

# TURN SALES MANAGERS INTO SALES LEADERS

With the right technology



# Introduction


Finding effective sales leadership is a notorious pain point in many organisations. Sales managers are tasked with managing and improving the sales activities of entire teams, in addition to their own responsibilities such as forecasting, reporting, and development. With so much on their plates, it can be a challenge for sales managers to become true sales leaders.

But sales leaders can be an indispensable asset to a sales team and organisation as a whole. They are transparent, accessible, and incredibly effective. They handle the work of a dozen average sales people, all while continuously coaching, and improving their teams. This is a Herculean task, but can be accomplished with the right technology in hand.

This e-book covers how the right CRM technology like Salesforce can help develop sales leaders by making existing sales managers:

- More transparent
- More accessible
- More effective

Let's take a look!



“ The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be humble, but not timid; be proud, but not arrogant. ”

Jim Rohn

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## Chapter 1

# Increase Transparency

The sales cycle tends to be incredibly murky in many organisations. The stages of the sales process are a bit of a mystery, the position of leads within that process is never definite, and as a result, forecasting is never more than a best guess.

All of these obstacles can make a sales leader's job especially difficult. However, customer relationship management (CRM) solutions like Salesforce can lend an extreme degree of visibility to areas that have long been a mystery. This can help make sales leaders better informed, better equipped, and better at their jobs.

## Understand the Sales Cycle

The modern sales cycle has grown exponentially more complicated and lengthy. Where the sales process was once brief, with only a handful of touchpoints, customers are now engaging with companies on dozens of channels and require more information and guidance than ever before to make a purchase decision.

Managing this new sales cycle can present a major challenge to sales teams unaccustomed to its new scale and complexity. It requires a deeper understanding of the process, along with the right tools to manage it. A CRM solution like Salesforce can deliver both. With a CRM, you have records for each one of your leads. These records contain all relevant information about each prospect's recent activity and your sales team's interactions with that person. All of this data and all of these records add up to one complete view of your sales process with stunning detail.



## Measure Progress, Not Results

Most sales organisations are results-driven. While this may seem like a good way to monitor success, results have one major flaw: they are not actionable. Once results are final, there is nothing you can do to impact or influence them. If you're trying to lose weight, weighing yourself once at the beginning of the month and once at the end won't be very helpful. You'll have no idea if you're headed in the right direction – and hence no idea if you should be watching your diet more closely or exercising more frequently.

The real ability to effect change comes from monitoring progress, not just results. Sales leaders must be able to understand at a glance, at any point in the sales cycle, how their teams are progressing toward their goals. A CRM like Salesforce gives leaders insights into how many deals are in the pipeline, where prospects are in the sales cycle, and exactly how long they've been there. These kinds of insights allow sales leaders to identify problems before they arise and offer assistance to team members who may have a deal stalling in the pipeline.

This insight into progress also makes your data actionable, which in turn makes your sales managers and their teams ultra-responsive. This means faster response times, a better selling experience for the buyer, and more revenue for your company.

## Forecast More Accurately

The usefulness of sales forecasts have always been iffy at best. Sales professionals would merely look at their list of prospects, and make their best guess of how many would move to close in the next quarter. This process is not very scientific and can make it incredibly difficult for sales managers to guide, advise, or direct their teams.

However, with added visibility to the sales process comes added sophistication to sales forecasting. Once sales managers understand the stages of the sales process, the velocity at which leads move through the funnel, and the relative rate of close, forecasting becomes far more scientific.

This sophistication makes it easier to make accurate, meaningful predictions of sales performance. It also makes it easier for your sales leaders to guide behaviour such as prospecting to support their overall goals. This means forecasts hold more weight and the rest of the organisation can lean on your predictions more heavily when planning for the year.

“By utilising data as the defining baseline within our organisation, we're able to determine who is doing what and when. More importantly, we – as a team – can figure out how to best leverage those limited assets we have (who has an open checkbook for a budget?) in order to deploy the right programs at the right time to maximise revenue. Marketing + Sales = Smarketing. And, how we figure out what works is through metrics, data, dashboards, sharing the information daily, weekly, monthly. We're in a much better place than 365 days ago.”

**Jeanne Hopkins**  
SVP & CMO  
Continuum Managed Services LLC

Customer Spotlight:

## Zero Motorcycles

Zero Motorcycles, the world's leading manufacturer and retailer of electric motorcycles, is out to disrupt the motorcycle industry. When they looked for ways to streamline their business processes and communication, they found Salesforce was the all-in-one platform they needed to increase efficiency and maintain their rapid growth.

[Watch the film ›](#)

“All the information I need to operate on a day-to-day basis is at my fingertips.”

-Mike Cunningham, Director of US Sales, Zero Motorcycles

## Chapter 2

# Improve Effectiveness

The line between mere sales managers and great sales leaders is simple: effectiveness. The best sales leaders have a dramatic and noticeable impact on their organisations. They are able to take immediate action when necessary. They understand the big picture and present a cogent vision for their teams, and most of all, they are constantly improving their teams and pushing for perfection.

Unfortunately, many sales managers face a number of barriers to becoming effective leaders. Outdated processes hamper their decision-making abilities. Lack of accurate information keeps the big picture and performance hidden, and an exclusive focus on results makes improving and coaching a team incredibly difficult.

Fortunately, CRM solutions like Salesforce can be a secret weapon for sales leaders, amplifying their impact and supercharging their effectiveness.

### Truly Understand Performance

Analytics has long been the domain of IT or specialised data teams, viewed as far too complex to be leveraged by the average sales professional. But as the amount of accessible data has skyrocketed, analytics has become too valuable a tool to hide away in a back office. The best CRM solutions like Salesforce are bringing analytics directly to sales managers.

However, with so much data available to sales professionals, the problem is no longer merely obtaining data, but sorting through massive datasets to find the insights you really need. The best CRM systems makes this easy, with robust filtering options and a visual interface that helps identify patterns and insights.



With the right tools in hand, a sales manager can have complete visibility into every aspect of their team's performance. This allows them to spot pain points in the sales process, understand the strengths and weaknesses of individual reps on a granular level, accurately predict and forecast performance, and much more.

## Create a Better Buying Experience

The amount of available data about a sales lead has grown tremendously in the past few years. Prospects are no longer just names and phone numbers on cards in your Rolodex; they are a collection of online tracking data, social profiles, company information, account history, and much more. All of this data gives sales reps an exciting opportunity to provide a more personalised sales process than ever before. However, all that data does little good if you are unable to access the meaningful information that you need the most.

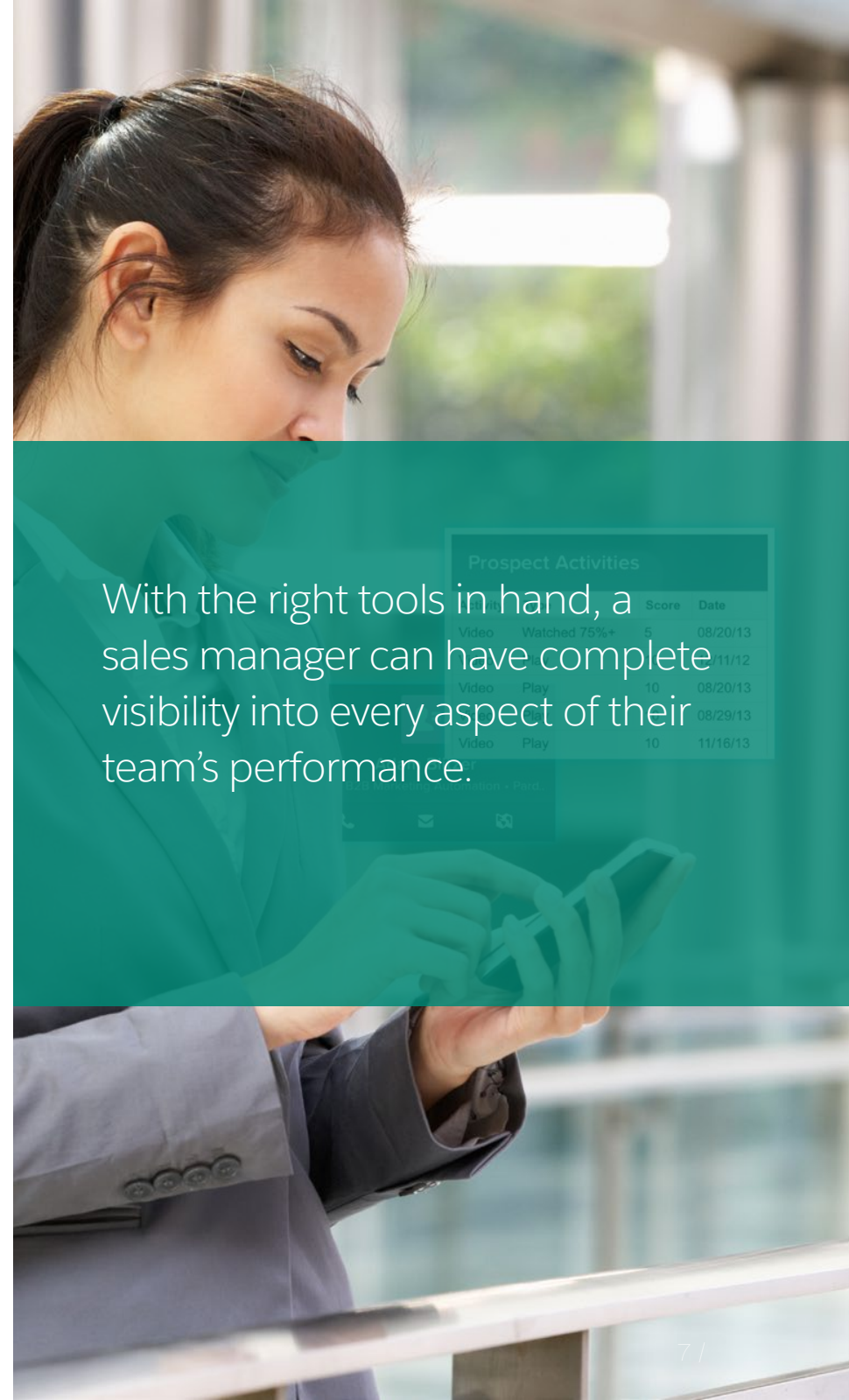
Sales teams equipped with a CRM system have robust profiles for all their prospects, compiled from dozens of sources, and distilled into one cohesive view that puts the most important and relevant information front and center.

Today, for the first time, sales reps have a complete 360-degree view of each prospect and customer.

With all of this data, sales managers can train their reps to deliver the personalised selling experience that today's prospects expect and demand.

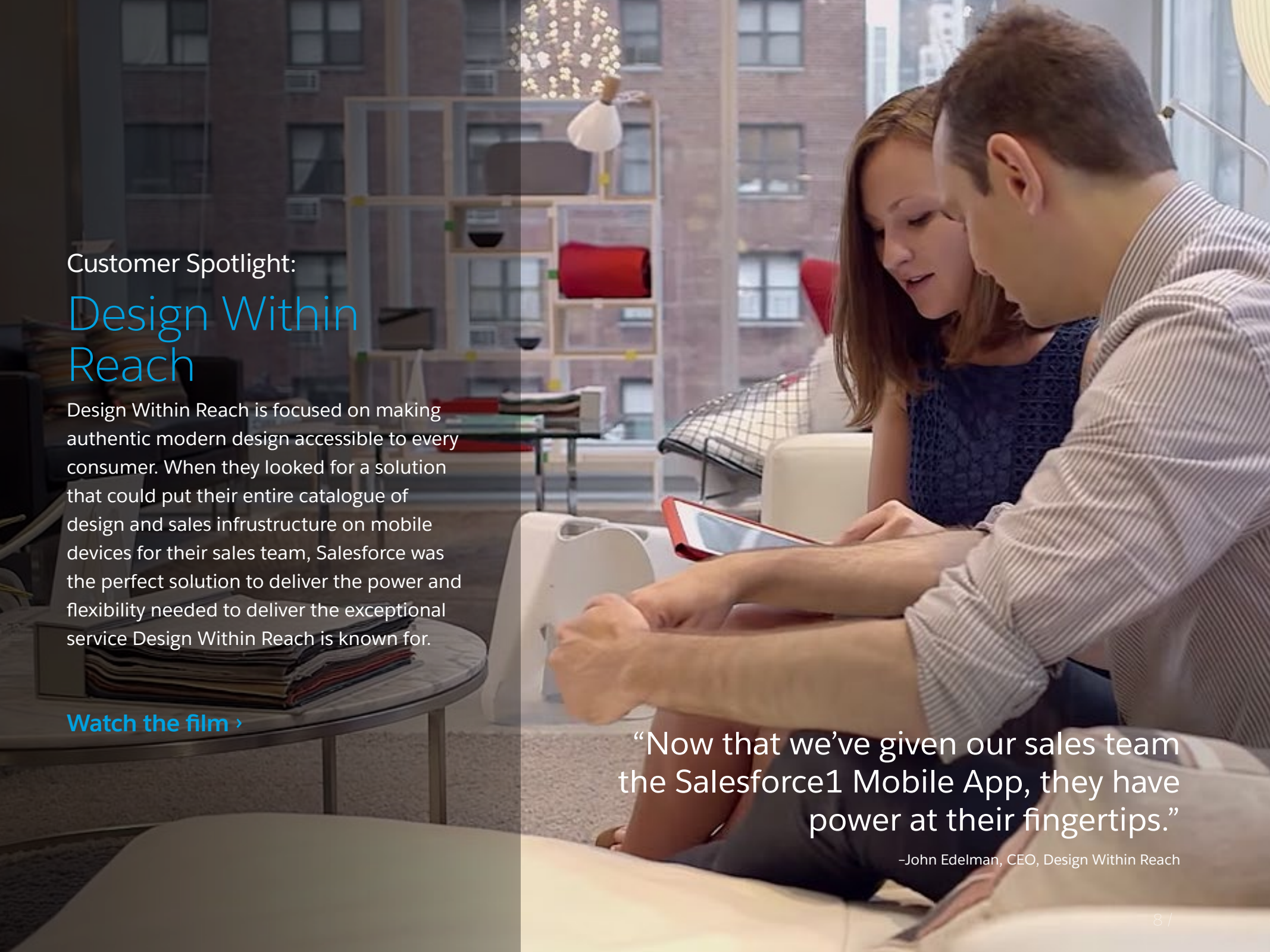
## Improve Constantly

The advantages of data-rich selling cut both ways. Sales managers equipped with a CRM system like Salesforce can also turn the magnifying glass back on themselves and use improved tracking metrics to gain a better understanding of their sales performance. With this new insight, managers can provide valuable coaching in real time, not just once or twice a quarter.



With the right tools in hand, a sales manager can have complete visibility into every aspect of their team's performance.

Prospect Activities			
		Score	Date
Video	Watched 75%+	5	08/20/13
			11/12
Video	Play	10	08/20/13
			08/29/13
Video	Play	10	11/16/13

A man and a woman are sitting on a white sofa in a modern office or living space. The man, wearing a striped shirt, is pointing at a tablet held by the woman, who is wearing a blue top. They are both looking at the screen with interest. The background features a white shelving unit with various items, a lamp, and large windows overlooking a city building.

Customer Spotlight:

## Design Within Reach

Design Within Reach is focused on making authentic modern design accessible to every consumer. When they looked for a solution that could put their entire catalogue of design and sales infrastructure on mobile devices for their sales team, Salesforce was the perfect solution to deliver the power and flexibility needed to deliver the exceptional service Design Within Reach is known for.

[Watch the film >](#)

“Now that we’ve given our sales team the Salesforce1 Mobile App, they have power at their fingertips.”

—John Edelman, CEO, Design Within Reach



## Chapter 3

# Advance Accessibility

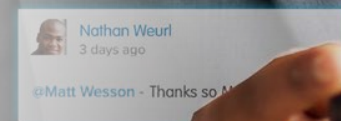
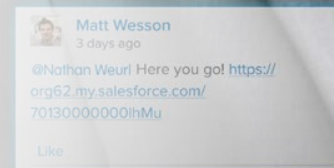
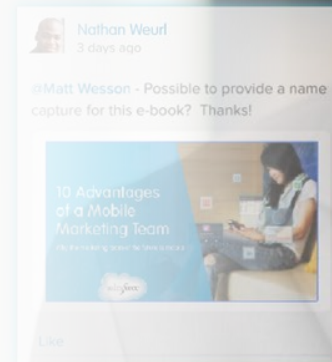
The best teams are headed by leaders, not bosses. What's the difference, you might ask? A boss is the corner-office-loving type of manager. He or she prefers to stay uninvolved, delegate wherever possible, and issue updates and information from on high.

A leader is quite the opposite. A leader is out in front, right on the front lines with his or her team. They lead by example and are willing to go the extra mile to help their team members wherever possible. The differentiating factor between the two is accessibility. To be a great leader, you need to be accessible to your team.

Fortunately, CRM solutions like Salesforce were built for the modern sales team and place a high priority on delivering accessibility to sales managers.

### Collaborate Effortlessly

Modern sales teams are more collaborative, with a team atmosphere that allows them to leverage their collective knowledge to outperform salespeople who are less connected. A CRM solution is the perfect platform to allow your team to collaborate.



Salespeople can use a CRM system to ask questions, give advice, request resources, and give updates. These interactions bring your team members closer together and make them more efficient.

Salesforce was designed with social collaboration at its core, breaking down silos with the enterprise social networking capabilities of Chatter. Salespeople can crowdsource advice from their peers in seconds or get answers to even the most technical product questions from the product team, even if they are halfway around the world. Two heads are better than one – imagine what the collective intelligence of your entire organisation could accomplish.

## Always Be On

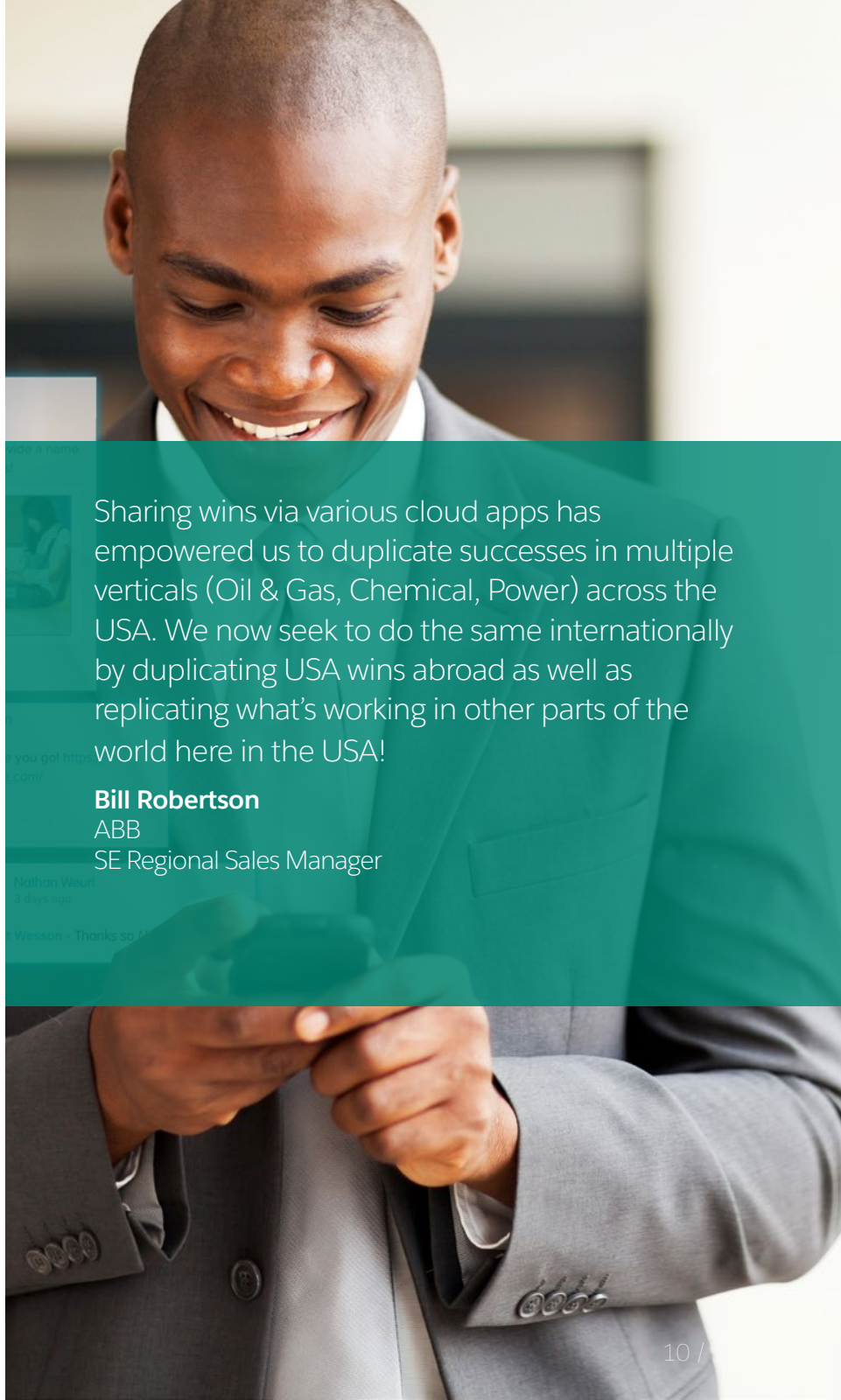
Sales leaders need to be able to move at the speed of business. This means always being in the loop and responding to every request, question, or approval in minutes, not hours (or, heaven forbid, days). This can be a difficult task for sales managers who are only truly connected when they are in the office.

The best CRM solutions go beyond basic functionality and deliver cutting-edge features that make the companies that use them more efficient, more effective, and more successful. Chief among these cutting-edge features is mobile functionality.

A mobile CRM allows your company to sell, market, and service the way you want. Teams are no longer confined to cubicles for eight-hour workdays; instead, they are always on and always connected. A mobile CRM allows your team to sell smarter, sell faster, and be unstoppable.

**See even more resources for improving your sales:** Visit the [Salesforce Resource Centre](#).

[VISIT NOW](#)



Sharing wins via various cloud apps has empowered us to duplicate successes in multiple verticals (Oil & Gas, Chemical, Power) across the USA. We now seek to do the same internationally by duplicating USA wins abroad as well as replicating what's working in other parts of the world here in the USA!

**Bill Robertson**  
ABB  
SE Regional Sales Manager

# Conclusion

With more competition in the marketplace than ever before, sales teams cannot afford to be average or maintain the status quo. The best companies rely on sales leaders – true game changers – to take their sales teams to the next level.

Arming your sales managers with Salesforce can mean the difference between an average sales performance and an industry-leading one. CRM can make your existing sales managers more transparent, more accessible, and more effective than ever before. In short, a CRM system like Salesforce can turn your sales managers into sales leaders.





# A sales tool as powerful as you.

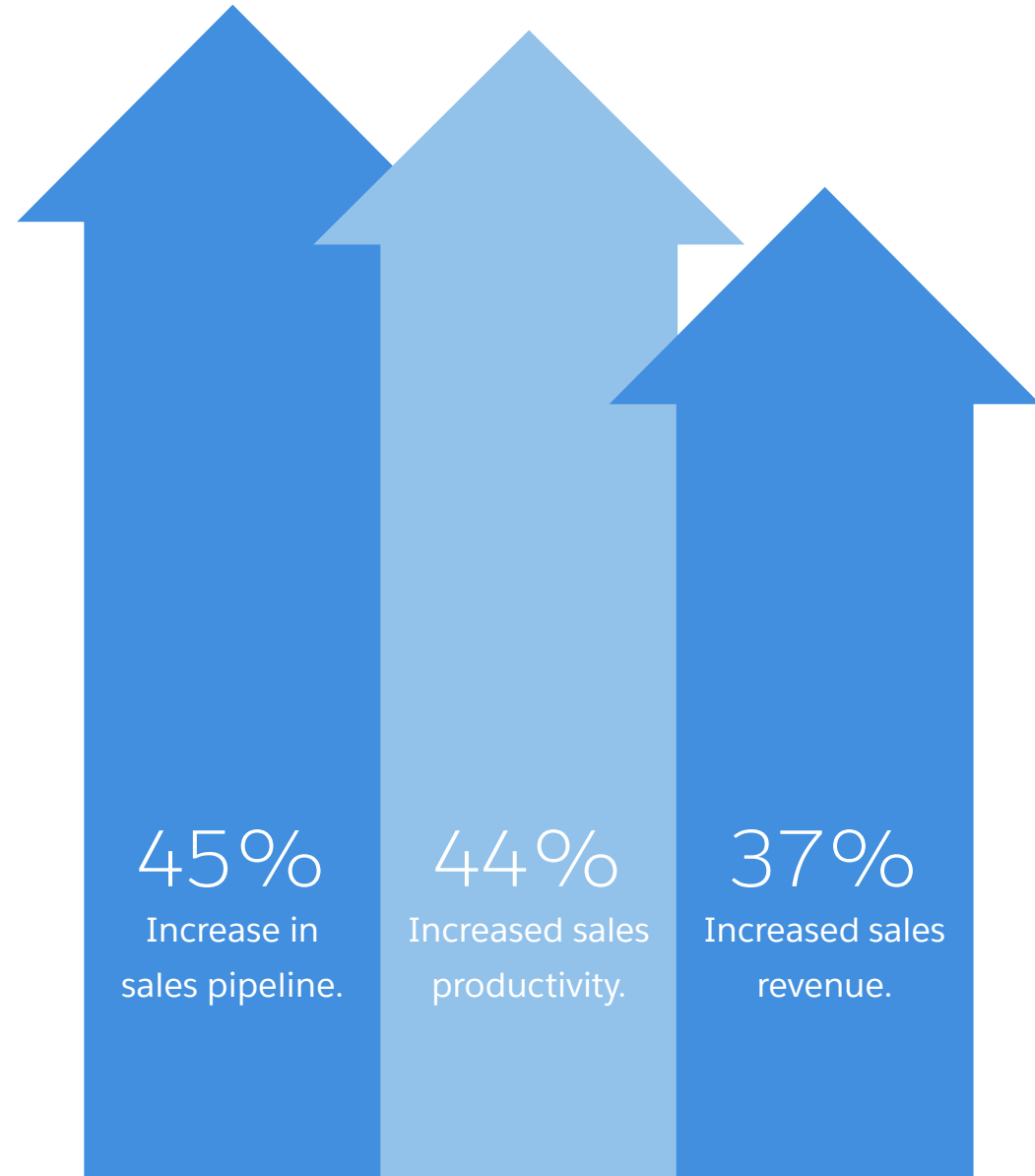
Even the best sales people need the right tools to close the deal. Salesforce is the industry leader in customer relationship management and was designed with top sales performers in mind. From the world's most loved CRM features, to cutting edge new functionality that is redefining the industry, Salesforce is focused on one thing: making you successful.

Close more deals, get more leads, gain more insight, and accelerate productivity, with Salesforce Sales Cloud.

LEARN MORE



Source: Salesforce Customer Relationship Survey conducted May 2015, by an independent third-party, Confrimit Inc., on 4,600+ customers randomly selected. Response sizes per question vary. Note: Performance metrics are intended as a guideline based upon historical results from a sample set of customers. Results are dependent upon many different factors that are customer-specific. Therefore, actual results will vary.



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