INSIGHT**SQUARED**

DOCURATED

How is our lead inventory changing?

9096 leads in the pipeline today

The Definitive

Sales Ops Handbook

Contents

Introduction

After decades of working behind the scenes, Sales Ops is finally starting to get its fair share of attention.

Whether this newfound relevance is due to the rising demand for more metrics-driven business decisions or to the vastly improved access to sales data, one thing is clear: Sales Ops professionals have suddenly found themselves in a unique position. No longer considered a "behind the curtain" function, **Sales Ops has been thrust to center stage.**

Sales executives have long depended on Sales Ops to help them execute their strategy, but that reliance has expanded and also moved to other departments. Marketing leaders are starting to lean on Sales Ops to help them hand their leads over to sales reps efficiently and effectively. Even CEOs are starting to turn to Sales Ops when they need help hitting their top line revenue goals. More than ever, companies are making Sales Ops a core part of their Go-to-Market strategy.

In almost every way, this development is purely positive for Sales Ops professionals. It gives them more organizational support, more urgency around their proposals, and more tools at their disposal. But it doesn't come without its challenges. **As the notions of what Sales Ops can accomplish expand, so do the demands** and expectations for the function as a whole.

Facing this increase of expectations and buy-in, many Sales Ops professionals have begun to ask some important questions:

- "How can I take advantage of my role's newfound prominence?"
- "What are the best ways to to get organizational support for Sales Ops?"
- "How do these changes affect my core responsibilities?"

At InsightSquared and Docurated, we couldn't be stronger supporters of Sales Ops, so we wanted to help answer these questions. We talked to people across a variety of departments to come up with a guide to help Sales Ops professionals understand the changes affecting their field and use those changes to elevate their departments.

In particular, this guide will focus on 3 critical aspects of the evolving Sales Ops function:

1. Moving from reactive to proactive
2. Mobilizing projects within the larger organization
3. Learning to speak to executives

Moving From Reactive to Proactive

Summary

Here's a scenario that almost every Sales Ops professional can relate to: A frantic Sales VP approaches in mid-sentence --

"I need an analysis of how much pipeline we need to hit next quarter's bookings goals. Oh, and I need it by tomorrow's meeting with the CEO. Sound good?"

If your pulse quickened when you read that, you are not alone. Sales Ops professionals around the world are constantly fighting to minimize ad-hoc demands and move to a world where they can anticipate (and plan for) analysis requests, rather than react to them at a second's notice.

But this is much more easily said than done. In the first chapter of this eBook we look at 3 concrete ways for Sales Ops teams to become less reactive and more proactive, including:

- Thinking Like a Sales VP
- Looking Back to Move Forward
- Identifying the Right Sales KPIs

Thinking Like a Sales VP

Sales VPs are, as a rule, pretty busy people. As such, they rarely have time to think too much about underlying sales process improvements because they're always putting out fires and reacting to urgent needs. In fact, if you said the phrase "too busy chopping wood to sharpen the axe" to your Sales VP, he would probably nod his head gravely in agreement.

For Sales Ops professionals, this state of affairs can make it pretty tough to do their best work and provide maximum value to their companies. Indeed, "sharpening the axe" is one of the primary responsibilities for a Sales Ops team. An efficient sales process honed to a razor is often **what separates a high-performance sales team from an average one**, and Sales Ops teams that understand this are usually the ones that have the biggest impact on their companies' overall success.

But the question remains: **How can a Sales Ops team minimize the time it spends responding to urgent (and unpredictable) fire drills** and maximize the time it spends improving the way its sales team functions? How can they improve their sales process in the way their Sales VP wants, even when he has no time to do it himself?

The answer is to **think like a Sales VP**. Sales VPs want to make their sales teams more efficient and uncover the trends that are really moving the needle, they just rarely have the time or resources to do so. But if Sales Ops professionals can learn to think like their Sales VPs, they will be able to structure their work in a way that emphasizes long-term fixes over short-term band-aids, and that ultimately maximizes their impact on sales success.

Of course, Sales Ops professionals are rarely trained like Sales VPs, which makes it nearly impossible for them to understand how Sales VPs think. And if you don't know what your Sales VP wants, you can't proactively provide it for them.

In this chapter, we help Sales Ops professionals contribute more to their sales team by anticipating the needs of their Sales VPs and being prepared to answer these 3 questions:

- Where and why are we losing deals?
- What are the trends that are most affecting our results?
- How can we remedy problems before they get out of hand?

Looking Back to Move Forward

Most Sales VPs have a hard time looking back. By their nature, they are always pushing forward, trying to close out the quarter strong or make the necessary adjustments to ensure that next quarter is a success. Because of this, they sometimes have difficulty truly addressing the underlying issues that led to the missed number in the first place.

That doesn't mean they don't want to correct these misfires, of course. Just the opposite, in fact: Shoring up their sales process and improving it over time is a huge priority for all Sales VPs. It's just something that tends to get pushed to the back burner as other fires rage brighter and hotter.

But this is where the best Sales Ops teams shine. Knowing that their Sales VP desperately wants to identify leaks in the sales process but is too busy plugging the holes, these Sales Ops teams step up and do it for him.

In this way, it is sometimes useful for Sales Ops teams to think of their position as the mirror image of a Sales VP. For example, Sales Ops teams look backward while their Sales VPs keep their eyes glued on the future. For Sales Ops, this means leveraging historical data to spot cracks in the sales process and identify opportunities for improvement.

Sales Ops

- Data-driven
- Uses historical data to make predictions
- Focuses on optimizing existing processes
- Leverages past results to model future outcomes

Sales VPs

- Results-oriented
- Sets behavior to achieve goals
- Focuses on getting highest yield from existing process
- Designs team to achieve outcomes

"Where Are We Losing Deals?"

One of the most common ways to spot cracks and turn them into opportunities is to identify when and where (and hopefully why) deals are falling out of the sales funnel. Most sales teams can tell you what their overall win rate is, but far fewer can actually break this figure into sections so that they can tell where deals are dropping out. Although measuring overall win rate is useful as a start, it is ultimately too broad a metric to help sales teams improve their processes. It is akin to a teacher returning a test to a student and saying "60% of these answers are right," but not saying which ones or what is wrong with the others.

Instead, Sales Ops professionals who want to think like a Sales VP should look at the last year's worth of opportunities (or more) and identify the sales stages where they are losing a disproportionate number of opportunities.
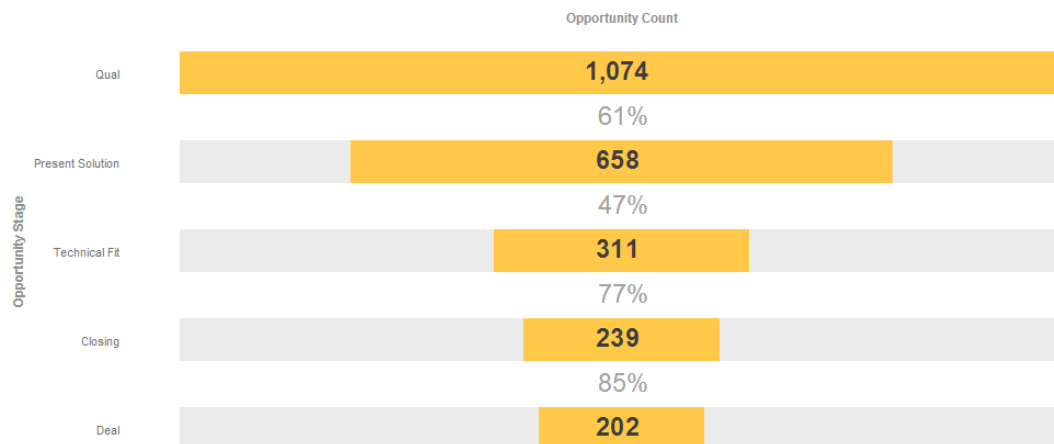
FIGURE 1 Stage-specific conversion rates help Sales VPs see where deals are dropping out.

This analysis will help Sales VPs diagnose -- and ultimately correct -- the problems in their sales processes. If it shows, for example, that 33% of opportunities are lost in the demo stage, Sales VPs will know to dedicate time to improving their reps' demoing skills. Or, conversely, to alert the product team there may be a disconnect between product and user.

Once you pinpoint the spots of the funnel that are most problematic, you can start working with Sales leadership to discover the underlying cause for this leaky stage.

What are the trends that are really affecting our sales results?

A leaky sales process can easily lead to a missed number, because **bookings numbers are often missed on a dime.** A deal drops out at the last second, or an overly optimistic rep committed to more than he could realistically bring in. These seemingly unavoidable (and undoubtedly small) occurrences are often blamed for a missed number. But in many ways this is the same as blaming a strikeout at the end of a baseball game for the loss. Sure, a home run instead of a swing and a miss may have salvaged the game, but there were likely dozens of similar inflection points throughout the nine innings that contributed equally (or more) to the eventual outcome.

Similarly, Sales Ops may be called in after a missed quarter to conduct a post-mortem. Perhaps they notice that the deal that fell through at the 11th hour wasn't a singular event, but instead just one example of a larger trend of deals that are dropping out for the same reason. In fact, they may discover that the missed number wasn't due to a single missed deal, but actually to an overall decline in win rate from 35% to 30% over the last year. Or maybe they realize that win rate stayed constant, but deal size dipped 15% over the course of the quarter.

These are examples of larger trends (as opposed to one-off events) that affect sales results. They are also examples of opportunities for Sales Ops teams to move beyond reactive analysis and start providing proactive solutions.

Identifying Trends Before They Get Out Of Hand

Good Sales Ops teams can consistently determine what is affecting their business. Win rate fluctuations, onboarding problems, disproportionate conversion-rate drop offs -- these are all examples of trends that good Sales Ops teams can identify to help their sales teams tighten up their processes.

But there is still room for improvement. Great Sales Ops teams unearth and monitor these trends before they even become an issue. Instead of waiting for their Sales VP to come to them and say "We missed our bookings goal by 20% this quarter...what happened?" the best Sales Ops teams closely monitor and analyze results in real-time and go to their Sales VP with any pertinent findings. "If our average deal size continues to decline at the same rate, we will likely miss our upcoming bookings goal by 7%."

Of course, this scenario hinges on the ability of a Sales Ops team to truly understand the trends that affect their sales team's results. There is no limit to how far a Sales Ops team can go in their quest to understand the KPIs that affect sales results, but at the very least Sales Ops teams should be able to identify trends in these areas:

1. Stage-to-stage conversion rates
2. Average deal size
3. Sales cycle
4. Opportunity pipeline

Sales Ops teams that routinely track these metrics (not just after a missed bookings number, but consistently over time) in an effort to spot aberrations and directional trends are much better able to accurately predict if their teams are going to hit their number, or if they need to take action to correct course. Keeping steady tabs on these KPIs (such as win rate, sales cycle and pipeline size) instead of looking at them in response to a missed number makes it easier for Sales Ops teams to help sales teams avoid shortfalls. Instead of being called in to diagnose a missed number, Sales Ops can put themselves in a position to avoid a missed number altogether.

Of course, this raises a natural follow-up question: **What do Sales Ops teams do once they've identified a trend that is affecting their business' health?**

In the next chapter, we explore how the best Sales Ops teams tackle this problem by finding tools to repair a faulty sales process and securing the organizational support required to launch these initiatives.

Securing Investment in Sales Ops

Summary

Once Sales Ops teams know how to become more proactive in their efforts to solve sales process problems, they can focus on getting organizational support for their solutions.

Because Sales Ops has historically been confined to a tactical role, this task isn't always easy. However, Sales Ops leaders who want to raise the profile of their function within their organization have several proven strategies to consider.

In this chapter we will outline how Sales Ops can build up support for their initiatives across the company, including:

- Positioning Sales Ops as a strategic resource
- Understanding how Sales Ops fits in the organization
- Building momentum for Sales Ops projects

Positioning Sales Ops as a Strategic Resource

The business case for giving Sales Ops more control to research and implement solutions builds itself. Sales Ops owns a wide array of responsibilities -- such as CRM admin, compensation planning, analytics, process implementation, and data management -- that are critical for the success of a sales department, so it is logical for Sales Ops to play an equally large role in defining and executing the organization's overall sales strategy.

But how can Sales Ops do this? Although Sales Ops is officially tasked with improving the productivity of sales reps by owning (and reducing the number of) time-consuming tasks that take away from time spent selling, the research suggests that many Sales Ops teams are not succeeding. Changes in buyer behavior, misaligned processes, and the continued use of dated technologies have contributed to a situation where, according to IDC, sales reps spend 70% of their time *not* selling.

However, there are ways for Sales Ops to overcome this. According to Miller Heiman's *2014 Sales Best Practices Study*, a knowledge management system is one of them. Their research found that 71% of the highest performing sales organizations deployed knowledge management systems as a single source of collateral and information. By way of comparison, only 23% of other sales teams had a single source for collateral.

FIGURE 2 **Strategic knowledge management can improve rep productivity.**

How Can Sales Ops Improve Productivity?

Knowledge management is just the tip of the iceberg, though. Recent research has been unambiguous about how important a strong Sales Ops team is to sales team productivity.

- IDC and McKinsey report that sales reps individually waste 10 to 20 hours per week on unproductive tasks (re-creating existing slides, curating materials for presentations, searching through documents for the right content to send to prospects).

- According to Bizsphere B2B, companies' inability to align sales and marketing teams around the right processes and technologies has cost them upwards of 10% or more of revenue per year, or $100 million for a billion-dollar company.

- Companies spend 16% of their overall budget on Marketing content, according to the Information Technology Services Marketing Association. However, up to 90% of marketing content is never utilized, reports SiriusDecisions and The American Marketing Association. This means the majority of your biggest marketing investment goes unused, never to generate a lead for your organization.

- Only 7% of sales rep's first meetings convert to a second meeting. Among the main reasons cited for this near complete failure are lack of intelligence, poor messaging, and budget misallocation.

- According to **IDC** research, exployees spend 36% of their days looking for and consolidating information, and 44% of the time employees can't find the information they need to do their jobs. Because information is not centralized, 61% of employees typically access four or more systems to get the information they need to do their jobs.

- 69% of the highest performing sales organizations use sales analytics to accurately measure and forecast sales performance, while only 23% of other companies leveraged analytics.

Understanding the Larger Organizational Context

Before you look to build momentum behind Sales Ops you should take the time to understand exactly how your company works.
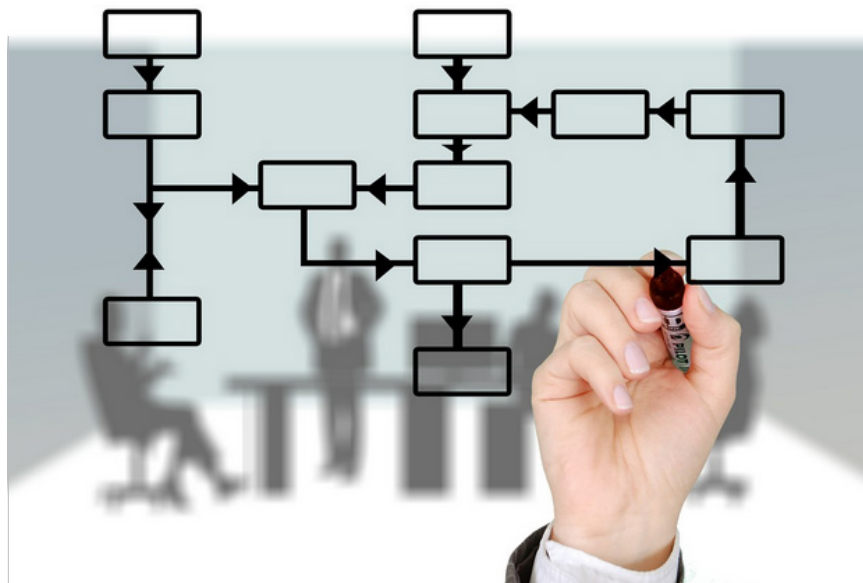
FIGURE 3 **Understanding a company's structure helps Sales Ops make better decisions**

Sales Ops leaders possess high levels of technical competencies including data handling, advanced CRM skills, and the ability to implement large and complex sales and marketing processes. With all these necessary skiils, there is no way they have advanced in their field without an impressive skill set. However, one area some Ops leaders could improve on is in their understanding of how their company actually functions.

If the leader focuses too much on the micro level, Sales Ops runs the risk of becoming a tactical dumping ground. Knowing this, you shouldn't be afraid to take a step back and look at how your company really works. Consider factors like how your company competes and wins in the marketplace, the challenges it faces, how its revenue model is structured, and how it's affected by larger industry trends.

Looking outward isn't enough though -- you should also familiarize yourself with the roles and responsibilities of key figures in your organization and look at the business more strategically. In 2013, Management Research Group found that 97% of senior executives listed strategic thinking as the most critical leadership skill.

Building Momentum Behind Sales Ops

While the conditions are set in place for Sales Ops to take on increased strategic responsibility, Sales Ops leaders must take the initiative and look to generate momentum behind the function.

Coming into a new role as a Sales Ops leader, it is important to assess the state of the sales process. This review, as established Sales Ops leaders can attest, won't be a one-time exercise. Leaders should consider adopting an agile methodology and look to drive alignment between teams through daily scrums.

If there are weaknesses in the current process, they should be improved or augmented depending on the needs of the team. If new software is necessary, the Sales Ops leader must first start by selling the potential benefits of the new tool internally. By effectively socializing your message, you can drum up support for a new investment across the organization.

Prioritize Quick Tactical Wins

Another way to prove your credibility and raise the profile of the Sales Ops function is to prioritize the quick tactical wins. In the early days of your tenure as a Sales Ops leader, projects that rapidly deliver ROI are a great way to demonstrate your own capabilities, as well as the overall value of Sales Ops.

An example of a quick win might be looking at ways of increasing baseline selling time. Examine the time your reps spend at tasks relevant to your sales process like pre-call prep, follow up, prospecting, account planning, and CRM data entry. By asking your reps to time their activities, you can identify quick-fix issues that, if solved, can save time, optimize the sales process, and quickly impact the bottom line.

FIGURE 4
Finding quick wins can help Sales Ops gain traction and win organizational support.
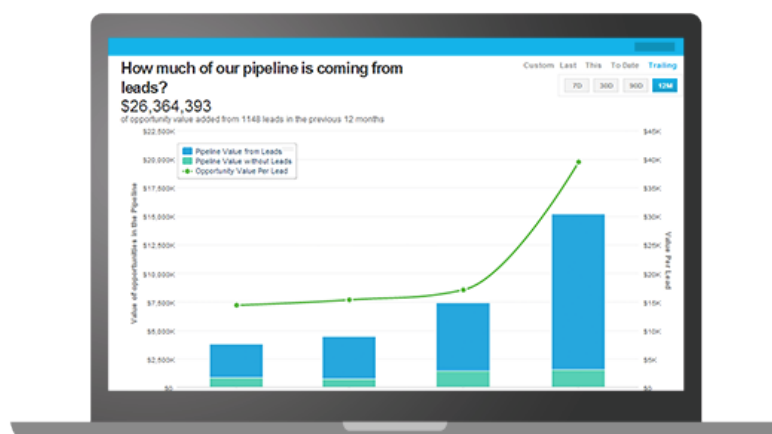
Moving the Needle

With your credibility established, Sales Ops will go beyond the tactical dumping ground it once was. As you move from a reactive problem-solver to a strategic integrator, the time will come to take on more substantive projects that relate to top-level company objectives.
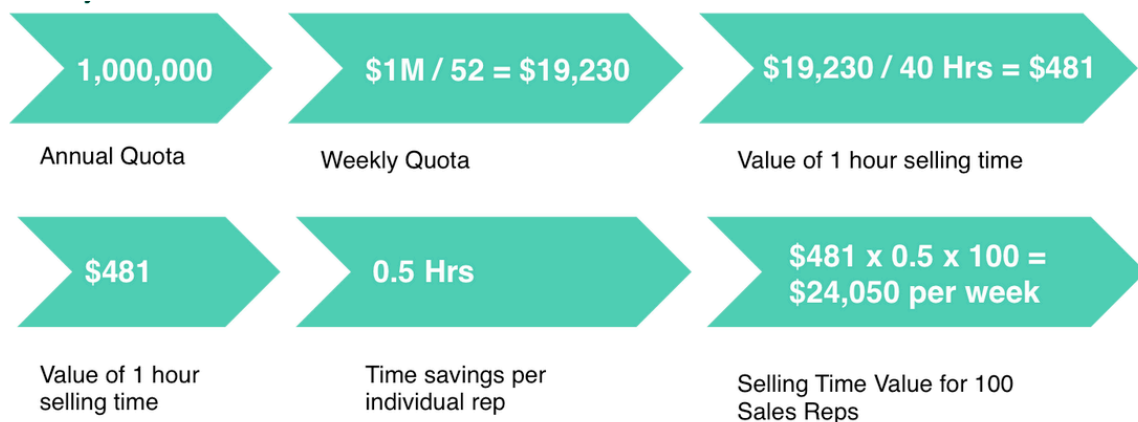
As a Sales Ops leader -- with expertise that includes sales, marketing, and enterprise technologies -- you are uniquely positioned to identify and implement changes in technology and process that have the potential to dramatically increase time spent selling and ultimately grow revenue. But getting support behind your proposals isn't always easy.

Prepare for the Inquisiton

If your project requires a significant outlay on sales productivity technology, you will need to find effective ways to present your case for investment. As you look to win funding approval, you will face a number of questions. Whether you are dealing with your VP of sales or even talking with the board, you should anticipate the following questions:

- What is the impact of solving the pain point?
- What will the project cost?
- How will your project disrupt existing workflows?
- How long before the project demonstrates ROI?
- Why should we prioritize your project over other problems?

A great way to present your answers to these questions is with a ROI calculator. If, for example, you want to prioritize a new sales enablement tool that integrates with your CRM and allows your rep to spend an extra hour selling each week, you should look to frame your investment around time to value.

1,000,000	$1M / 52 = $19,230	$19,230 / 40 Hrs = $481
Annual Quota	Weekly Quota	Value of 1 hour selling time
$481	0.5 Hrs	$481 x 0.5 x 100 = $24,050 per week
Value of 1 hour selling time	Time savings per individual rep	Selling Time Value for 100 Sales Reps

FIGURE 5 **If you can prove ROI, there is always budget. The best Sales Ops professionals know this and frame potential projects around how much time or money they will save.**

Maintain Momentum Through Adoption

Having achieved the buy-in from your VP of sales and other leaders, it is important to maintain the momentum you worked so hard to generate. A quick way to lose newly found strategic influence is to implement a new technology that falls flat in terms of user adoption.

Even the most effective tool will be useless if adoption fails. Measure innovation projects in terms of impact to revenue, time to value, disruption, and likelihood of failure. Look towards technologies that integrate with existing systems and workflows. These tools will have the highest adoption rates and will be able to scale with your organization.

FIGURE 6: A sales enablement tool that doesn't get adopted is worse than no tool at all. Make sure you have a clear plan for ensuring adoption before you buy.

Communicating with Executives

Summary

Once Sales Ops teams think big and get buy-in for their proposed initiatives, they face a new problem, often one they may have never encountered before: Selling their mission to, and securing buy-in from, the executives at their companies.

More than anything, this means understanding how members of the c-suite think and operate. Those who fail to meet the needs of the c-suite may find their career options limited and become pigeonholed as an excel ninja or data junkie. Sales Ops, in some organizations, has been viewed as a cost center, but more progressive companies have started to realize the potential for Sales Ops as a strategic contributor.

The reason there is such variance in perception is often due to the actions of the Sales Ops leader. Failure to secure executive buy-in or at least executive sponsorship of Sales Ops led initiatives can make or break a project.

In this chapter, we look at ways Sales Ops can secure the support of the c-suite including:

- How to communicate upwards
- How to present data
- Using analogies to get your message across

Tips For Getting Sales Ops Heard

As the Sales Ops function continues to move into the spotlight, there is more opportunity for it to become a strong voice in the direction and strategy of the entire company. But this means regularly (and successfully) communicating with the people at the very top of the organization. And this isn't always something that Sales Ops professionals specialize in.

Read on for a few tips to help you effectively engage with executives within your organization.

Communicating Upwards

The executive board will expect attention to detail and want to know where the ownership of each task lies. The chief responsibility of the board is to oversee the financial affairs of the company. To communicate upwards, Sales Ops leaders should tie their aims to areas like win rate, sales velocity, margins, and revenue, explaining how each Sales Ops goal correlates to the top-level objectives of the company.

Prepare in Advance

You should look to supply the executive team with a short summary of events before you speak. Sending an email in advance will create a foundation for understanding and freeing up more time for strategic areas you wish to address.

Socialize

It makes sense to socialize any planned initiatives with key leadership figures before your presentation. Chances are, you are already working closely with the heads of sales and marketing. Take the time to brief leaders on your proposed initiative and secure their support to mitigate against the risk of being stonewalled at board level.


FIGURE 7 **Sales Ops cannot afford to be siloed. They must engage and socialize with executives.**

Communication is Everything

Opportunities for Sales Ops to present before the executive team may only arise a few times a year, so it's vital that you make the most of these occasions. We live and work in a performance-based culture -- if your Sales Ops function is running smoothly but you are unable to communicate your results effectively, you will receive neither the credit nor the increased strategic responsibility your work deserves.

Aside from reporting and project updates, you will want to secure executive sponsorship for the larger, more formidable projects which will leave a lasting impression on the sales organization. Having identified a sales roadblock and the best tool to solve the issue, you should use a visual aid to transmit the potential benefits to the board.

Bubble diagrams are a great way to visually present your proposed project. Framing areas of opportunity in terms of cost to implement, ROI, and likelihood of success is an excellent way to gather support.
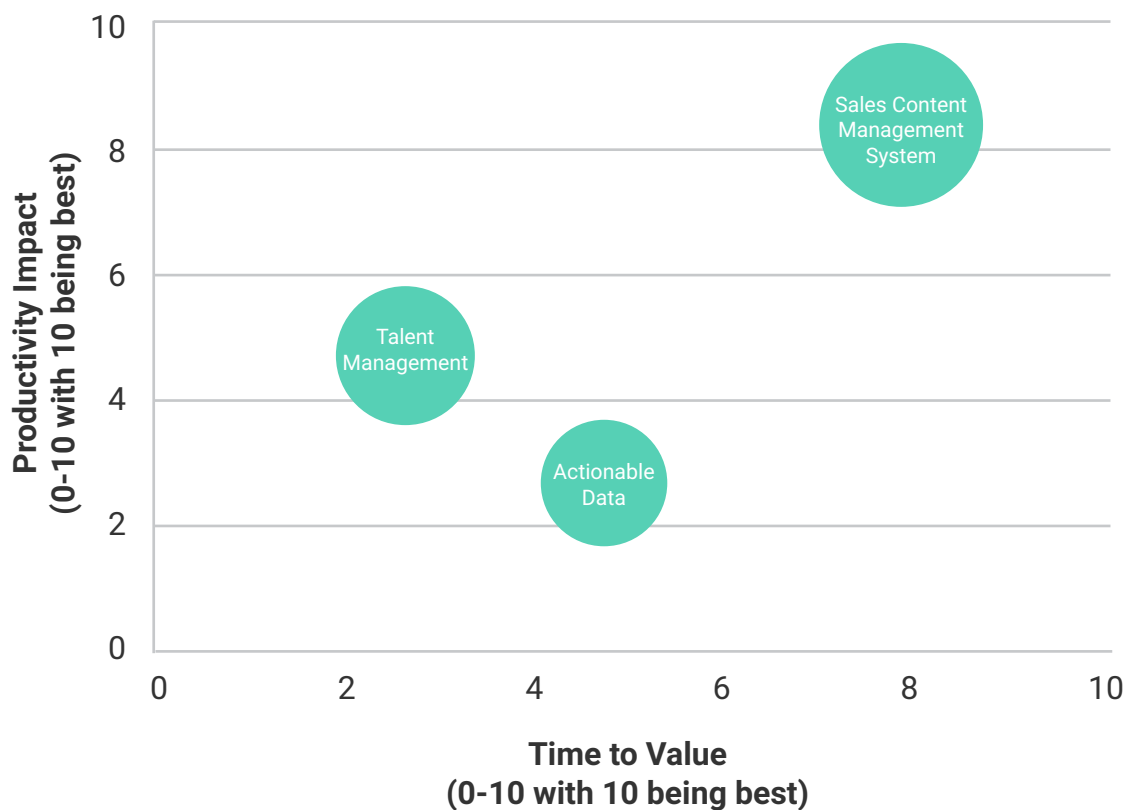
FIGURE 8: Analyzing things based on their potential impact on productivity and their time-to-value is a good way to relate to executives.

Presenting Data

As you present key data points before the board, you should take care not to overwhelm your audience with data. Executives are invariably time-pressed and will expect to be provided with insights and not merely data. You also may only be given ten or fifteen minutes for your presentation, which means you should present only key data points and include supplementary data in a handout.

Guidelines when presenting data include:

- Present visuals (charts, graphs etc.), not spreadsheets
- Never include unnecessary data
- Provide clear messages with each slide or data set

Data-heavy presentations that don't provide any interpretation or guidance can leave the executive team confused and frustrated.

Analogies Can Be Crucial

Analogical reasoning lies at the heart of many strategic decisions. Charlie Merrill, for example, relied on his experience as a supermarket executive as he established the financial management giant Merrill Lynch.

Look to incorporate suitable analogies into your presentation. A quick example from the sports world is Billy Beane of the Oakland A's, whose underfinanced team became one of the most successful teams in the league through clever use of analytics and detailed statistics. Perhaps your company has the potential for similar success by introducing the analytical tools you recommend.

Your company now collects swaths of data which you are charged with interpreting. As we move to a more data-driven approach to business, Sales Ops leaders are uniquely positioned to exert more influence than ever before. With effective communication, you can seize this opportunity and become an important strategic contributor to your business.

Career Development in Sales Ops

Summary

As Sales Ops becomes a more critical and respected part of the sales industry, many more opportunities arise for the driven Sales Ops leader. Some of these advancement opportunities remain on the Sales Ops team, and others fall under the umbrella of an entirely different department.

In this chapter, we explore a few potential career development paths for successful Sales Ops professionals, and:

- Internal Development
- Strategic Opportunities
- Career Growth Chart

What's Next for a Sales Ops Leader?

Having won the approval of the board, successfully raised the profile of Sales Ops at your organization, and made a significant contribution to strategic direction, what is next for the high performing Sales Ops leader?

Given the rapid evolution in Sales Ops over the past number of years, the answer to this question is somewhat ambiguous. While Sales Ops came into existence in the 1980s, the role became increasingly popular over the last seven years due to the economic downturn and increasing levels of technical sophistication at companies.

Businesses seeking to do more with existing resources have turned to Sales Ops as a way to maximize efficiency, effectiveness, and productivity. As companies become more globalized and grow even more reliant on technology, it seems inevitable that the scope of influence of the Sales Ops leader will continute to grow.

A technical background with expertise in sales training, processes, CRM systems, reporting, forecasting, planning, frameworks, and analysis are all part of the Sales Ops leader's skillset. With such a wide array of skills necessary, Sales Ops leaders come from a variety of backgrounds, including finance, sales, marketing, and analysis.

As Sales Ops continues to define itself, one potential issue emerges for the high performing Sales Ops leader as they position themselves for the next career move. In their current role, they might have owned major tasks like the annual sales kickoff, while at other companies, sales kickoff might be owned by HR. Similarly, sales enablement is a function that might be owned by marketing at the next company and not Sales Ops. A large part of their experience might be precluded from consideration for other Sales Ops roles.

Strategic Opportunities
Nevertheless, as the influence of Sales Ops grows, leaders are starting to be considered as suitable candidates to fill more strategic roles. For instance, Erin Pettigrew was promoted to Chief Strategy Officer at Gawker in December 2014 having previously occupied a variety of ops roles across the company.

We expect this trend to continue through 2015 as more Sales Ops take on the role of strategic integrators offering guidance to the C-suite. This transformation will bring about an expansion in the traditional career opportunities of the Sales Ops leader with previously out of reach executive positions becoming attainable.

Finance

Moving to finance or even assuming the role of CFO is no longer unrealistic. Today's CFO continues to grow more operational taking on tasks in IT, innovation, and collaboration. CFOs, like Sales Ops are very system focused, while the financial acumen required for the CFO position is also necessary in Sales Ops.

COO

There are a number of variables associated with the COO position - people with all sorts of backgrounds assume the position and succeed. Neither is there a clear take on what the role entails with responsibilities varying from one company to the next. Having assumed more strategic responsibilities, Sales Ops leaders are as strong a candidate as any for future COO roles.

Sales Ops at a Larger Company

Having demonstrated your ability to lead Sales Ops at a successful SMB, opportunities for similar roles at larger companies will soon present themselves.

What Does a Career Path for a Sales Ops Leader Look Like?

Example companies/industries

Services & B2C e.g.	Consultants e.g.	ISVs e.g.
Fidelity INVESTMENTS Unilever	APPIRIO bluewolf	INSIGHTSQUARED DOCURATED

Career path chart with salary bands on the Y-axis:

- **200K+**: COO
- **150-200K**: Partner
- **100-150K**: VP of Analytics; CSO; Director Consultant; CRO; CMO
- **80-120K**: Data Architect; Strategy Director; Senior Manager Consultant; VP of Sales; VP of Marketing; Marketing Director
- **70-90K**: Manager Consultant; Sales Enablement Director; Marketing Operations
- **50-80K**: Data Analyst; Sales Ops Manager; Marketing Technologist
- **55-70K**: Business Analyst; Sales Support
- **45-55K**: CRM Admin; CRM Consultant; Sales Engineer
- **24-45K**: Marketing Analyst; Sales; Support; Developer

Conclusion

Conclusion

Sales Ops leaders who want to make the most of their function's newfound prominence cannot afford to sit back and see how the field evolves. They must proactively adapt to the changes sweeping the increasingly data-driven sales landscape.

In this eBook, we laid out three essential steps for the forward-thinking Sales Ops professional to take:

1. **Think like a Sales VP**. The goals of a Sales Ops leader are the same as a Sales VP: To set the sales team up to crush their quota. Because of this, Sales Ops leaders must look at their goals from the perspective of a seasoned sales leader. Why and where are sales reps losing deals? What tools do they need to be more efficient? How can the current sales process be improved to grow bookings?

2. **Get your organization to invest in Sales Ops**. Without budget and organizational support, the impact of Sales Ops is incredibly limited. If you want to get results and actually improve your sales team's performance, you need to get buy-in at the top of your organization and deliver on your promises.

3. **Learn to speak to executives**. Getting support at the very top of your organization means you must know how to speak to, persuade and gain the trust of executives. This doesn't always come easily to Sales Ops professionals, but it is a learnable skill. Invest the time to master the art of executive-level presentations and conversations.

Combined, these three steps will help Sales Ops leaders take advantage of the growing importance of their functions. Sales success has never hinged so fully on the input of Sales Ops, so it is high time for forward-thinking Sales Ops professionals to get ahead of the changes and carve out the perfect niche for themselves within their organizations.

About InsightSquared and Docurated

Docurated

Docurated is a connectivity layer between enterprise users and their content, providing sales, marketing, IT and anyone that has ever had to work with documents, a way to find that exact chart or slide in seconds. Docurated works with your existing content stores and uses machine learning to enable your team to find and re-use the most effective content with no manual tagging or uploading.Docurated has been adopted by leading organizations like Del Monte Foods, Netlflix, Rocketfuel, DigitasLBi, Havas, The Weather Company, and many others.

InsightSquared

InsightSquared is the #1 Salesforce Analytics product for small and midsize businesses (SMB). Unlike legacy business intelligence platforms, InsightSquared can be deployed affordably in less than a day without any integration costs and comes preloaded with reports that real business people can use. Hundreds of companies and thousands of users around the world use InsightSquared's award-winning analytics to maximize sales performance, increase team productivity and close more deals. Based in Cambridge, Mass., InsightSquared was recently named one of the "Best Places to Work in Massachusetts" by the Boston Business Journal.