



THE
**SALES
MANAGEMENT**
ASSOCIATION

Sales Management Association Webcast

Five Places Sales Operations is Focusing for Productivity

21 January 2016

Presented by



Tom Chamberlain

Research Director

CSO Insights

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The Sales Management Association



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Focused in providing research, case studies, training, peer networking, and professional development to our membership.

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Today's Presenter



#SalesOps





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PERFORMANCE: SALES PEOPLE

+23%

Key Metrics

Qualified Opportunities

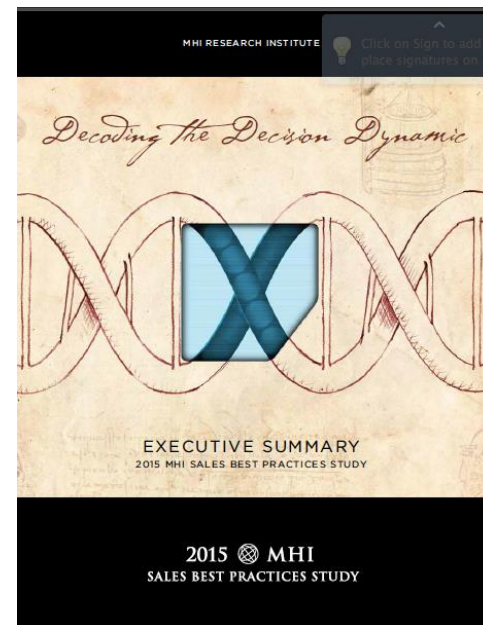
New Account Acquisition

Average Account Billing

YOY Existing Customer Growth

Quota Achievement

Forecast Accuracy



Source: 2015 MHI
Sales Best Practices Study

PERFORMANCE: SALES ORGANIZATIONS

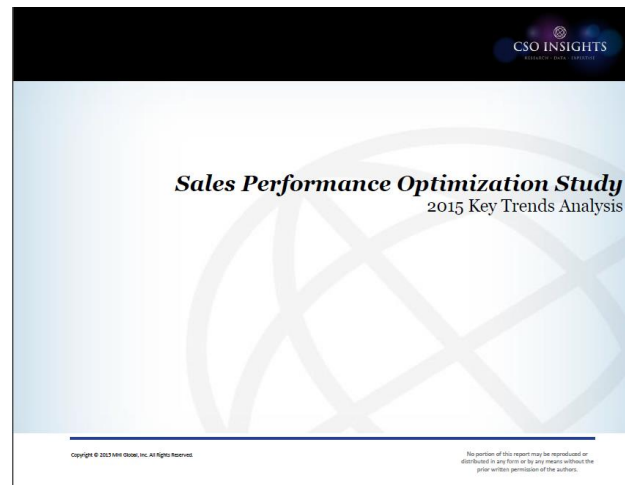
+23%

Revenue Plan Attainment

+19% Sales People Making Quota

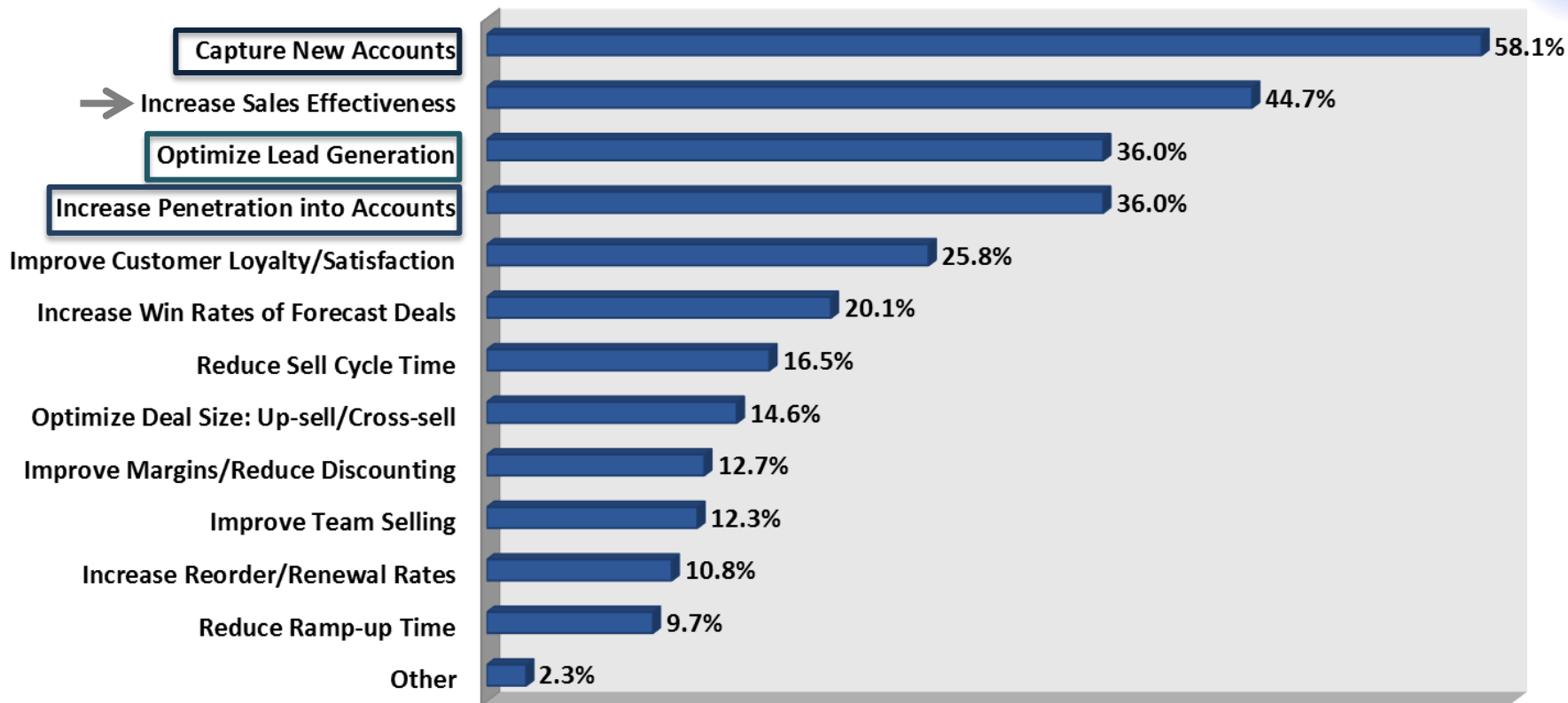
+12% Win Rates of Forecasted Deals

-24% Sales Turnover

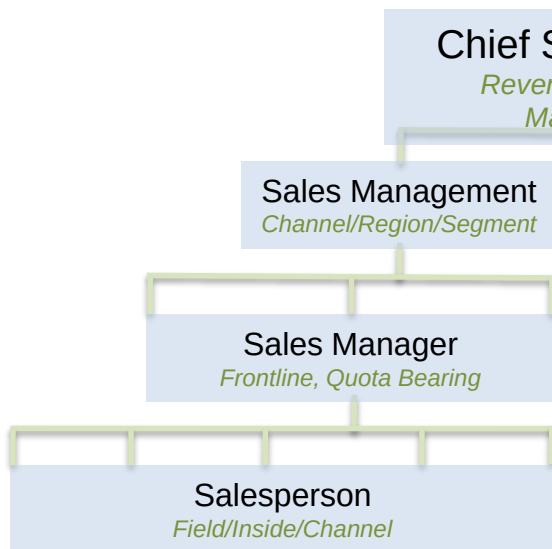


Source: 2015 CSO Insights' Sales Performance Optimization Study

B2B SALES LEADERS: TOP SALES OBJECTIVES 2015



SALES PERFORMANCE AND PRODUCTIVITY



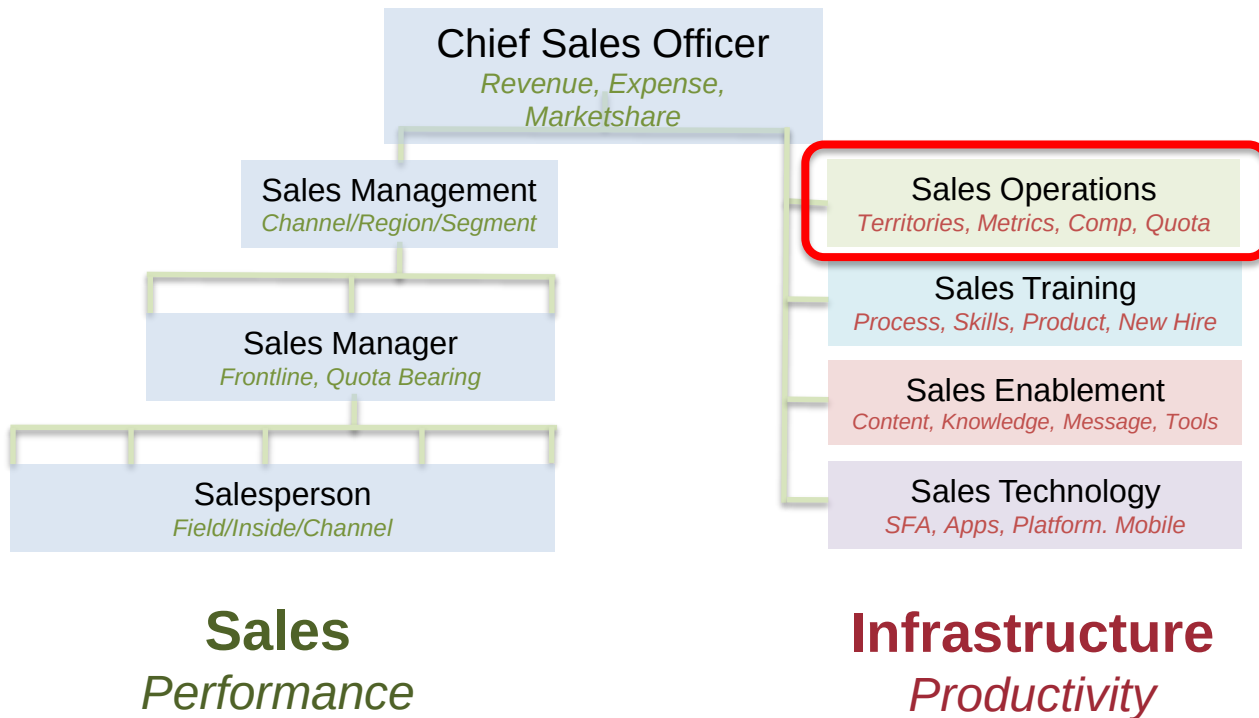
Sales
Performance



- Optimize
 - *Improve how we sell*
- Innovate
 - *Enhance how we sell*
- Transform
 - *Change how we sell*

DRIVING PERFORMANCE – IMPROVING PRODUCTIVITY

CSO INSIGHTS
A MHI GLOBAL COMPANY



AGENDA



Tom Chamberlain

Research Director: CSO Insights
A Division of MHI Global

CitiGroup:

1984-1988 Integration Specialist

Aspect Software:

1988-1994 Senior Technical Consultant

1994-1999 Director Technical Sales Support

1999-2002 Director Enterprise Strategy

2002-2004 Director Product Marketing

2004-2005 Director Corporate Planning

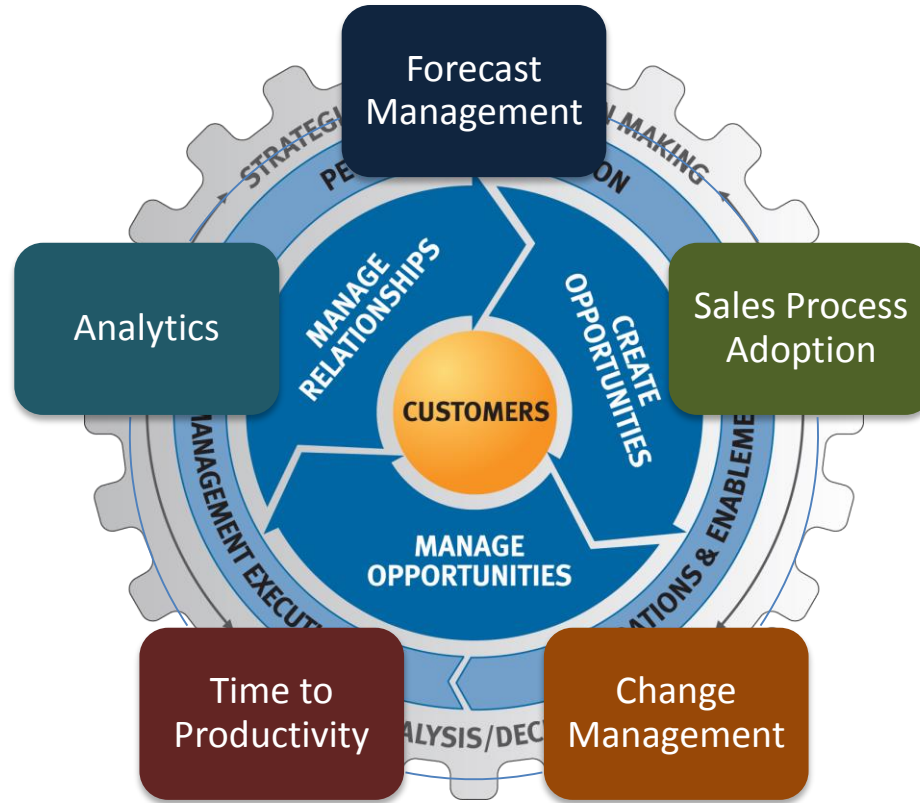
2005-2008 Director Bus Process Marketing

2008-2014 Director Global Sales Readiness

Agenda

- Five Places Sales Operations is Focusing for Productivity
- Questions to Consider
- Q&A

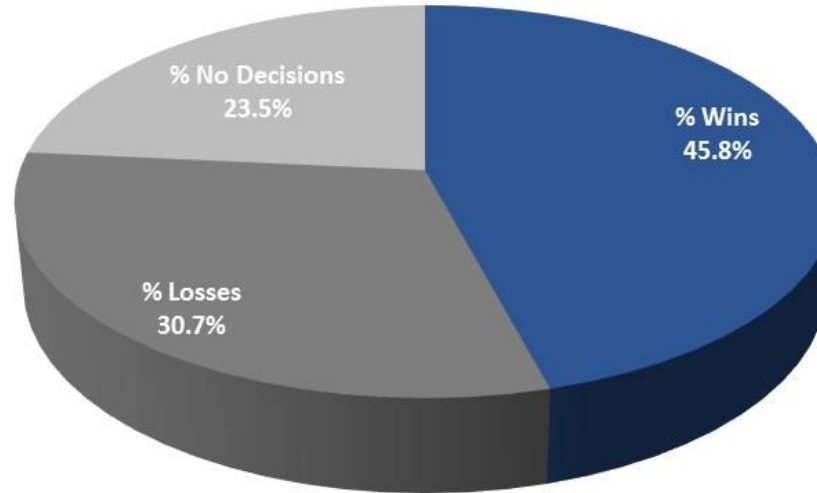
FIVE PLACES SALES OPERATIONS IS FOCUSING FOR PRODUCTIVITY



PRODUCTIVITY FOCUS: FORECAST MANAGEMENT



Outcome of Forecast Deals

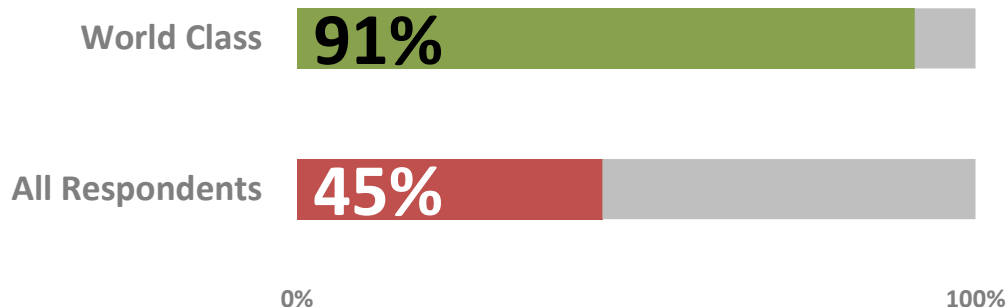


Only 45%
of
forecasted
deals were
won

Source: CSO Insights 2015 Sales Performance Optimization Study

PRODUCTIVITY FOCUS: FORECAST MANAGEMENT

Our sales managers are always held accountable for ensuring the accuracy of our sales forecast



Manage like any other important process

4 key elements

- How opportunities get in the forecast
- How opportunities stay and are valued in the forecast
- How opportunities exit the forecast
- Closed loop feedback

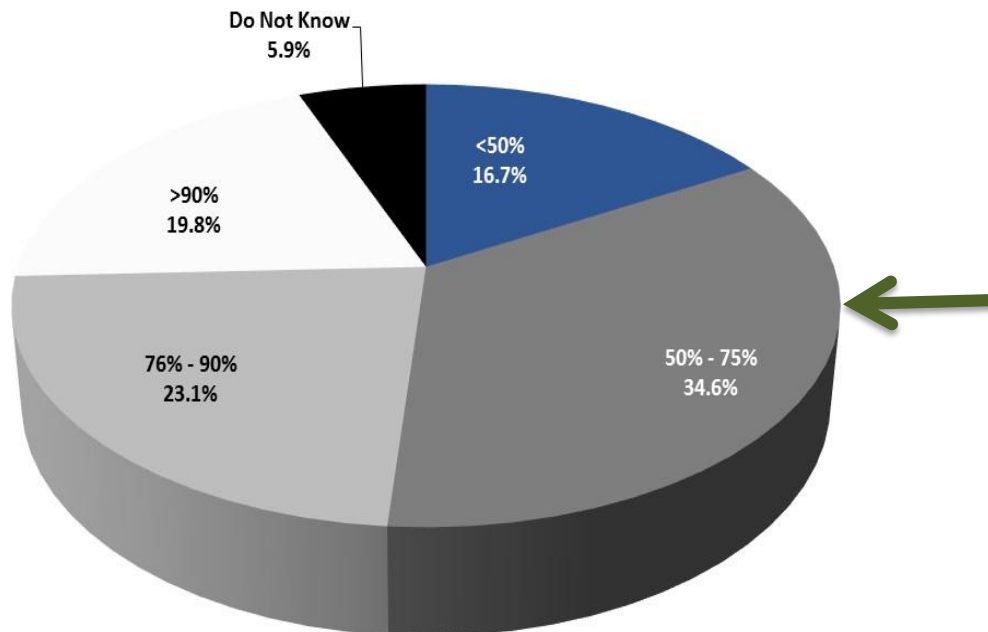
Goal is to optimize the process

Source: MHI Research 2015 Sales Best Practice Study

PRODUCTIVITY FOCUS: SALES PROCESS ADOPTION



Sales Methodology Adoption Rates

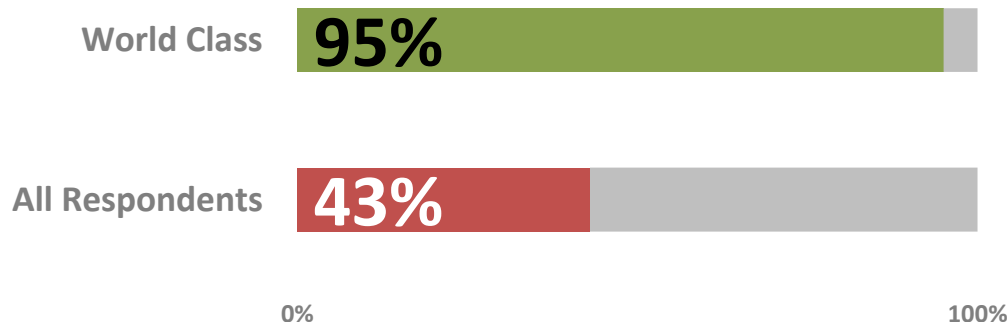


Adoption rates vary greatly

Source: CSO Insights 2015 Sales Performance Optimization Study

PRODUCTIVITY FOCUS: SALES PROCESS ADOPTION

Our company has clearly defined the activities required for each stage of the sales funnel



World-class organizations outperform all others by 23%

19% more sales reps make quota when 90% of the sales force follows a sales methodology

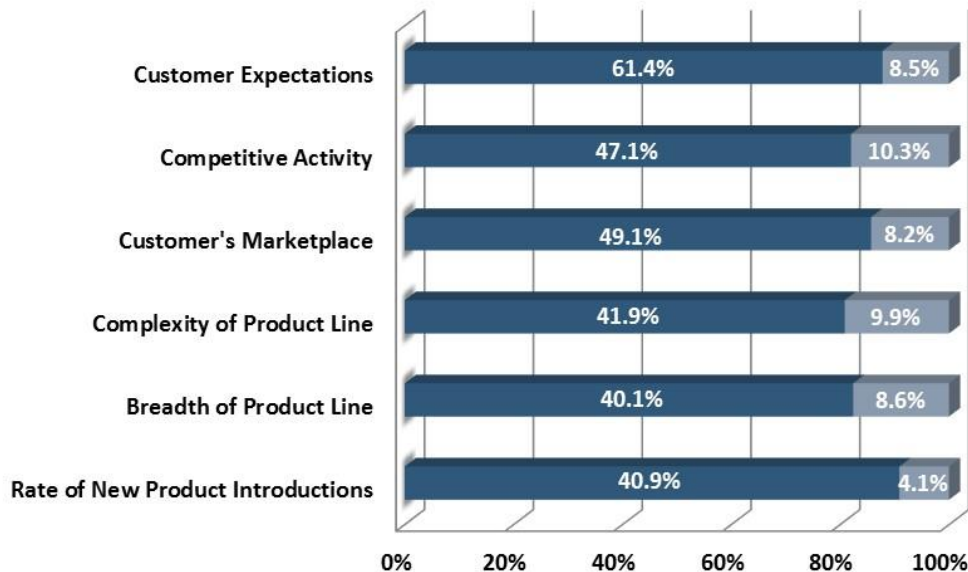
Source: MHI Research 2015 Sales Best Practice Study

PRODUCTIVITY FOCUS: CHANGE MANAGEMENT



Rate of Change Impacting Sales Teams

■ Increasing Noticeably ■ Increasing Significantly



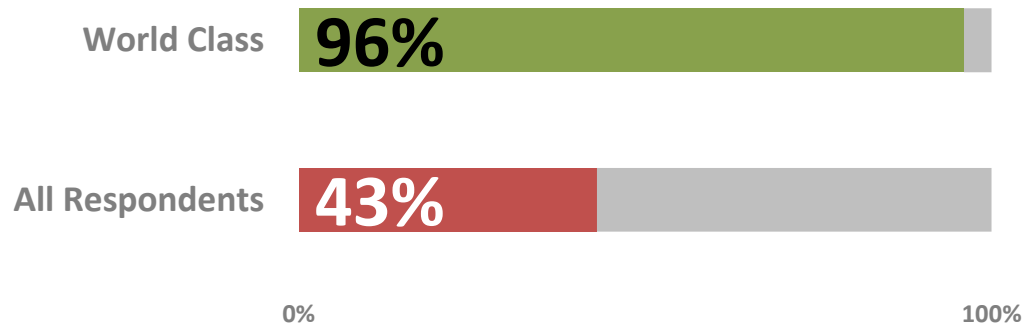
External factors

Under our control

Source: CSO Insights 2015 Sales Performance Optimization Study

PRODUCTIVITY FOCUS: CHANGE MANAGEMENT

Our management team is highly accountable for their sales teams' continuous improvement.



It is as important on “How” change occurs as the change itself

“Transformation of a sales organization is not easy; it is not fast; it is not cheap”

Jim Dickie

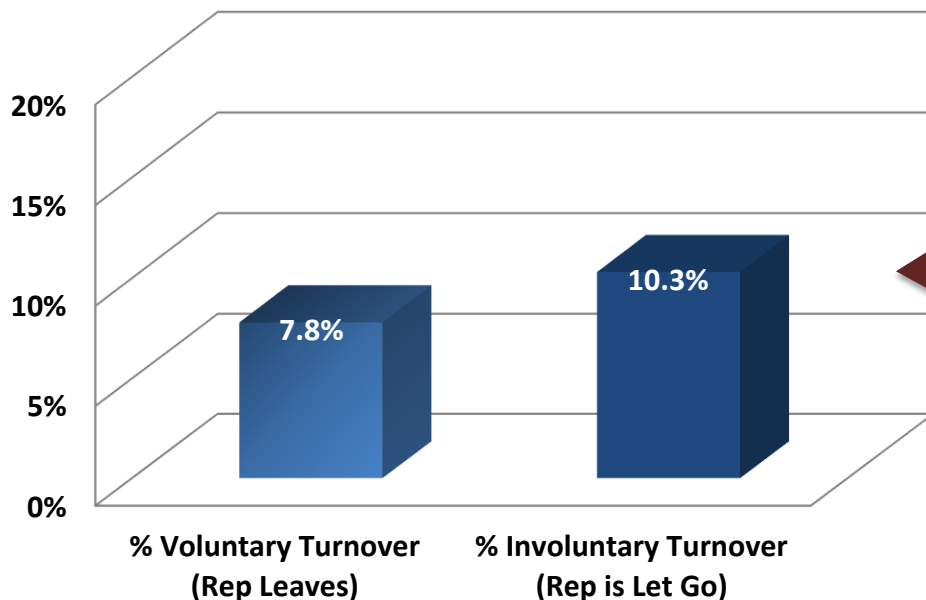
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Source: MHI Research 2015 Sales Best Practice Study

PRODUCTIVITY FOCUS: TIME TO PRODUCTIVITY



Sales Rep Turnover Rates

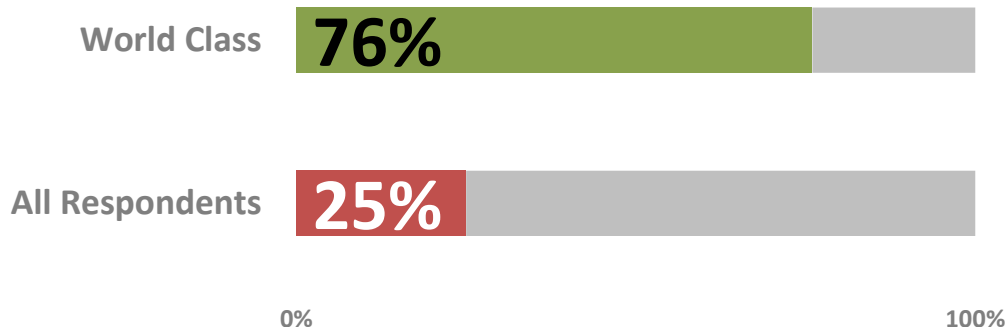


Total turnover is 5 times that of the US national average

Source: CSO Insights 2015 Sales Compensation and Performance Study

PRODUCTIVITY FOCUS: TIME TO PRODUCTIVITY

Our process for getting new hires to full productivity is highly effective

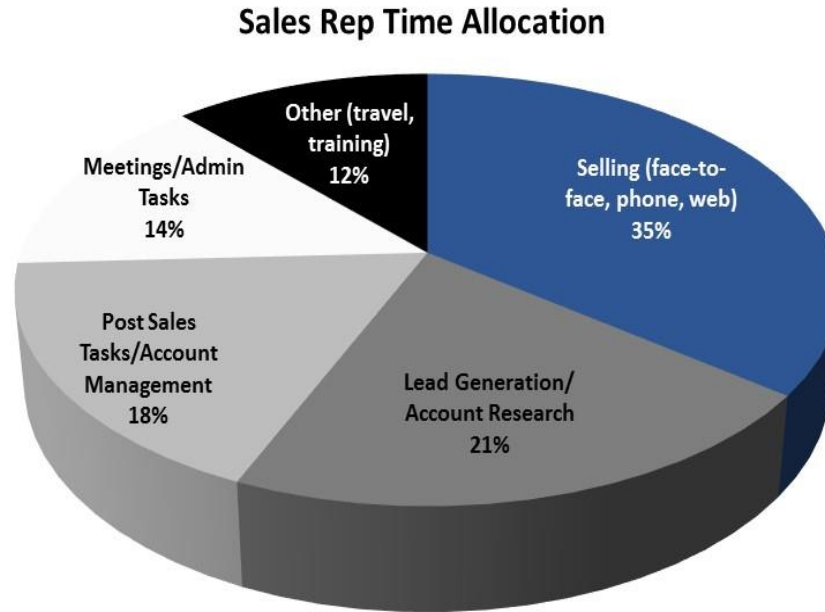
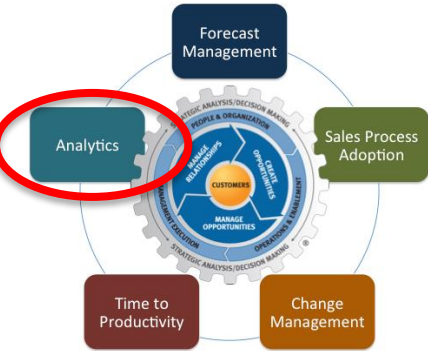


Time to Productivity Factors

- Turnover rate
- Additional new hires
- Time to hire
- Ramp time
- Sales cycle

Source: MHI Research 2015 Sales Best Practice Study

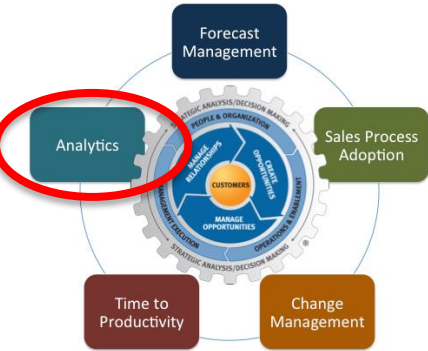
PRODUCTIVITY FOCUS: ANALYTICS



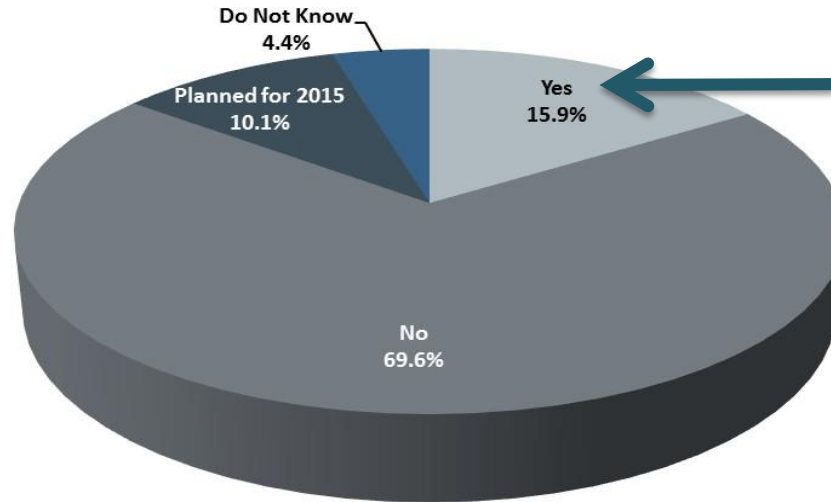
Selling time needs to be optimized

Source: CSO Insights 2015 Sales Performance Optimization Study

PRODUCTIVITY FOCUS: ANALYTICS



Sales Managers' Use of Sales Analytics/Big Data

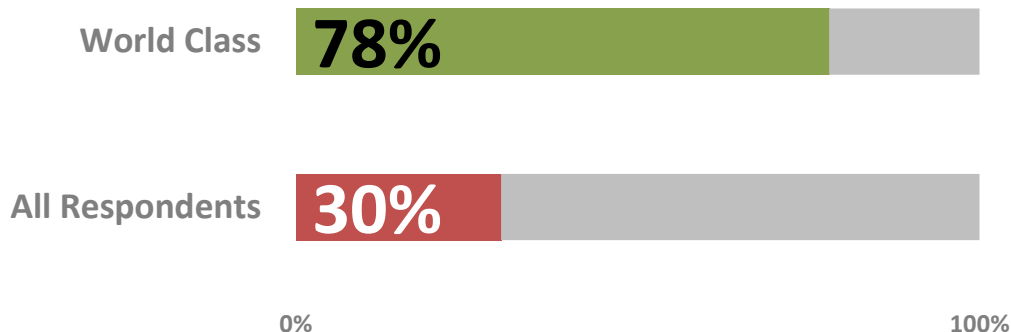


A small minority of sales managers leveraging analytics

Source: CSO Insights 2015 Sales Management Optimization Study

PRODUCTIVITY FOCUS: ANALYTICS

Our management team is highly confident in the data available from our CRM system



Analytics success will depend on the validity of the data

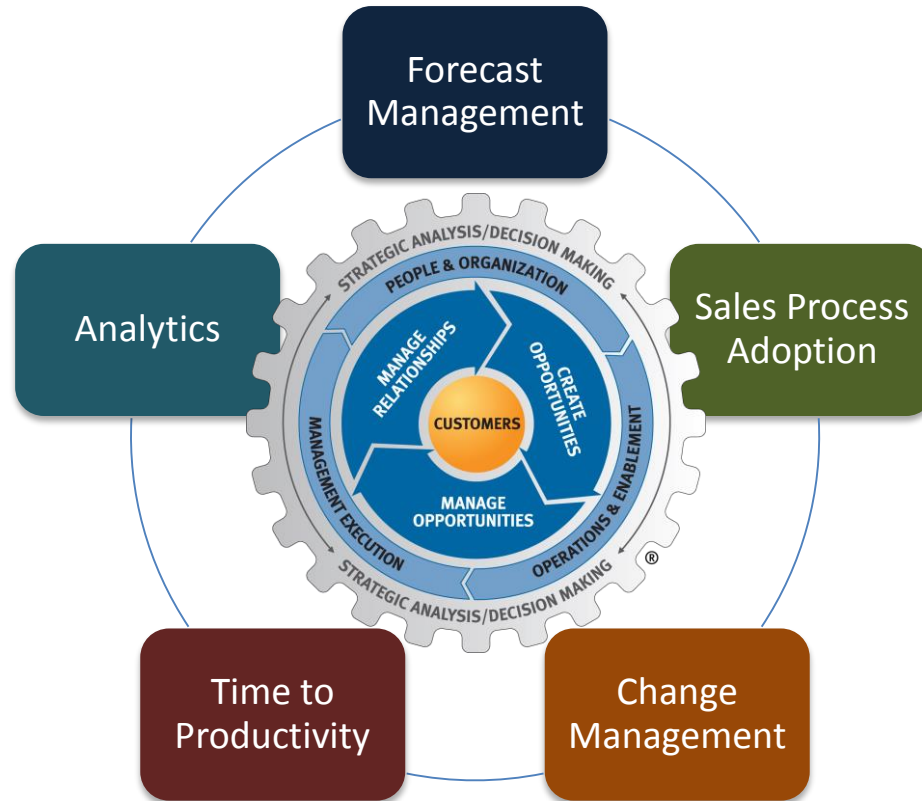
Focus, Focus, Focus

Three questions analytics should answer first

- We win when we...
- The next best step is...
- The next best opportunity is...

Source: MHI Research 2015 Sales Best Practice Study

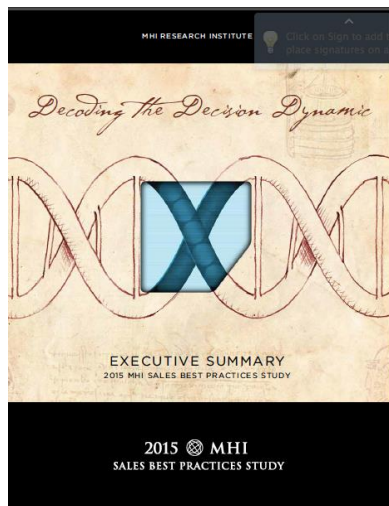
FIVE PLACES SALES OPERATIONS IS FOCUSING FOR PRODUCTIVITY



QUESTIONS TO CONSIDER

- How confident are you in your funnel data?
 - *Analyzing great data makes it easier to make great decisions*
- How well defined is your forecast management process?
 - *An iterative process allows you to optimize your forecast efforts*
- How will you optimize, innovate and transform?
 - *The Anatomy of a World-Class Sales Organization*

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2016 Sales Best Practices Study

NOW OPEN

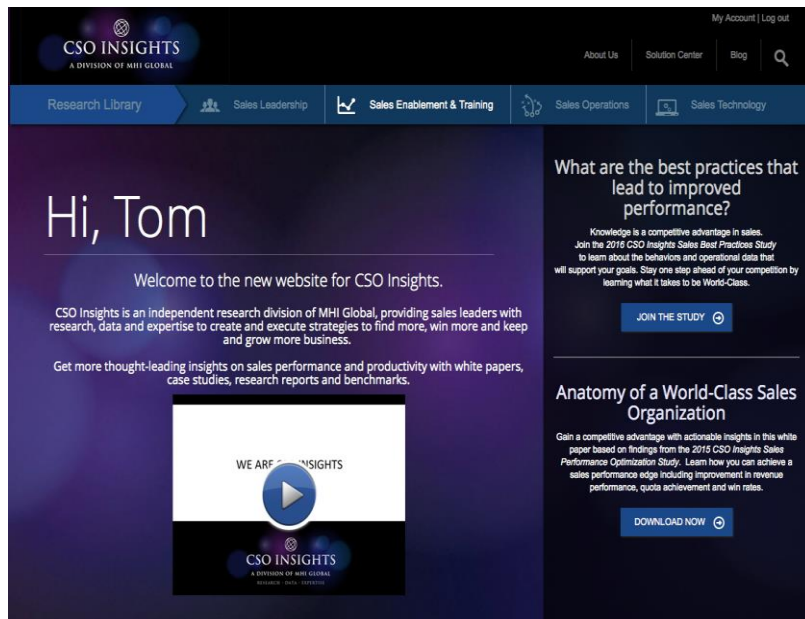


2016 Sales Performance Optimization Study

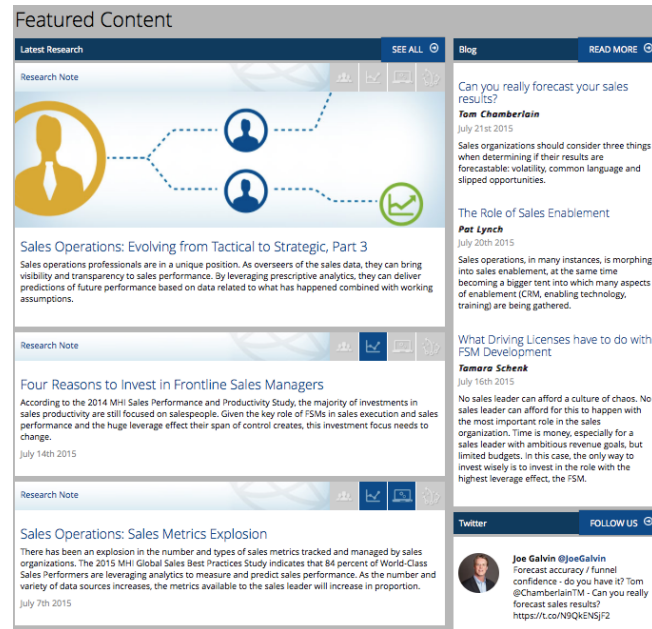
NOW OPEN

FOLLOW OUR BLOG

CSO INSIGHTS
A DIVISION OF MHI GLOBAL



The screenshot shows the CSO Insights homepage. At the top, there's a navigation bar with 'About Us', 'Solution Center', 'Blog', and a search icon. Below this is a secondary navigation bar with categories: 'Research Library', 'Sales Leadership', 'Sales Enablement & Training', 'Sales Operations', and 'Sales Technology'. The main content area features a large 'Hi, Tom' greeting, a welcome message, and a brief description of CSO Insights as an independent research division of MHI Global. It also promotes a '2016 CSO Insights Sales Best Practices Study' with a 'JOIN THE STUDY' button. A video player is visible with the text 'WE ARE CSO INSIGHTS' and a play button. On the right side, there's a section titled 'What are the best practices that lead to improved performance?' with a 'DOWNLOAD NOW' button. Below that is 'Anatomy of a World-Class Sales Organization' with a 'DOWNLOAD NOW' button.

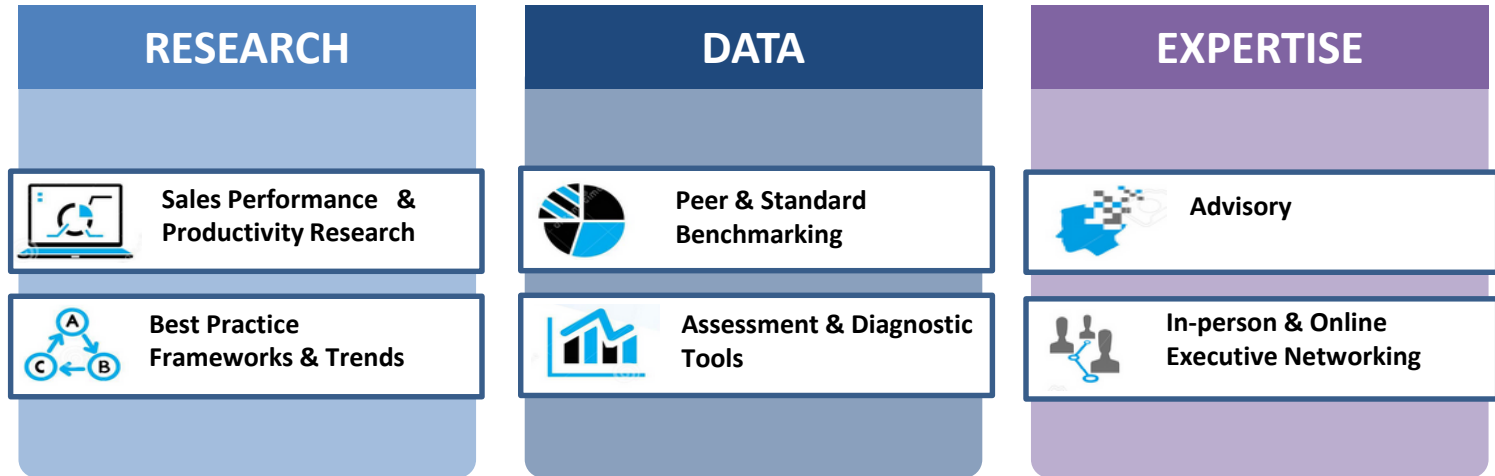


The screenshot shows the CSO Insights blog page. The header includes 'Featured Content' and a 'Blog' link with a 'READ MORE' button. The main content area displays a list of blog posts. The first post is 'Can you really forecast your sales results?' by Tom Chamberlain, dated July 21st 2015. The second post is 'The Role of Sales Enablement' by Pat Lynch, dated July 20th 2015. The third post is 'What Driving Licenses have to do with FSM Development' by Tamara Schenk, dated July 16th 2015. The fourth post is 'Four Reasons to Invest in Frontline Sales Managers' dated July 14th 2015. The fifth post is 'Sales Operations: Sales Metrics Explosion' dated July 7th 2015. A blue arrow points from the 'Blog' link in the header to the first blog post.

www.csoinsights.com



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Research, Data and Expertise Sales Leaders Respect and Trust Globally

Questions and Discussion



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Did we run out of time before we got to your question? Presenters can follow-up with you via email. Feel free to submit more questions if you'd like an offline response.



Survey Size



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How many companies were included in your research study?



Competencies



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Are there specific competencies that are becoming more important for sales operations managers?



Strategic Demands



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How does sales operations functions balance strategic demands with the tactical day to day things they have to accomplish?



Forecast Accuracy



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What are some strategies to improve forecast accuracy?



World Class Organizations



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How did you define World Class Organizations?



Predictive Analytics



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Where did you see it fitting into the sales operations function?



Time Period



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What do best in class companies show in the time period full productivity for new sales people?



Successful Approaches



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Do you have any successful approaches you can share of how to get new sales people up to full productivity?



Customer Segmentation



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Why does customer segmentation represent such a taboo subject within the sales operations community and why aren't there any studies or material available?



Sales Operations Report



Tom Chamberlain

Research Director

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#SalesOps

Where should sales
operations report?



Technology



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Research Director

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What is the coolest new technology that you've seen lately that can help sales operations?





THE
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MANAGEMENT**
ASSOCIATION

Thank You.