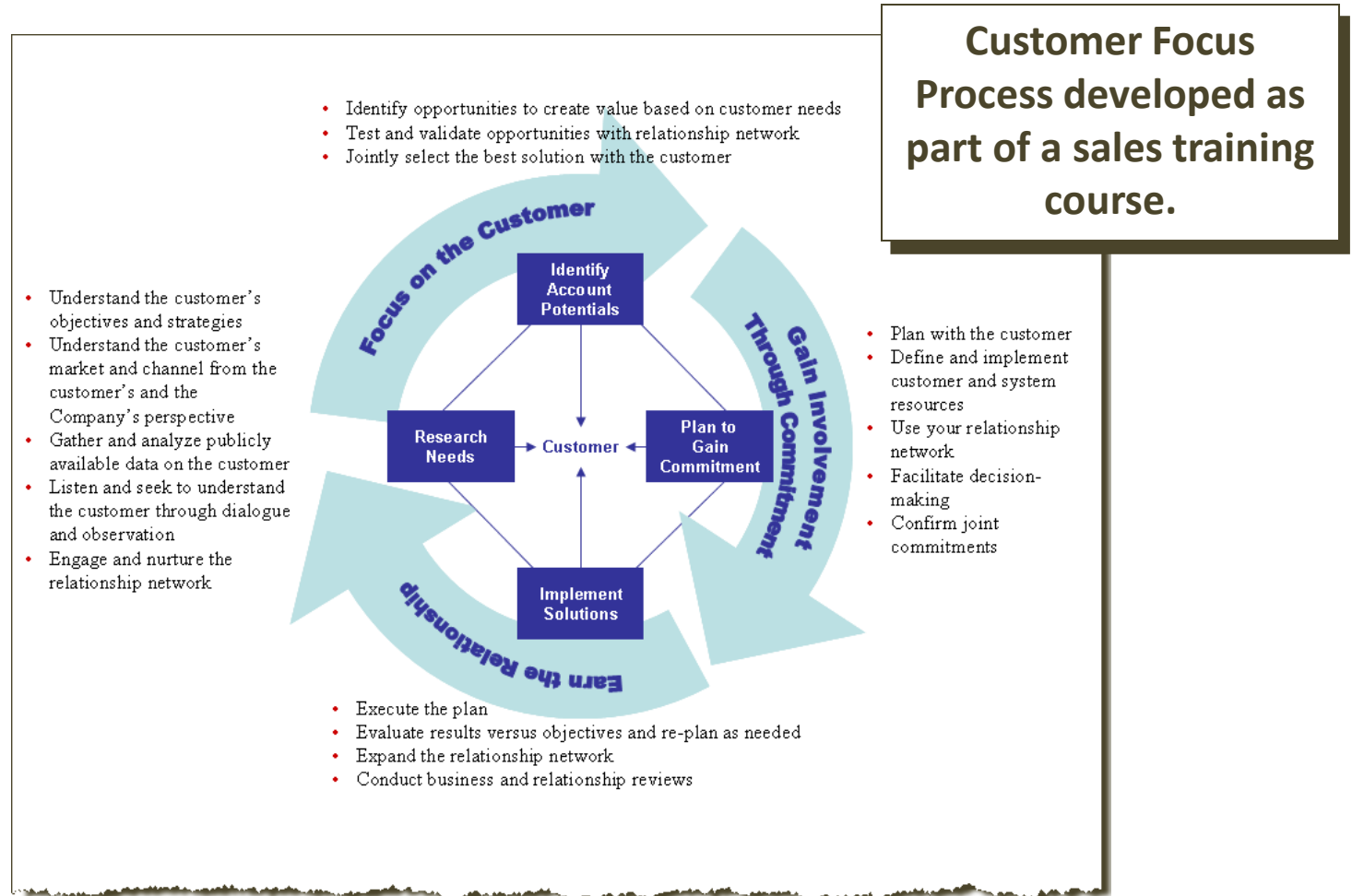
Delivering

Help the customer achieve the business results they expect through our products and services.



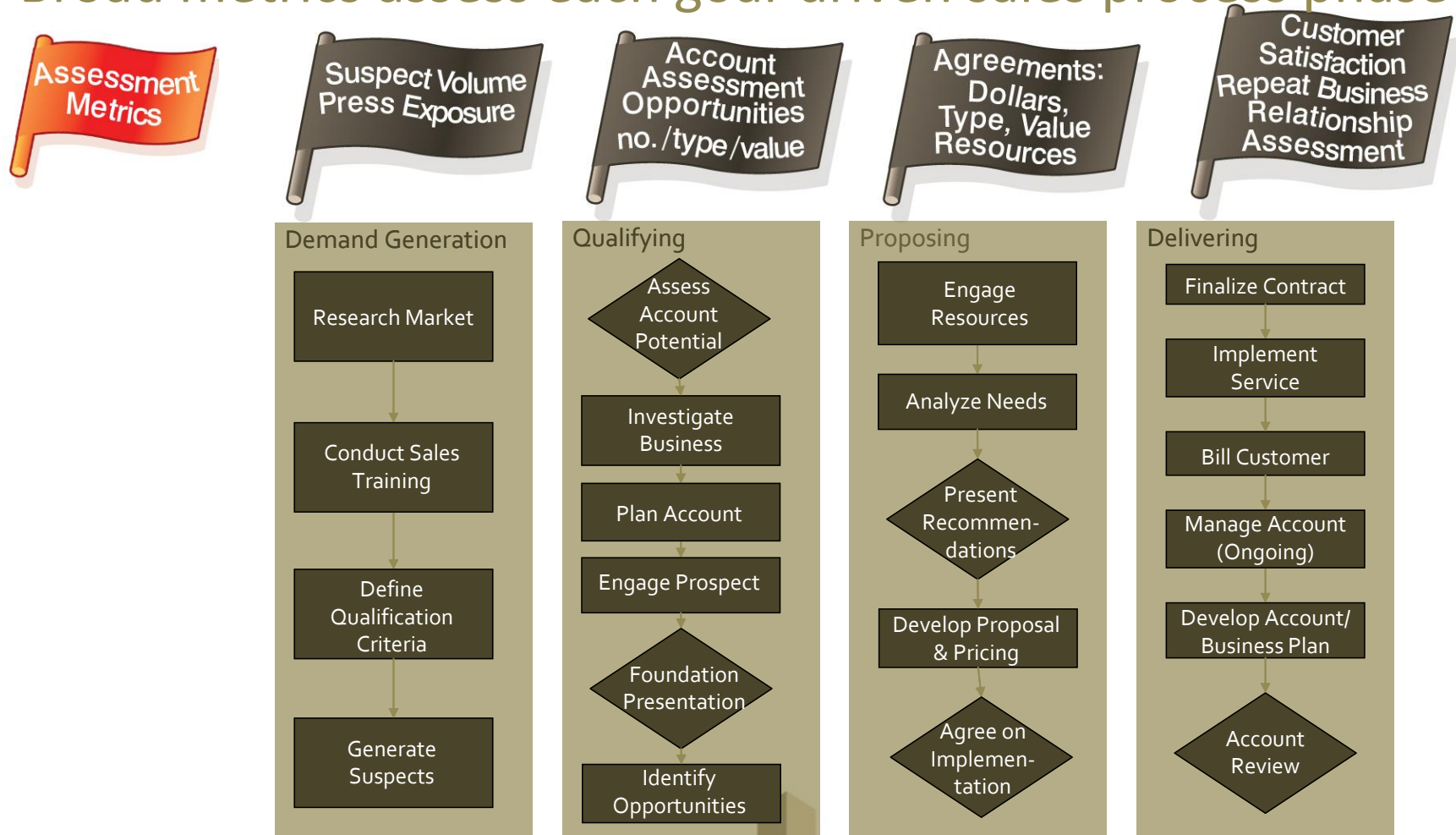
Sales Process Mapping: Best Practices

This process does not specify measureable results



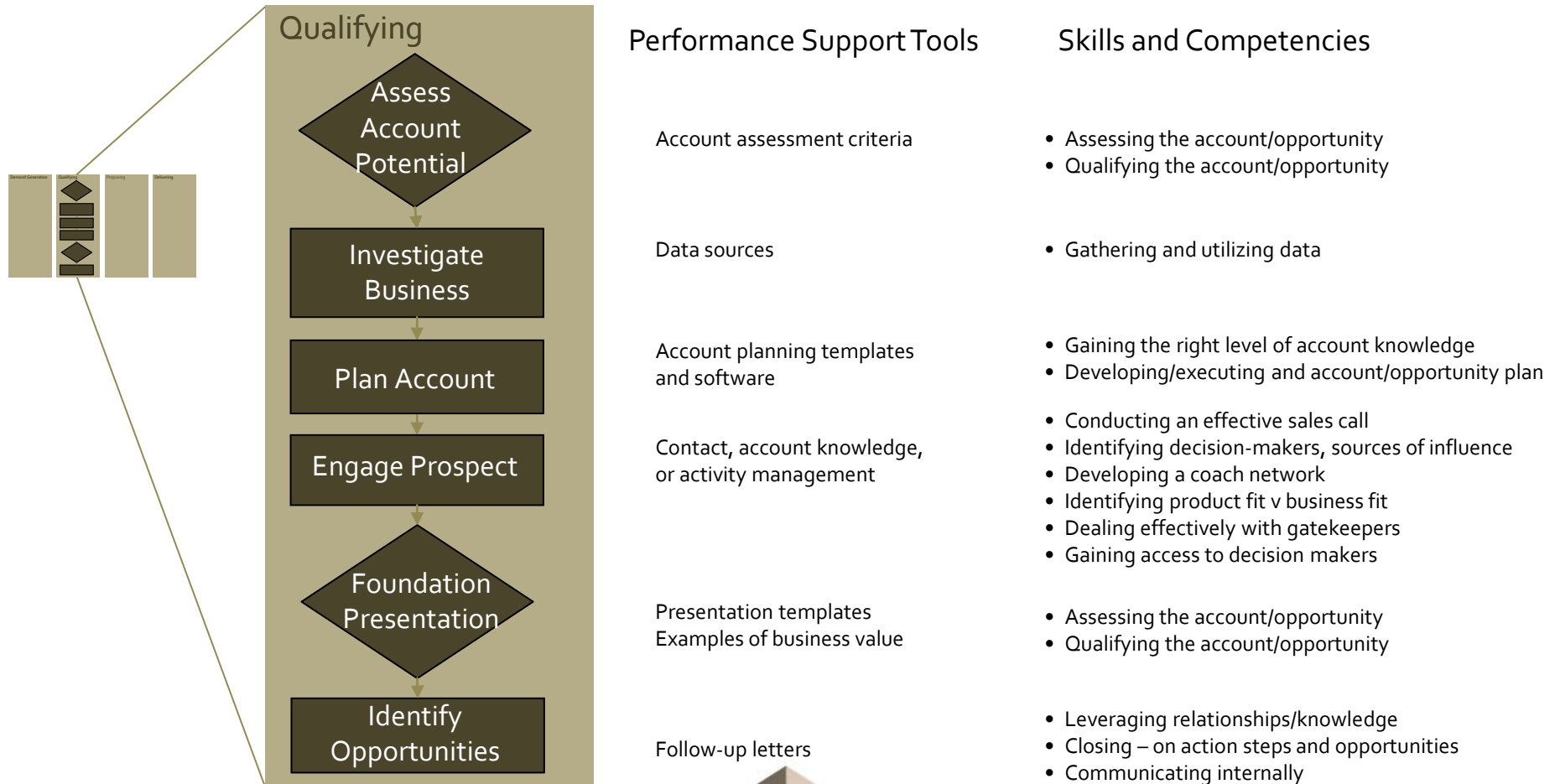
Sales Process Mapping: Best Practices

Broad metrics assess each goal-driven sales process phase



Sales Process Mapping: Best Practices

Link support tools, skills, and competencies to sales process



Sales Process Mapping: Best Practices

CRM Realities

Assumption	Reality
CRM systems provide management with information for better “control” of field activities	Why would salespeople supply information to a system that can and will be used against them?
CRM suppliers know how to make a sales process work.	Most CRM systems only track activities; they are poor at helping people sell.
The supplier’s sales process model is fine for our business.	The supplier’s sales process model may be inappropriate for our business.
We can always make system changes later to fit our business better.	After the system has lost credibility and support in the organization, who cares?



Sales Performance Consultants, Inc.

Michael J. Webb, author of “Sales and Marketing the Six Sigma Way” (Kaplan, 2006), is the foremost expert on sales process improvement. His firm, Sales Performance Consultants, Inc., helps senior executives committed to making their sales funnels flow faster.

Sales Performance Consultants’ unique approach aligns marketers and sellers to solve problems for customers - resulting in faster deal flow, higher margins, reduced cost of sales, and much improved sales forecast accuracy. Clients include Fortune 500 and smaller companies (such as ThermoFisher Scientific, MAQUET, WaterFurnace Industries, Replicon Inc., and many others).

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About The Sales Management Association

The Sales Management Association is a global professional association focused on sales management's unique business and career issues. The Sales Management Association fosters a community of interest among sales force effectiveness thought leaders, consultants, academics, and sales management practitioners across many industries.

Through training workshops, online resources, and research materials, The Sales Management Association addresses the management issues of greatest concern to practicing sales managers. The Sales Management Association's focus areas include management leadership, sales force performance coaching, sales planning, sales process management, enabling technologies, incentive compensation, and sales force support.

Learn more about the Sales Management Association at www.salesmanagement.org

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