

The Predictable Revenue Guide To **TRIPLING YOUR SALES**

PART 4: Build An Epic, Scalable Sales Team



By Aaron Ross & Jason Lemkin

If You Missed Parts 1, 2 or 3

This is Part 4 of the *Predictable Revenue Guide To Tripling Your Sales*. If you missed the prior parts...

Part 1: “Seeds” & Customer Success

- An introduction + recap of the original *Predictable Revenue*
- 6 keys to driving growth with “Seeds” leads & Customer Success
- [Download Part 1](#)



Part 2: “Nets” & Inbound Marketing

- A 4-step marketing framework
- The most important growth metric in marketing
- [Download Part 2](#)



Part 3: “Spears” & Outbound Prospecting

- 3 detailed outbound funnels & case studies
- Why no one’s responding to your cold emails
- [Download Part 3](#)



Chapter 4:

Build An Epic, Scalable Sales Team



What You'll Learn In This Section

What makes a sales team that is scalable, resilient through ups & downs and creates for itself all the great sales talent you need?

- Why your sales team attrition is WAY too high (Page 105)
- Advice from the VP Sales of LinkedIn & EchoSign (Page 108)
- How to hire a great VP Sales (Page 111)
- Sales role specialization: why, how & why not (Page 120)
- 5 sales metrics that explain everything (Page 131)
- How tablets are changing field sales (Page 138)
- What makes sales contests fail or succeed? (Page 141)



Overview

What makes a team scalable? Leadership, leadgen & low attrition...

You want to be able to build your revenue & team as easily as stacking legos...here are 5 ideas to help you successfully scale an epic team...

#1 Why your **Sales Team Attrition** should be under 10% per year (including both people fired and who quit), rather than the Industry average of 27% (!) annual team churn.

There's a legacy assumption in the sales world that goes something like this: *"hire 10 and keep the half that make their quotas."* Some level of churn is natural and required...but 27% is horribly expensive & exhausting.

Scaling's hard when you're taking 1 step back for every 2 forward.

#2 You need **Systematic Lead Generation** for and with the team (which we've already discussed in the prior sections).

#3 What makes a **Great VP Sales (+ Recruiting)**, including why you should know within their first 30 days if they're great.

#4 We dig deeper into **Sales Role Specialization**. It's becoming a standard in Silicon Valley, but still controversial to most of the b2b sales world.

We expand on *how* to do it...

- * Handling CEO/Board objections
- * How to implement specialization if you're "really small" or "really big"
- * Exceptions to this cardinal rule

#5 Some nuts & bolts sales topics: **Metrics, Mobile & Motivation**, such as key metrics, why reps who meet in person with customers should get tablets/iPads, and what makes sales contests fail or succeed.



Are You Churning 10%+ Of Your Salespeople A Year?

“A bad system will beat a good person every time” – W. Edwards Deming

Imagine you work at a growing company that from the outside is doing great, and maybe you're still hitting your team-wide sales goals.

But internally the team's struggling with growing pains such as...

- Missed Quotas: 30%, 40% or more of the sales team is missing quota.

- Team Attrition: Salespeople just keep coming and going... 10%-50% of the sales team is leaving every year (whether voluntarily or involuntarily).

*** Ramp Times** keep lengthening for new sales hires, such as going from 2-4 months when you were smaller to now 6-8+ months.

*** Reps Are Growing Faster Than Leads:** as the team has gotten bigger, each rep is getting fewer leads passed to them. Lead generation isn't keeping up with sales team or goal growth.

And despite all this and the other reasons, the board is still telling you to keep hiring more salespeople to drive growth!

Pouring water faster into a leaky “sales team bucket” is wasting your time and money without solving the root problems.

It's Not You, It's Me

Now, if say, 30% of a sales team is missing quota, is it the people - or the system? Was 30% of the team really mis-hired?

If you are losing 25% of your sales team a year (whether they leave or are fired) – is it the people, or is it your system?

If almost every new sales hire is taking twice as long now to ramp, is it them – or your system?

See the pattern here?

Who sets quotas & incentives? Who defines territories, roles & responsibilities? Who's ultimately responsible for hiring and training? Who promotes, hires and trains the sales managers on the front lines?

it's not the salespeople. Ultimately, it's the VP Sales & CEO's responsibility for ensuring sustainable sales success – not the individual salespeople.

Are You Churning 10%+ Of Your Salespeople A Year?

Why are you blaming salespeople for missing quota?

Your sales “system” and environment have enormous effects on salespeople – whether helpful or hurtful.

Until you fix the systems, you’re going to struggle getting repeatable, *resilient* success.

The average sales team attrition in the b2b world is 27% per year. That means out of 100 salespeople, 27 are lost per year – whether they quit or are fired. So you need to hire (and train, and ramp...) almost 30 salespeople per year just to tread water.

If you had 27% attrition on your engineering team, total employees or customers– *it’d be a board-level catastrophe*.

But 27% (or higher) is accepted as normal in sales?! That means you’d turn over your whole team in less than four years.

Losing People = System Defects

Your ability to scale a sales team depends on making the whole thing a *system*. When salespeople leave for any reason – missed quotas, dissatisfied, bad apple – it means you have “defects” in your system.

Sales team attrition should be MUCH lower – say 10% or less per year overall (and with 0% voluntary attrition).

Not only is it incredibly expensive in time, money & lost opportunity – it also frustrates prospects & customers when their point people at a company keep changing.

A commonly accepted estimate of the cost of one lost salesperson is 1.5-2x their annual comp.

At 2x their comp, losing 5 salespeople with targets of \$150,000 is a cost of \$1.5M.

A \$200M Loss?

In 2013, rumor had it that salesforce.com lost 750 of their 3000 people in sales (25% attrition).

If their average comp was \$125k (which is probably low), then this was a cool \$187.5 million lost.

That much turnover is just plain disruptive to *everything* in the sales team and with customers.

Are You Churning 10%+ Of Your Salespeople A Year?

More companies need to *reduce* sales attrition than need to *increase* it

Common Sales Attrition Causes

There can be a million underlying causes behind high-sales attrition, but three common ones are:

1) Lead Generation: the company isn't doing enough to support the reps with quality leads.

2) Specialization: the company isn't specializing at all, the right ways, or going far enough with it.

3) Management: Leadership (mostly the CEO & VP Sales) isn't connected with what's going on 'in the trenches', or is still very traditional or conservative. We loved this quote "people leave managers, not companies."

It's no coincidence that a big chunk of this *Triple Your Sales* ebook hits on these topics!

Do Your Salespeople Have Tail-or Head-winds to Success?

You need to dig and find out what are the root problems that are making it so hard for people on the team to succeed. Is it that they need more leads? Maybe your products are weak, or are targeted to the wrong markets.

Maybe you're an early company with completely wacky sales expectations. Or don't have enough case studies, reference-able customers or "proof" to back up your promises.

Maybe some of your sales managers or leaders are doing more harm than good with their management style.

Maybe your VP Sales is a bit crazy and is just hiring a bunch of random people into a disorganized system (it happens), and you gotta rebuild it before even leadgen matters.

Don't Make Assumptions

In addition to looking at those areas of LeadGen, Specialization & Sales Management, ***go talk to your people, one by one***, and look for patterns that lead you to discover the main one or two problems causing high attrition.

Advice From The VP Sales Who Built LinkedIn, EchoSign & TalkDesk (1/3)

3x repeat VP Sales Brendon Cassidy on advice to sales leaders

Brendon Cassidy was one of the first 25 employees at LinkedIn, building their corporate sales team from scratch, and the 8th employee at EchoSign, taking them from \$1 million to \$50 million in ARR and an acquisition by Adobe. He's now VP Sales at fast-growing TalkDesk. Here are lessons he learned from both his success & failures.

It's easier to learn from failure. Because what went wrong is obvious & leaves a resounding impression you can't ignore.

Learning from success is harder, because success covers up mistakes.

#1) Stop Blaming Others.

Nobody wants to hear “can’t” or “it’s not my fault”. Stop blaming others. It’s not Marketing. It’s not Product. It’s not your salespeople. It’s on you.

There is always a solution, even if it’s not obvious. You need to help drive the organization to the solution to the problem.

If you are facing disaster, and you tell your CEO what needs to happen and he refuses to do it, then quit. Just don’t whine about it. Next time do better due diligence on the CEO before agreeing to work for them.

#2) Build For The Present, Not The Past.

A common theme: you hire a person who won before at Company X, then he/she comes in and implements the exact same methodology in your company that worked before. But nothing is ever the same.

Sometimes changing one thing (lead velocity, Average Sales Price, sales cycle, pricing model, target buyer/market, competition, stage, etc) may mean you need to take a totally different approach to generating leads and selling.

Advice From The VP Sales Who Built LinkedIn, EchoSign & TalkDesk (2/3)

If you didn't get a fancy title, would you still work for that CEO?

Step back before you copy down the prior playbook, and look at the numbers and funnel. What should work the same? What might need to be changed or adapted or re-created?

Be objective and honest with yourself, because it's hard to admit you might be wrong, need to change your plan/playbook, or even admit that you don't know what to do or sometimes feel lost!

#3) Hire The Best. Period.

Surrounding yourself with superstar talent should be a

constant goal. Early in my career I hired the best people I could...but who were just a little bit less better or smart than me. That's inexperience and insecurity and makes scaling sales much harder.

The reality is that any hiring shortcut you take now, means you are going to have to work 10x more later to compensate for any shortfalls, such as running too many of your reps deals because they can't close them themselves, having to coach too much, having high sales team turnover or missed goals.

#4) Pay Well For Success.

I don't get CEOs or VPs of Sales who are cheap as it relates to paying their sales people. It's incredibly hard to find great sales talent, much less hire and retain it. Pay them well. Trust me, they can go elsewhere, while the B & C players stay.

#5) Make Sure The CEO Fits.

Don't take a job just for the title, investors or company. Pick the wrong CEO to work with and you'll be miserable. Be honest about what works for you before you make a decision.

Advice From The VP Sales Who Built LinkedIn, EchoSign & TalkDesk (3/3)

5 to-do's for great sales leaders

(1) Drive Deal Size Up As Quickly As Possible.

Small deals pay the bills, big deals drive growth. Small deals are a fantastic way to get started, get fast feedback, and build testimonials and word of mouth. But fast revenue growth is usually in bigger deals.

(2) Great Reps Perform In 30 Days.

At Talkdesk, our first rep closed \$150k his first 30 days. That's not luck. You won't always see sales numbers that fast, but if you're gut tells you that person was a mishire, your gut is probably right.

(3) Honesty From Top To Bottom.

There's a bias towards being dishonest in sales. You and your reps are too optimistic about deals, and this clouds the truth.

Not knowing where reps and managers honestly stand – with deals, pipelines, or each other – creates uncertainty and anxiety. You can't forecast without coaching reps to be brutally honest about deals.

You can't solve problems if you are too busy or nervous to dig into the sometimes-painful or embarrassing truth of your situation – and share it with the team and CEO.

(4) Great Sales Teams Stay Together.

Again and again. Folks that know how to make a lot of money together want to continue to do so.

You should see very little churn amongst your top sales team members and managers -- if any. If you see material churn, there's a real problem somewhere.

(5) Outbound & Inbound Aren't Either/Or, They Are “Yes”.

Always be doing both. The question is just the relative ratio, and when to begin or expand each.

VP Sales – The #1 Mishire

5 Things A Great VP Sales Actually Does

Early stage companies are painfully “misfiring by mishiring” the most important role on the sales team. Don’t hire one until...

In Tech, #1 Most Common Mishire is the VP/Head of Sales

In fact, there’s a venture capitalist saying we hate that goes something like “You’ve Got to Get Past Your First VP of Sales’ Carcass” or “With The Second VP of Sales Is When You Really Start Selling” or variants thereof.

It especially bugs us because we’re firm believers in hiring & training fewer, more committed people rather than taking a ‘churn and burn’ approach.

But...but...those VCs are right. Because in start-ups - especially Software-As-A-Service (SaaS)/ tech, it seems like the majority of first VP Sales fail. They don’t even make it 12 months. (We’ve heard that the average tenure for VP Sales of early companies in the valley *averages* 18 months – so that includes the winners – *ouch*.)

Let’s look at what those VP Sales should do. Because most founder/ CEOs are looking for the wrong things – especially the first –time founders, or founders who haven’t spent much time in or with sales.

Top 5 Things a Great VP of Sales Does At An Early, Growing Company (In Order Of Priority)

#1) Recruiting

You hire a VP Sales not to sell, but to recruit, train and coach other people to sell. So recruiting is 20% + of their time, because you’re going to need a team to sell. And recruiting great reps and making them successful is the #1 most important thing your VP Sales will do. And great VPs of Sales know this.

VP Sales – The #1 Mishire

5 Things A Great VP Sales Actually Does

If any one key person (such as the VP Sales or CEO) is doing a lot of the actual selling, you're bottlenecked

#2) Backfilling and Helping His/Her Sales Team

Helping coach reps to close deals (not doing it for them). Getting hands-on when needed, or in big deals. Spotting issues before they blow up. Seeing opportunities ahead of the horizon.

#3) Sales Tactics

Training, onboarding. Territories (you need them). Quotas, comp. How to compete. Pitch scripts. Coordinating FUD and anti-FUD. Segmenting customers. Reports. Ensuring they and the team can get what they need from the sales / CRM system. Etc.

#4) Sales Strategy

What markets should we expand into? What's our main bottleneck? Where should our time & money go? What few key metrics do tell us the most about the health of our team & growth?

#5) Creating and Selling Deals Him/Herself

This is last of the Top 5. Important, yes *for select deals*. But last on the list because *if your VP Sales (or CEO, for that matter) is doing the closing rather than their team – you're bottlenecked*. No scaling for you, sir.

SO: don't hire a VP Sales *until you are ready to scale and build and fund a small, growing sales team.*

And any VP of Sales that doesn't see this themselves — probably isn't a great long-term VP of Sales for you. Instead, he/she is either just a great individual contributor, a great builder ... or a simply a flawed or desperate candidate.

One challenge in hiring salespeople is that they're often extra good at "selling" themselves too...whether or not they're actually a good fit!

The Right VP Sales For Your Stage

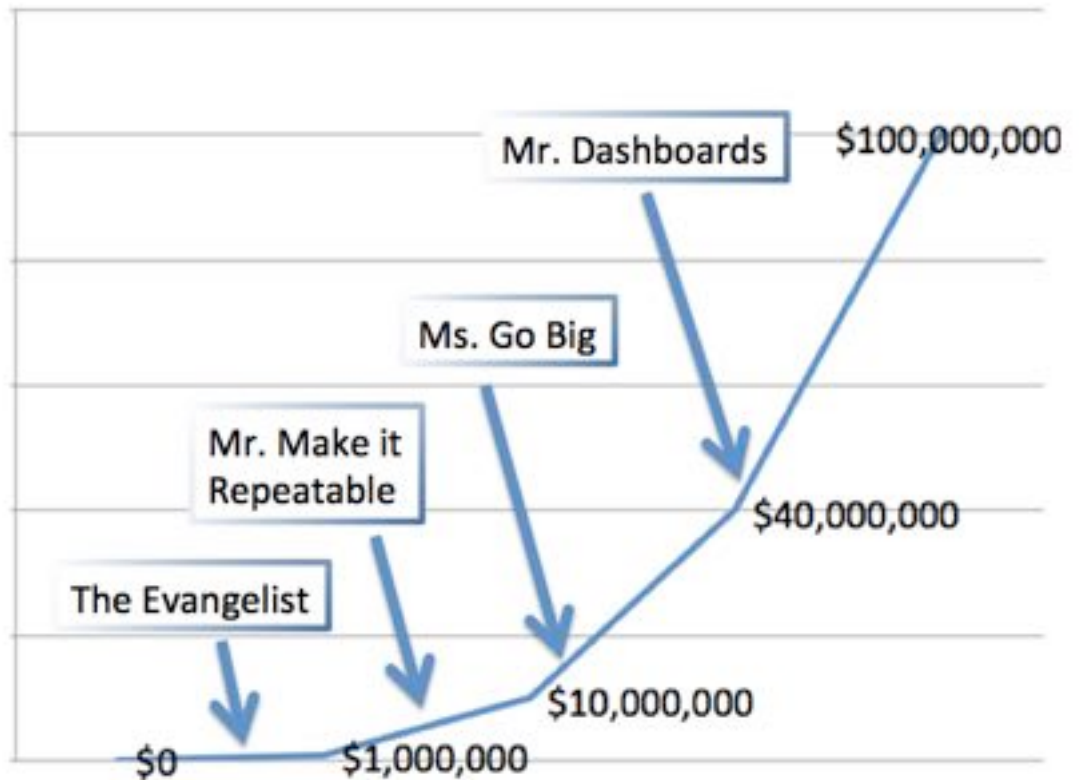
Where you are in your growth curve affects what kind of VP Sales to hire

What Kind Of VP Sales Do You Need?

Type 1. “The Evangelist” (gets you from nothing to \$1-\$2m).

The Evangelist is someone that is smart and passionate about your product from Day 1. They Get It. The Evangelist can immediately go out and just start selling from Day 2, and deals will happen simply because of their *passion*.

The Evangelist can seem like just what you need to hire, if you’ve never hired a VP Sales. You’ll like the Evangelist. A lot.



The Right VP Sales For Your Stage

The elusive “Mr-Make-It-Repeatable” unicorn is a valuable find...

The problem with The Evangelist? They’ve never actually built or *scaled* or *systematized* sales. They know how to think creatively and cross-functionally. They’re fun to work with. But 9 times out of 10, this is a waste of a hire and your time. *Why? Because the founder/CEO has to be the evangelist, along with the first 1-2 reps you hire.*

Type 2. “Mr Make-it-Repeatable” (gets you from from \$1m to \$10m)

In this phase, you have some customers. Not a ton, but some. You have some in-bound leads.

You’ve hired 1-4 reps on your own. But you have no idea or ability how to scale & make it *predictable*.

This job is about taking “something is happening here-and-there and we’re not always sure why” to “something is happening over-and-over-again and we know why”.

This VP Sales has to make it happen. He can’t pretend or hide behind Powerpoint presentations or “pipeline” dashboards.

This is the unicorn that every early company ready to grow needs. The problem is most VP Sales struggle in this phase, because most got

their titles by successfully growing something *that was already regularly working* systematically – not by being the one who systematized it.

Here’s what happens with Mr. Make-it-Repeatable: Everything seems much simpler and clearer. Almost immediately, revenue goes up. Because they know how to close, recruit, hire and coach. And they know how to build the basic processes you need to make it predictable.

The Right VP Sales For Your Stage

Interlude: Be careful hiring VPs Sales from Big (Or Hot) Companies...

These prior two stages were about getting off the ground to having “Something”, and then turning that into a repeatable system.

It’s extremely unlikely that any VP Sales candidate from salesforce.com, SuccessFactors, Oracle or whatever currently Hot or Big company can possibly fill either of these early stage roles.

They will all almost certainly fail.

Why?

They never even remotely did it.

Joining salesforce.com when it was at \$1 billion in revenue, even as a manager? Yes, it’s SaaS ... but the sales processes & challenges at \$1 billion+ just are so different from an early company.

When someone has only worked for a Big (or Hot) Company with a Big (or Hot) Brand, they have an unfair advantage in everything they’ve done there. How much was it them, versus the Big (or Hot) Brand? Rising tides and all.

Plus, oftentimes they are unknowingly dependent on all the free gifts they got before...

Easier meetings with executives or investors. Easier hiring. More manpower & budget support for everything. A “real” marketing team & budget, admin support and lots of inbound leads. Someone who’d write sales collateral for them.

It’s not their fault — but often they just won’t understand how to do either of these early phases. It doesn’t mean they CANT do it, just be very, very careful in hiring them and *don’t let the resume blind you – or your investors.*

Now for VP Sales Types 3 & Type 4...

The Right VP Sales For Your Stage

Type 3: “Ms. Go Big” (go from \$10m to \$40m)

Now we’re talking about pouring it on. When a VP Sales comes into a decently funded company with \$10-\$20m in annual revenue... it’s mostly a process already. The main pieces are working, so you mostly do the same things, but more.

Hire the right people. Increase junior hires to further specialize and develop a big talent pool. Make field sales work. Tune your Customer Success programs. Grow outbound prospecting. Get the lead generation engine cranking with the VP Marketing.

It’s hard to find these candidates but you can find them. Get them from a company that just went through this phase.

But don’t expect 95% of these candidates to be able to do the earlier phase (getting from \$1-\$10m), if they didn’t do it before.

Type 4: Mr. Dashboards

This is unfortunately what you get a lot of when you try to recruit out of the Big Cos. This guy really understands how to sell up. How to make an internal presentation. And he often looks pretty good in a suit. Your board will probably love him. But really, all he does all day is look at and think about Dashboards and meet with his Managers.

What changes can I make to the team to get the dashboards up? How do I get more resources? More budget? Who can I hire, and who can I fire? How do I get rid of the bottom 10%? Where should the Sales Kickoff be this year, and what sort of suite can I get? What events can I do behind a secret rope for my Top 50 prospects?

Look, at some point, you may need Mr. Dashboard. That’s fine. A manager of managers of managers. But whatever you do, don’t hire them until you are past Unstoppable. Because unless he or she did it for real before they were Mr. Dashboard — they have no idea how to get you to and past \$5m, or \$10m, or \$20m.

The Hubspot Sales Machine: Recruiting & Coaching Essentials

Mark Roberge & Hubspot built a \$0-to-\$90M sales machine in 6 years

Mark Roberge is the Chief Revenue Officer of Hubspot, and an active speaker/writer on the science of scaling a sales team.

He describes his mission as “Predictable, scalable revenue growth.” (We can’t argue with that.)

Mark’s 4-Part Strategy:

- 1) Hire the same type of successful sales person.
- 2) Consistently train them the same way.
- 3) Provide each salesperson with the same quantity & quality of leads.
- 4) Have the salespeople work the leads using the same process.

If those four things happen, then they’ll be successful in achieving their mission...and it’s been working so far. Here are more details on how Mark’s sales machine hires & trains...

**** It’s All About Recruiting ****

Especially for small teams looking to scale is to put the effort into hiring, and make it your top priority. Mark spent 40% of his time on recruiting in his first couple years.

Interview Strategically - Mark developed criteria for hiring for sales success – even if people didn’t have a sales background.



He wanted to hire people who’d shown past sales success as well as people with untapped potential.

After hundreds of interviews and hires, they found 5 indicators of future success:

- Coachability (#1!)
- Prior success
- Work ethic
- Curiosity
- Intelligence

The Hubspot Sales Machine: Recruiting & Coaching Essentials

How can you put your reps into customers' shoes, to create empathy?

Their prior success doesn't have to be in sales. Hubspot's got an Olympic gold medalist & a guy who's a professional comic who made it to Comedy Central. These are people who went after something and achieved it. That's what you're looking for.

**** A "Real" Training Program ****

Too many companies have a training plan of "go shadow some people."

Hubspot's salespeople spend their 1st month in a classroom-style setting. To gain an understanding of the product, they create a blog and a website from scratch.

They experience the actual pains and successes of Hubspot's primary customers: professional marketers who need to generate leads online...so salespeople are able to connect on a far deeper level with prospects and leads.

After a month, new hires pass a 150-question exam + six different certification tests on the HubSpot product, sales methodology, and the concept of inbound marketing.

**** Take Coaching Seriously ****

The biggest impact on sales productivity comes from how effective your managers are at coaching their people.

Hubspot uses a matrix-driven sales coaching model. On the 2nd day of each month Mark meets with the sales directors, who each oversee a few managers and have about 40 sales reps underneath them.

Because Mark takes coaching seriously, these meetings force a coaching culture to the whole organization.

Good coaching is both caring for your reps' success and trying to find out the one thing (not 10 things) at a time to work on that's going to make the biggest difference.

More Simple Hiring Tricks

Builders vs. growers, hiring 2x, and slowing down...

Do you want a “Builder” or a “Grower” for the role?

We find most personality tests too complicated to be of everyday practical use. But the idea of “Builders vs. Growers” can be useful anytime. When you’re in an Exploration phase of figuring out how something should work such as with a new company, sales function or program - look for people that like to figure things out: *Builders*.

When you have a system all figured out and just need to hire more people into it, look for people who are great at following a pre-defined system: *Growers*.

Both builders and growers are valuable: growers struggle when the systems aren’t defined, and builders struggle when there’s “nothing to figure out anymore.” Know what you need and look appropriately.

“When You Do Something New, Hire 2”

Because if one person’s doing it, you can’t tell if what is / is not working is them or the process.

Your first sales rep is crushing it? Your first outbound prospector is failing? You can’t tell if it’s that person...or not.

You Want Reps Who Are “Business People That Can Sell” Not “Salespeople”

When a salesperson is an *expert* around how your product can help customers – and when it’s not a fit – they will build trust and relationships quickly with prospects.

There’s no better way to quickly ramp a salesperson than to find ways to rotate your new hires around your company, giving them hands-on experience with support, product or account management.

Slowing down their start of full-time selling will speed up their ramp time.

Your #1 Sales Multiplier: Specialization

Prospectors should prospect, closers should close

We don't care if you have the most amazing lead generation ideas in the world, they won't work without the right team structure in place!

Why do you think so many people complain about the "sales & marketing" divide? *Bridge it with the right people/jobs*, in addition to the right process.

Exactly how you do it is up to you, in making it work for your specific situation. The principle is about helping your people **focus & do fewer things better** – because when *salespeople multi-task they're doing many things poorly*.

Your People Need Focused Dedication

For example, to have a successful, durable prospecting team, the prospectors need to *prospect*. They shouldn't close, respond to inbound leads, or act as part-time telemarketers when marketing's trying to fill events.

OK...and when you do need prospectors to juggle tasks, try to have the non-prospecting work fill up less than 10-20% of their time.

The same's true of new-business closers...other kinds of work should be a small percentage of their time.

When Not To Specialize...

because exceptions exist for every rule, such as:

- * You have a very simple sales process, like a one- or two--call-close product.
- * You're in a business or segment currently succeeding with generalized salespeople (like financial services advisors). Don't fix what ain't broken...but also don't be afraid to try new ideas.
- * Common sense (not tradition, blind assumptions or what your investors tell you) says it just isn't right for you.

Your #1 Sales Multiplier: Specialization

Review: the four core roles...

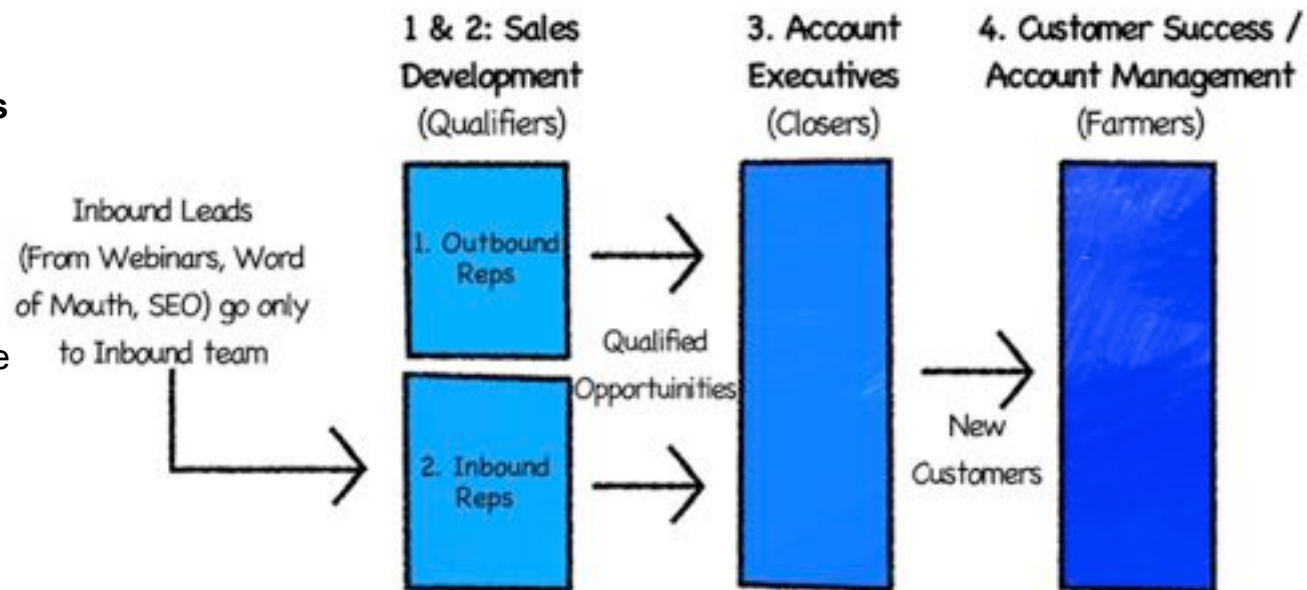
For past Predictable Revenue readers, this page should be very familiar! Skip ahead three pages for new tips & tricks.

Specializing your salespeople is the #1 most important thing to creating predictable, *scalable* sales revenue.

While every team is different and creates different flavors...there are four basic roles:

- 1) inbound lead qualification,
- 2) outbound prospecting,
- 3) closing new business,
- 4) post-sales roles - such as account management or customer success.

Specialize Your Four Core Sales Roles



Want more details on each role? Check out [Why Salespeople Shouldn't Prospect](#)

Specialization Snapshot @ Acquia

Here's how Acquia's specializing sales roles

In *Part 3 of the Triple Your Sales Guide*, we laid out a case study on how Acquia built an outbound prospecting program to speed up sales growth and ensure getting to \$100M was a “when”, not “if”.

From Tim Bertrand, VP WW Sales at Acquia, here's how Acquia is specializing sales roles, on track to \$120M in bookings (\$75M in net new) for 2014.

Your ratios will vary, since ratios are affected by things like inbound and outbound lead volume, deal sizes and sales cycle/product complexity.

Rule of thumb: *It's very hard for a manager to be effective with more than 10 direct reports.*

- 60 quota carrying sales reps
- 20 pre-sales solution architects (1/3 ratio)
- 20 SDR resources (outbound) (1/3 ratio)
- 15 ISR resources (inbound) (1/4 ratio)
- 20 Account Managers (1/3 ratio)
- 8 Channel overlay resources
- 5 Sales Ops/Deal Desk
- 15 Management (SVP/VP/AVP/Director/Manager) ~10%

“Invest in a balanced inbound/outbound predictable revenue model early” – Tim Bertrand

Specialization: Four Important Reasons To *Just Do It*

Restructuring a sales team can feel daunting

We realize some of you still need help convincing your team to “go all the way” with specialization. It can be daunting to take a sales team that has been closing and managing their own accounts, and change...everything.

Four Reasons To Specialize

1. Effectiveness: When people are focused on one area, they become experts. For example, in 10 years, we've never met a team of generalized salespeople that didn't struggle with generating or responding to leads.

2. Farm Team / Talent: Having multiple roles in sales gives you a simple career path to hire, train, grow & promote people internally.

This creates a much cheaper, less risky & better way to recruit than relying too heavily on outside hires. (A rule of thumb: over the long term, grow 2/3 of your people internally and hire 1/3 externally for new ideas and blood.

3. Insights: By breaking your roles into separate functions, you can easily see & fix where your bottlenecks are. When everyone is doing everything, it's like having a tangled ball of yarn you can't tease apart.

4. Scalability: Specialization makes it easier to hire, train, measure, grow & promote people across the board.

Without specialization, you will struggle to grow any sales team.

Specialization: Two Common Objections

Two common objections to specializing sales roles

The #1 Concern: “Relationship Ownership / Handoffs”

“Doesn’t passing a prospect or customer off from one person to another create problems? Shouldn’t the same person be building a relationship from Day one with a customer, then owning and maintaining it?”

No – not if you have simple, thoughtful ways to hand off customers, and set their expectations appropriately.

In fact, prospects & customers get much better service this way.

With specialists at each step, prospects are always getting fast responses appropriate to what they need.

It’s hard for a salesperson who’s working on proposals, or traveling, to drop everything and get back right away to a new inbound lead, an urgent problem at a current customer, or to focus on much of anything important that’s not getting them to their quota this period.

So by specializing – in a way that makes sense for your business – you’re doing customers a favor too.

The #2 Concern: “Those Four Roles Don’t Fit Us”

The core roles discussed are not absolute requirements – but a template for you to adapt.

Almost every b2b company should have at least those four roles, but there are exceptions.

Don’t be afraid to implement the principle behind specialization – **focus** – in your own way. Give people fewer, more important things to do, better.

Also - the principle works in any team – marketing, customer support, partners, etc.

Specialization: Too Big? Too Small?

Everyone is different – use your brain to adapt the idea to your situation

If You're Big

At big companies - meaningful change requires involving lots of pieces: people, politics, legacy practices & systems, making change harder & more complex.

But if you can do a small (even tiny) pilot on the side, a skunkworks approach, and prove some success – it becomes a lot easier to sell people on your new approach & create a change.

Plus, “by doing it before pitching it,” you have real experience & credibility to draw from, rather than just guesswork.

Incremental Can Work

It's easier to add a prospecting team to your current sales org than to restructure who you have.

If everyone's struggling, you may need a drastic restructuring, breaking your team into the different specialties.

Salespeople should prospect, but only to a small number (say 5-10) at a time of important targets or partners. They should never be blasting cold lists with calls or emails unless they're doing it as a new hire to learn for a couple of months.

If You're Small: “What if I only have 1 or 2 people in sales?”

If you're small, start by *specializing your time*.

- 1) **Block out** regular chunks of time (say 2+ hours) on your calendar for prospecting or another top priority.
- 2) At those times, **turn off** any distractions.
- 3) Get a **buddy system** going with a friend or partner to keep you accountable and review each other's goals together.

Example: How Clio Restructured Their Sales Team In Just 3 Months

Roles, quotas, comp plans, territories, Salesforce.com changes...they tackled it all at once



Clio's a fast-growing SaaS company in Vancouver, whose CEO is Jack Newton (now that's a cool action hero name!). Clio sells practice management software that helps lawyers better run firms.

Clio hit some sales team growth problems in 2012, after growing from three to 18 "generalized reps" in less than two years.

Those "generalized" reps did it all - prospecting, following up on inbound leads, closing new deals, & managing those customers.

Transforming this team of 18 generalized reps into three specialized teams of six reps each, restarted Clio's sales growth.

The original 3 reps had it easy – "the world was their oyster": they had a lot of inbound interest, they didn't need structure, they could cherry pick leads and deals to close a lot of business. They didn't need territories.

By the time Clio had 10 salespeople they'd started feeling growing pains.

- * The team was frequently stepping on each others' toes, such as inadvertently starting to work the same deals.

- * There was a lot of unhealthy competition on the team, and they wouldn't help each other.

- * Each rep's success depended wholly on themselves to sink or swim, as there was no sales 'system' or support.

Example: How Clio Restructured Their Sales Team In Just 3 Months

Clio went with three, not four, key sales roles

Clio's executive team felt the sales team could do much much better if they got out of each others' way and worked together to systematically break down & tackle the market.

By the time the sales team grew to 18 generalized salespeople in mid-2012, Jack read the [Why Salespeople Shouldn't Prospect](#) article, and knew they had to finally specialize the team.

Jack saw it reducing sales team conflict, improving how they handle small deals, and enabling more outbound prospecting - especially with larger law firms.

Clio took Predictable Revenue's specialization ideas and **customized it to their unique situation**, creating three new roles:

a) Six **Prospectors**: tasked with getting into larger law firms.

b) Six **Closers** (Account Executives) tasked with closing larger law firms.

c) An "**Engagement Team**" of six reps mixing both inbound lead response and closing of small law firms/deals (firms of less than \$100 in monthly revenue).

To make this transition, Clio had to rework a lot of important sales systems: designing new roles, new quotas, new comp plans, creating a territory system (which they'd never had), figuring out which rep should go into which team, changing salesforce.com, and a lot more. So they dived in with both feet.



Example: How Clio Restructured Their Sales Team In Just 3 Months

Be generous, not stingy, with comp through a transition makes it easier for everyone to keep working as a team

Lessons Learned

#1) Simplify Comp: Past comp plans had a ton of rules and regulations around the kinds of deals that would be eligible for quota. Clio was trying to drive the right behaviors with those rules, but they created too much confusion and obstacles.

For example: Clio used to have a lot of rules and conditions with channel partner deals, and often salespeople didn't benefit at all if a partner closed a deal. Now, \$1 of revenue is \$1 of revenue wherever it comes from.

By removing confusing comp conditions, salespeople and partners collaborate and close much more because everyone's interests are aligned.

#2) Overpay Salespeople During The Transition

During the restructuring, Clio paid the team a flat fee / fixed bonus for three months while gathering data and figuring out new quotas & goals. Clio wanted the team to feel comfortable helping switch to the new model, without distracting them.

#3) Create A Collaborative, Not Competitive, Sales Environment

Fun or friendly competition is helpful & energizing. Hurtful or 'real' competition kills your team.

By shifting to territories + specialization, the sales team didn't feel anymore that it was a zero sum game.

Jack says they now have an "unbelievably collaborative sales team" that helps each other close deals, roots each other on, trades tips and best practices & sale techniques. Beforehand, this never happened.

Getting The Most Out Of Salesforce.com (Or Any Sales App)

When it comes to apps, “less is more”

App Overwhelm

There’s an overwhelming number of great sales & marketing apps, and app overwhelm is the problem.

It’s challenging sorting through the clutter to find the ones that are a good fit for your particular need, whether you’re selling services vs. products, small deals or large, use Gmail vs. Outlook, etc.

Avoid “Shiny Object Syndrome”

All these apps are so shiny and new! Maybe the next one is the one that will create a magical revenue unicorn...or the next one... or the next one...

It’s a busy world and getting busier. The apps you buy should help you and teams see more clearly through clutter & busyness, not add to it. Rather than hoping The Next Great App is going to fix your problem...

1) First, Declutter: The first step in improving how a team uses salesforce.com or your equivalent is hiding all the stuff they don’t use. Spring clean your apps, metrics & fields before you buy more stuff to load onto your team.

2) Fix Your Process Before Using An App To Speed It Up. Putting a sales or marketing app in to do more of a bad process just generates extra garbage.

3) No “Drive By App Buys” (aka No “Half-Assed Apps”): When you bring in a new app, small or large, plan on spending double your expected time getting it set up right, your people trained, and tuning it so that it’s solid.

4) What’s *Practical*? It’s a wonderful vision of a whole sales team all eating their vegetables, meditating over crystals and using their sales apps regularly. Get excited about your vision, but don’t forget they are honestly busy, people and if your vision is impractical or you don’t get buy-in, it’s going to flop.

Video: [8 Tips To Make Salesforce.com Easier To Use](#)

Nuts & Bolts: Metrics, Mobile & Motivation

Hiring, metrics, mobile devices, contests...



Here are some ideas for you on day-to-day topics faced by most sales teams:

- 1. A New Spin On 5 Metrics** – data-overwhelm can paralyze you... here's a new twist on five classic metrics, plus two favorite new analyses.
- 3. Field Sales & Mobile Devices** – any salesperson who visits clients in person should probably have an iPad/tablet.
- 4. Sales Contests** – why do they flop so often, and how can you make them more engaging, impactful & sustainable?

5 Sales Metrics That Explain Everything

with Fred Shilmover, CEO of InsightSquared (1/4)

Are you giving reps too many opportunities every month?

Are you using these classic metrics as insightfully as possible?

1) Metric: # Open Opportunities in Total and per Rep

Measure the total number of open opportunities each rep is working at *any given time*, and understand how many total new opportunities they should be getting per month – not too few, not too many.

What to do with it: Your reps should get a sufficient inflow of new opportunities to have a steady number to work in their pipeline a) giving them enough opportunities to hit their number, but b) without overwhelming them so balls drop.

A common number for a SaaS rep doing low-five-figure deals to juggle is 25-30 opportunities. Yours may or may not be different.

For yours: Look to your own history. How many have your best reps juggled? Does it vary much by segment, type of customer or average deal size? When was it too many?

This metric also gives you a sanity check if you need to grow your open opportunities a lot (crank up lead generation), or if your team is overwhelmed and you need to hire more salespeople.

2) Metric: # of Closed Opportunities in Total & per Rep

Measure total opportunities closed including both *closed-won* and *closed-lost* opportunities. (See the next page for a sample picture.)

What to do with it: Your reps should be closing a certain number of sales deals each month (whether won or lost). It's a form of "throughput".

If they're not closing enough total opportunities, drill down: are they light on deals? Not closing effectively? Is their pipeline full of "hope" that never goes anywhere? Are they not updating the sales system?

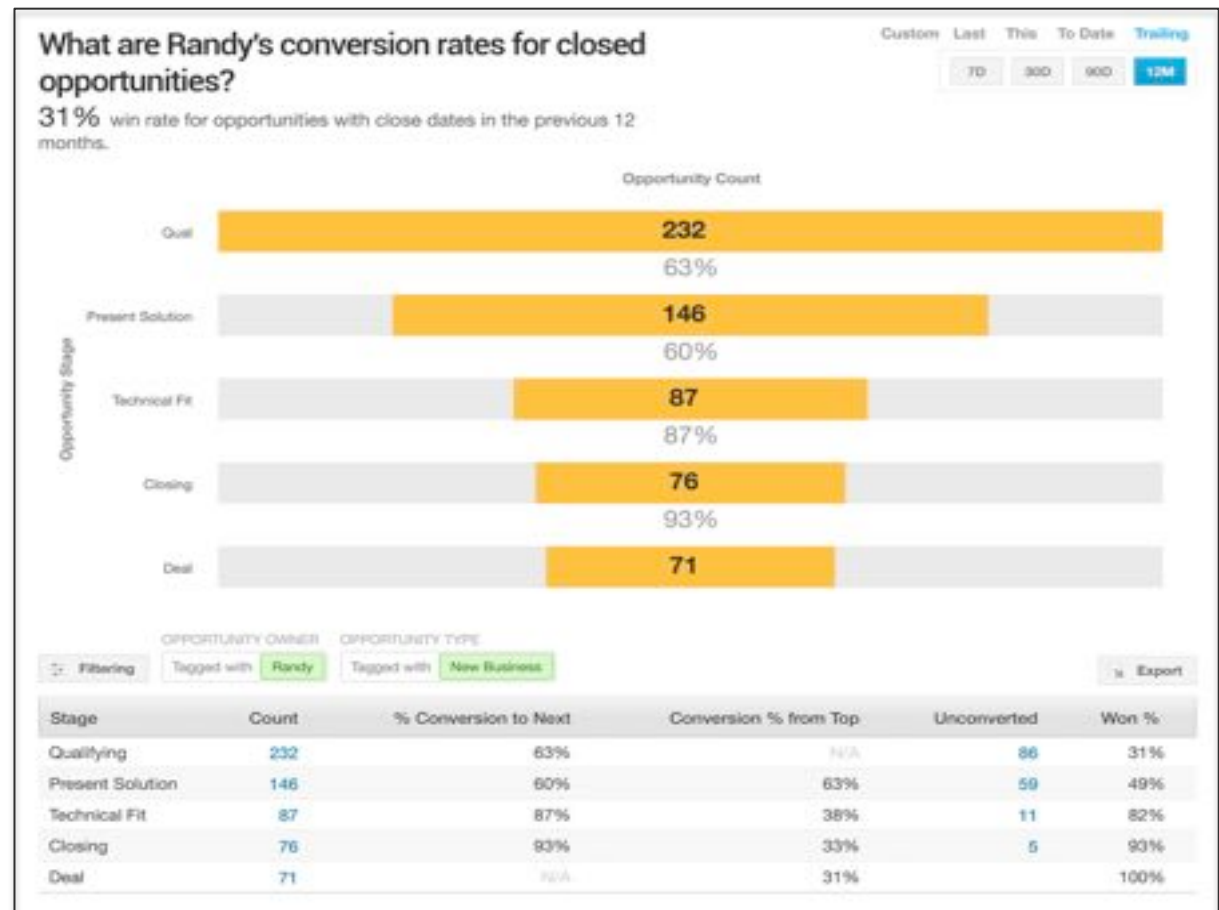
5 Sales Metrics That Explain Everything

with Fred Shilmover, CEO of InsightSquared (2/4)

It's common for sales teams beginning to scale up to see win rates drop. Is it because of the new people? Has lead quality or management quality changed? Or packaging, pricing or website changes?

You need to drill in and see exactly where opportunities are falling off, in order to get to the root cause.

The image to the right (via InsightSquared) shows you which stages have what drop-off rates, to make it easy to zero in exactly on bottlenecks.



5 Sales Metrics That Explain Everything

with Fred Shilmover, CEO of InsightSquared (3/4)

High win rates aren't "good", low ones aren't "bad"

3) Metric: \$ Deal Size

Measure the average value of your closed-won deals.

What to do with it: Knowing this metric will make it easy for you to spot opportunities that fall outside the normal deal size (say 3x greater than average) and flag them for special attention.

Also, if the trend shows an increase in smaller won deals, perhaps some reps are focusing on small fish. Or perhaps your reps are increasing discounts.

If you see a new trend in average deal size then you need to dig into pipeline mix or discounting practices to understand why.

4) Metric: Win Rate

Measure the number of closed opportunities, in a specific closing period, that you won = $(\text{Closed Won Opportunities}) / (\text{Total Opportunities: both Closed-Won} + \text{Closed-Lost})$.

This won't mean much unless you can watch it trend, or use it to A/B test reps with similar segments, or compare against companies similar to yourself.

What to do with it: "High" win rates aren't good; "low" ones aren't bad – either give you a chance to get smart about your sales system, to spot areas of success or problems.

For example, if your win rate is high, maybe your pricing is too low!

The simplest way to start increasing your team's win rate is to find the 1-2 most problematic steps in your process, and then look **both** 'inside' (ex: a better demo process) and 'outside' the team (ex: an easier free trial, or simpler pricing)...

5 Sales Metrics That Explain Everything

with Fred Shilmover, CEO of InsightSquared (4/4)

Don't assume, investigate

Look at your sales funnel and understand conversions through every stage to closed-won. If most reps are struggling in the same area, then don't blame them, it may be something outside their control. Nominate an investigator to find the truth of what's going on.

If specific individuals consistently have much higher or lower win rates, don't be too quick to jump to conclusions & criticize or compliment them. First look at their data first to find out "why" & learn from it. A sales rep with the highest consistent win rate may be talented at sales – or talented at sandbagging / cherry picking.

Don't "assume" – investigate. Look at win rates with other data to get the whole story. Example: win rates for word-of-mouth leads (Seeds), should be much higher than marketing (Nets) or outbound (Spears) generated leads.

5) Metric: Sales Cycle

Measure the average duration or time (typically in days) it takes your team to win a deal, and ideally how long opportunities spend in each sales stage.

What to do with it: The best use of this metric isn't to see how fast you are; it's to get smart about whether your current deals are on track or in trouble.

An opportunity has lingered in the same stage 3x longer than the average? Uh oh, flag it!

Faster isn't always better – focus on learning what the "right" timeframes are that create successful deals and customers.

For example, sometimes customers move too fast for their own good, and rush into a deal that later blows up because they didn't do their own diligence.

Our Uber-point: rather than judging these metrics as high/low or good/bad, use them to drill into your sales systems and get smart about what affects them the most.

BrightPearl's Two Favorite Sales Analyses

Two analyses that helped the US division grow 5x

In 2013, the execs at UK-based BrightPearl – which sells online ecommerce services to retailers – were trying to scale their sales team when they came to a realization: they needed better visibility into their sales process to figure out what was / wasn't working, and they just weren't getting it from their sales/CRM system. (Ouch, but also pretty common.)

Carter Perez, SVP of Sales Americas & Tom Glason, VP of Sales EMEA, had 3 questions they needed to answer in order to grow as quickly and successfully as possible:

1) How can we improve our reps' sales activities through data-driven coaching? (Rather than guessing.)

2) How can we prioritize our sales opportunities to optimize how our reps spend their time?

3) How can we accurately forecast which opportunities will close, and our end-of-quarter bookings, using data rather than guesstimating?

The chaps at BrightPearl discovered [InsightSquared](#) (which has salesforce.com as an investor), and in days began getting actionable insights from their existing sales data, including answers to those 3 questions.

We're big fans of salesforce.com's reports & dashboards for basic visibility into your sales pipeline, but there's a lot they can't do and many (ok, most) users find them cumbersome.

BrightPearl uses InsightSquared to enhance salesforce.com by linking activities across sales and marketing to actual sales, and better track their "Seeds, Nets and Spears" lead generation metrics.

On the following pages are BrightPearl's two favorite sales analyses, which they used to help their U.S. sales team almost 5x its contribution to global revenue from 8% to 38% in less than 6 months.

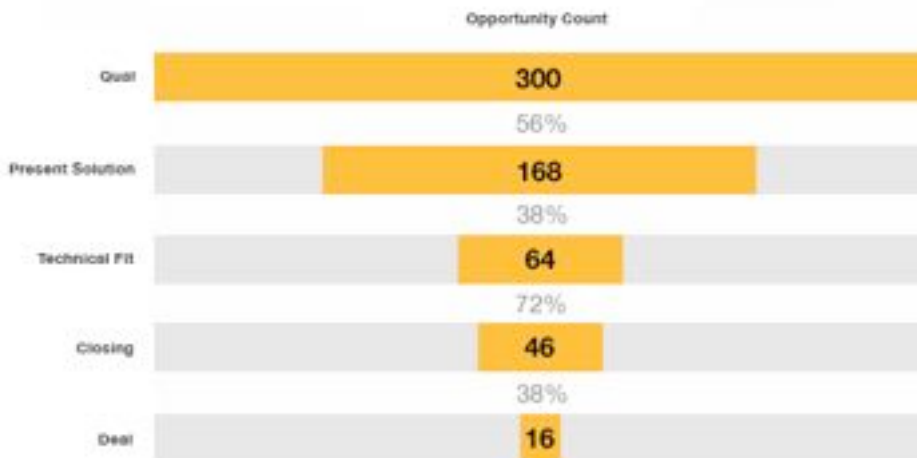
Analysis #1: Pinpoint Sales Coaching With “Sales Funnel By Employee”

This analysis pinpoints which stages give which reps the most problems, for data-driven coaching. It helped BrightPearl’s managers to increase new sales hires’ revenue by 32% in their first six months over past hires.

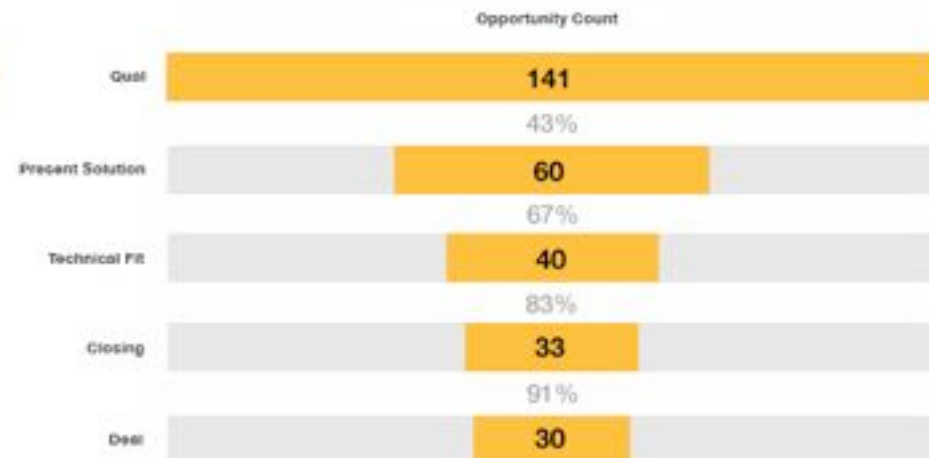
In the “before and “after” sales funnels below of a rep, you can see on the left where the sales rep is struggling (look for the steep drop-offs). The sales rep started with only a 5% Win Rate. With targeted coaching, the rep ended up winning almost twice as many deals – 30 deals vs. 16 before – from half as many opptys - for a 4x better Win Rate.

For example, by zeroing in on improving demo and qualification skills, he doubled (67% vs. 38%) his effectiveness at moving prospects from “Present Solution” to “Technical Fit.”

BEFORE: 5% Win Rate



AFTER: 21% Win Rate

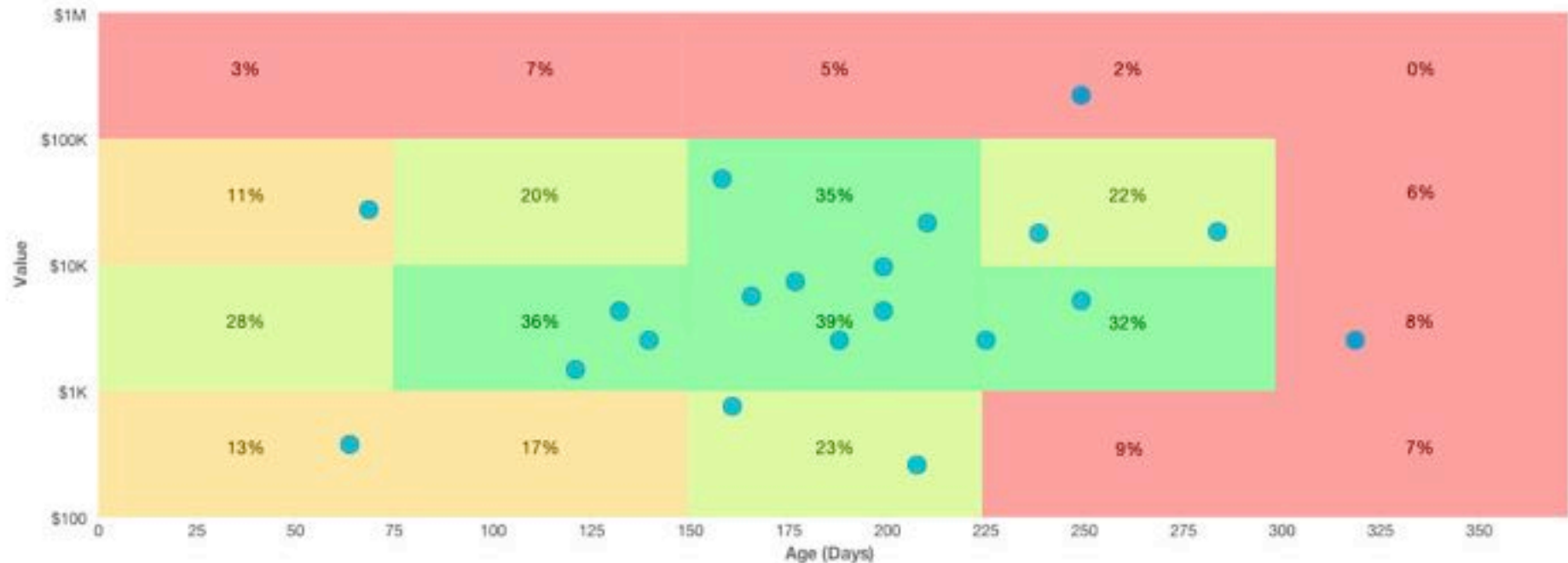


Analysis #2: Prioritize With A “Sales Strikezone” Heat Map

BrightPearl reps often juggle 30+ deals per rep at any one time. This “Strikezone Report” helped sales reps increase revenue 28% in a few months by helping them instantly separate out the high-probability deals from low-probability ones. It plots open opportunities in a rep’s pipeline (the blue dots seen below), which are overlaid on a “heat map” displaying the Win Rate for historical opportunities of the same age and deal size...

Which opportunities am I most likely to win?

20 opportunities above average win rate of 20% in the next 90 days



In The Field? Where's Your Tablet?

Field Sales Is Still Sexy

Building a killer sales model isn't about being 'the cheapest' or moving as much out of the field and into "inside/remote"...but finding the right balance of inside & field sales for your situation.

Inside sales has been growing MUCH faster than field sales for years, but don't forget field sales can be wonderfully effective, whether with local businesses, manufacturing plants or any well planned onsite meeting.

We'd be suspicious of any company with a "100% inside" or "100% outside/field sales" model – it smacks of extremism either way. *Where does it make sense for your sales or success people to increase in-person visits?*

Social Doesn't Replace In-Person

Facebook, Twitter and LinkedIn only create the illusion of human connection, not the real thing. Unless those online connections translate to a phone call or an in-person meeting, they rarely matter and in fact can be harmful as distractions.

Make sure you treat social media as a *complement* to calls and meetings, not a replacement.

Tablets Are Changing Everything

So while this may be a "duh" to you in the field - an even bigger impact than internet / online services like salesforce.com - are the millions of tablets being put into the hands of remote salespeople.

Why Buy 'Em For Your Field?

1. Easy, Simple, Clean: Laptops can be very cumbersome, cluttered and even ugly. Laptops take longer to open, power up & search...while with a tablet, whip it out & go!

2. Always Up To Date: Ensure that field reps have the most up-to-date content automatically with tablet apps. When you publish new content via email or a portal, all your newest stuff is guaranteed to be lost in the clutter.

3. Instant Objection Handling: With easier access to more and better content on a tablet, a salesperson can more easily answer any objection a customer has right there on the spot, rather than saying "I'll get back to you" and risking their momentum.

How Electrabel Created 10 Extra Hours A Week Per Salesperson (1/2)

There's still no better way to learn fast, build relationships & differentiate than with in-person meetings

Electrabel is a ~5000 person division of GDF Suez (a \$100 billion+ power company). Electrabel produces and sells electricity, natural gas and energy services to retail and business customers.

Less Admin, More Selling

The energy markets have been chaotic the past few years, and Electrabel needed to reorganize its sales team to be more flexible, waste less time and have more, better sales visits, through:

- More *useful* time with customers
- More *consistent* sales messaging
- Less prep, admin and office visits

Collateral Hell

A main problem for salespeople was the profusion of customer content and collateral, often outdated, and in different locations, such as electronic versions on shared drives and (somewhere) in email, or paper versions stashed in closets and car trunks.

Salespeople found it very cumbersome to pull up just the right information at the right time to share with their customers.

And each salesperson printed 2300 pages (!?) per year on average.



Electrabel wanted to make it simple for their reps to access a marketing-managed library of all their content & collateral on their iPads/tablets.

Electrabel bought tablets, developed a mobile approach & decided to use [Showpad](#) as their main mobile sales app.

How Electrabel Created 10 Extra Hours A Week Per Salesperson (2/2)

Their mobile strategy cut down admin so much, salespeople were able to hold an extra five (5!) customer visits a week

Reps now can easily find the collateral they need, and they know that it's 100% current.

What's So Great About That?

#1) Five Extra Customer Visits / Week: They cut down *drastically* on the hours reps spent preparing for and following up from meetings.

#2) Save Hassle & Money: Electrabel's saving the time and expense of each salesperson printing an average of 2300 pieces of paper (!?!) per year.

3. Don't Have To Build It

Themselves: Yes, your tech group would think it's cool to build mobile apps themselves (and it'd be great for their resumes), but rather than developing and maintaining an in-house custom tablet apps, companies like Showpad can do it cheaper, faster & better.

4. Instant Objection Handling: If a prospect asks any obscure question such as "How much power does it require?", a rep can pull up say, an Installation Guide, to answer the question on the spot, rather than via email day(s) later.

5. Measure Usage: Marketing can actually report accurately on what content pieces are being used - or ignored.

6. Reps Can Sell In The Moment, Not Later: A rep can instantly pull up the few, best additional products or services a customer should consider buying and using (in fact, 67% of the reps presented more products than they'd planned on before the meeting.)



3 Keys to Successful Sales Contests:

Make Them Fun, Fair, Visible (1/2)

Sales motivation...and why contests fail

Contests are a popular tool used in almost all sales organizations to motivate and rally teams around a specific goal. Sometimes they work great – but often they flop and are just distracting.

Contests can be highly motivating to salespeople, managed the right way. Because **like athletes** they like a **good challenge**, they want to be part of a **winning team**, and they want to be **recognized**.

So what makes the difference between one-hit-wonder contests and a repeatable way to run them? Like anything, you can't treat them as something to throw together one time in a spare half hour you have...

Problems With Contests

* **They can be a pain to set up.** It takes *more time than you realize* to come up with fresh ideas, create the rules, assign points and determine & award the prizes.

* **Too complicated.** Contests with too many rules and steps can make it hard for the team to understand what they need to do to win.

* **Too much manual effort.**

Tracking everyone's status, verifying results & publishing updates gets time-consuming. Reps can quickly lose interest in or forget about the contest if it's not kept current.

* **They don't feel fair:** If the same top performers always end up winning, others begin to give up before beginning, or when the 'gap' widens too far.

* **The contest isn't compelling.** Contests that run for months are easily forgotten...or, the structure, tracking & rewards aren't compelling enough. The contest becomes more of a diversion than fuel for sales.

* **They overly depend on money / prizes.** Prizes are great, but don't forget bragging rights and recognition. Mix it up with low-dollar prizes, high-dollar prizes, dinner with the CEO, etc.

3 Keys to Successful Sales Contests:

Make Them Fun, Fair, Visible (2/2)

Make sales contests badass, not boring, for your sales athletes

The experts at Hoopla, a company that specializes in sales motivation software (with customers like Glassdoor, Experian, Marketo, The Sacramento Kings, and Zillow), have some tips on how to make contests work:

1) Motivate *play-by-play*. Imagine if your favorite team's coach only focused on motivating the team to win ("win win win!"), but never coached them on how to *play better*. A burst of extra work helps, but doesn't lead to sustainable improvement without *better skills*.

How can you focus them on *getting better* at taking the *right actions* with the *right people* that lead to results?

Whether it's the # of phone conversations, demos or "sales-accepted opportunities", focus contests on motivating these 'leading indicators' rather than just the end result.

2. Make it fair. When you focus only on end results, it's too easy for top performers to coast to victory regularly. They aren't challenged and other players don't feel like they have a chance to win, so they give up early.

Try other approaches, like measuring progress toward goals as a %, which levels the playing field for new reps & reps with varied territories & quotas.

3. Make it visible. At a sports game, imagine if everyone waited until the end of the game or season to celebrate a win? No instant recognition for a great reception, basket made or goal.

That constant energy from the team / audience / coaches helps keeps players amped up, right?

Did someone give a great demo today...hit an appointments goal ...score a renewal...**recognize your reps early, often, and publicly.** Instant, visible recognition is highly motivating not only to the rep who made the sale, but gets the entire team fired up to win.

How Glassdoor Re-Energized Their Sales Team To Beat Quotas (1/2)

Has your sales manager ever gotten a standing ovation?

It's more and more common to walk into a sales office these days, and see a bunch of bigscreen TVs around displaying live sales leaderboards.

Sometimes they're showing live monthly sales goals, sometimes live sales contests leaderboards.

Glassdoor is a free jobs & career community where employees post anonymous reviews of the companies where they work.

Nick Boeka is a sales operations manager at Glassdoor. He wanted an easy way to better motivate and focus the sales team.

Nick found Hoopla (Hoopla.net), one of those apps that makes it easy to create contests and leaderboards to track and showcase rep performance on ESPN-like leaderboards on big screen TVs & computers around the office. Remote reps can view it all on their computers & mobile devices.

Nick signed on with [Hoopla](#), bought some HDTVs and had the application up and running the next day. It integrates with Glassdoor's salesforce.com system, streaming live sales updates as they happen straight from Salesforce to the TV screens.



The televised challenges and leaderboards were an instant hit with the Glassdoor sales team. "I've never gotten a standing ovation before, but that's what happened when we did the live presentation of Hoopla to the sales team," says Nick.

Unlike the manual contests and updates Glassdoor used in the past, Boeka found that broadcasting sales updates with an app had a much more powerful and immediate effect on the team's performance.

How Glassdoor Re-Energized Their Sales Team To Beat Quotas (2/2)

Live leaderboards & contests helped increase the team's sense of urgency + sales system adoption shot up

But putting in live leaderboards did more for Glassdoor than add some extra initial excitement. It helped push the company's sales performance to new levels. For example:

Urgency: Reps at Glassdoor went from hitting 85% of their goal of 'appointments booked' to hitting 125%. "Reps who've been here awhile, who may have been getting complacent, are sparked again."

I've heard them yell things like "John, I'm coming for you!" says Nick.

100% Engagement: The "fun / live / visible" format doubled engagement. For example, Nick ran a "March Madness"-themed contest to track appointments set. With the new system, 100% of the team participated, compared to 50% of the team in the past.

Performance: By focusing reps on key activities & goals, Glassdoor's reps started consistently beating their quota; and even newly ramping reps achieve 80% of quota. "New reps immediately understand what they need to do to be successful, they can see it on the boards, which is very motivating," Nick explains.

CRM Adoption: Nick says Salesforce user adoption shot up. Why? If a rep doesn't keep her stats current in Salesforce, he/she'll soon lose her position on the leaderboards.

As a result, the team went from tracking 70% to 100% of its key metrics in Salesforce. (Whoa!)



Coming In 2015

We're just getting started...

Thank you for reading this selection of highlights from the coming full version of *The Predictable Revenue Guide To Tripling Your Sales* (to be available in ebook/Kindle, paperback & audio editions in 2015).

The full version will expand on more areas such as:

- Key Metrics
- Making More Money
- Unique Genius
- Phone & Email Sales Techniques
- And more...

To automatically get updates and additions, make sure you're on our mailing list at

www.PredictableRevenue.com/triple

