

# Using Metrics to Drive Sales Force Execution

*What New Research Reveals about Measurements, Processes, and Good Sales Management*

## EXECUTIVE SUMMARY

### The business of managing Sales is undergoing a transformation.

It is a change that has already taken place in other business functions like operations and finance, where they abandoned ‘art’ and embraced ‘science,’ enabling them to lead their organizations with confidence. However, there are still some missing pieces in the sales management puzzle.

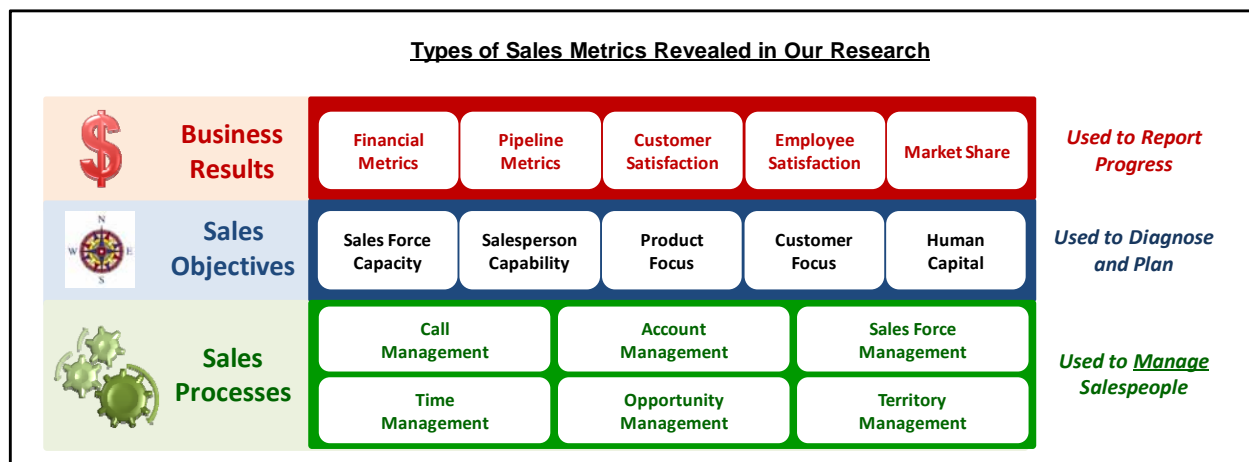
The biggest missing piece is a lack of insightful performance metrics that senior executives can use to pinpoint problems and proactively manage change. Over the past decade or more, information systems have vastly improved the measurement and reporting capabilities within the sales function. However, this increased access to data has not been accompanied by a corresponding increase in control over sales performance.

To make the most of this avalanche of sales data, executives desperately need a clear understanding of:

- 1) *Which metrics are most meaningful for their particular sales forces*
- 2) *How those metrics can be used to proactively influence their sales force’s behaviors*

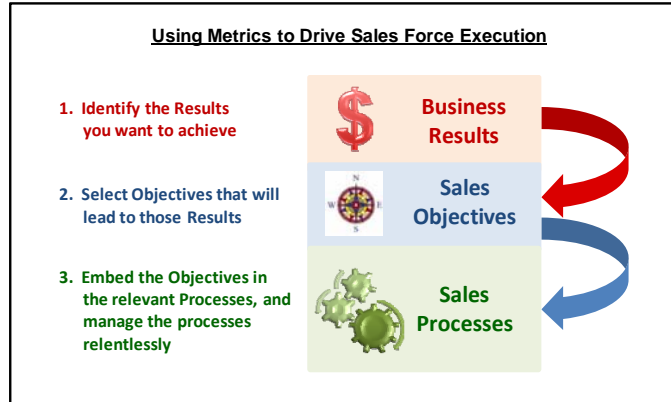
Based on the examination of 174 different metrics that 17 leading organizations use to manage their sales forces, we have uncovered new insights that will help executives drive dependable execution within their sales forces. In this paper you will discover:

- › **The metrics you choose to manage your sales force will determine how “manageable” your sales force actually becomes.** 74% percent of the metrics being used to manage sales forces are not directly related to salesperson or sales manager activities. Such metrics can be valuable for planning or reporting purposes, but they cannot be used to directly influence your sales force’s behavior. *Learn which metrics you managers can use to guide your salespeople’s performance.*



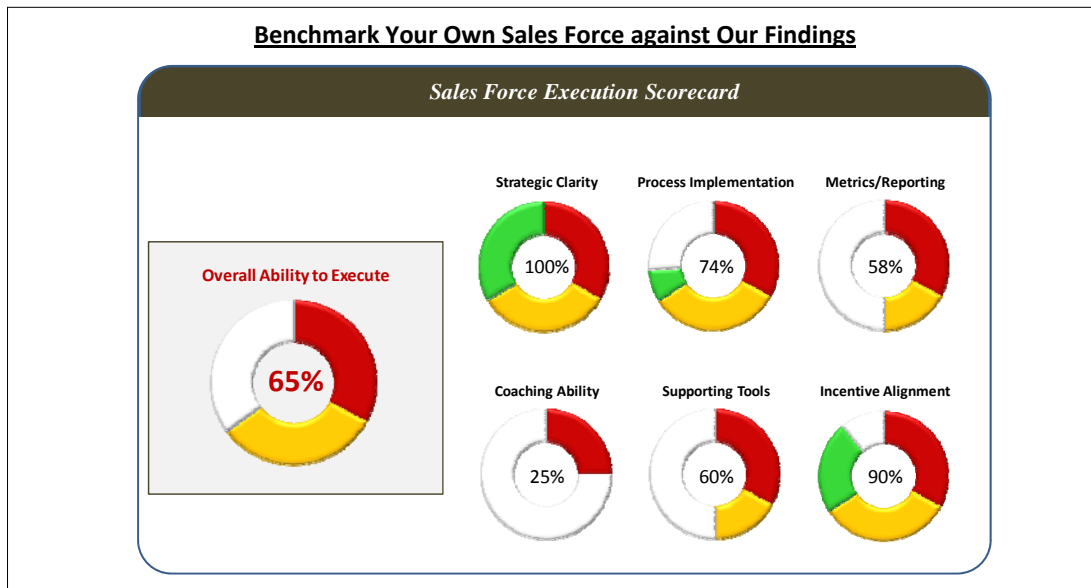
- › **Implementing the right processes for your team is critical to proactively measuring and managing the selling effort.** There are several distinct sales processes – each with its own business purpose, day-to-day activities, and supporting tools. Which processes you need in your sales force depends on the nature of your selling roles. *Learn which process you need (and don't) in your sales force.*
- › **The key to executing your go-to-market strategy is to set clear objectives and link them to the daily activities of your sales force.** Sales objectives give your sales force guidance on what they should be doing in the field. Without clearly stated objectives, your salespeople will do whatever they perceive to be the right things – often inadvertently working against your overall goals. *Learn how to identify and communicate your key sales objectives.*

- › **An interconnected chain of accountability and measurement ensures that your sales force is pursuing objectives that will achieve your desired outcomes.** A sales force should help your organization attain its desired business results. The task for executives is to provide direction to the sales force on which sales objectives to pursue in order to achieve those results. It then becomes your sales managers' task to embed those objectives in their salespeople's activities and ensure that the salespeople execute. *Learn how to create this chain of accountability.*



**Sales is evolving from an undefined art into a highly manageable science.**

Companies that continue to operate without good sales processes and metrics will be left behind by competitors who can shift their strategies at any time and watch with confidence as their sales forces' behaviors shift in synch. Implementing a system of processes, metrics, and tools to manage your sales force is a key checkpoint along the road to sales excellence. Our new research provides a comprehensive roadmap for your journey.



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