

THREE KEYS TO SETTING THE RIGHT BENCHMARKS FOR YOUR SALES TEAM



Part III of Ambition's
Moving The Middle Series

FROM THE FOUNDER:

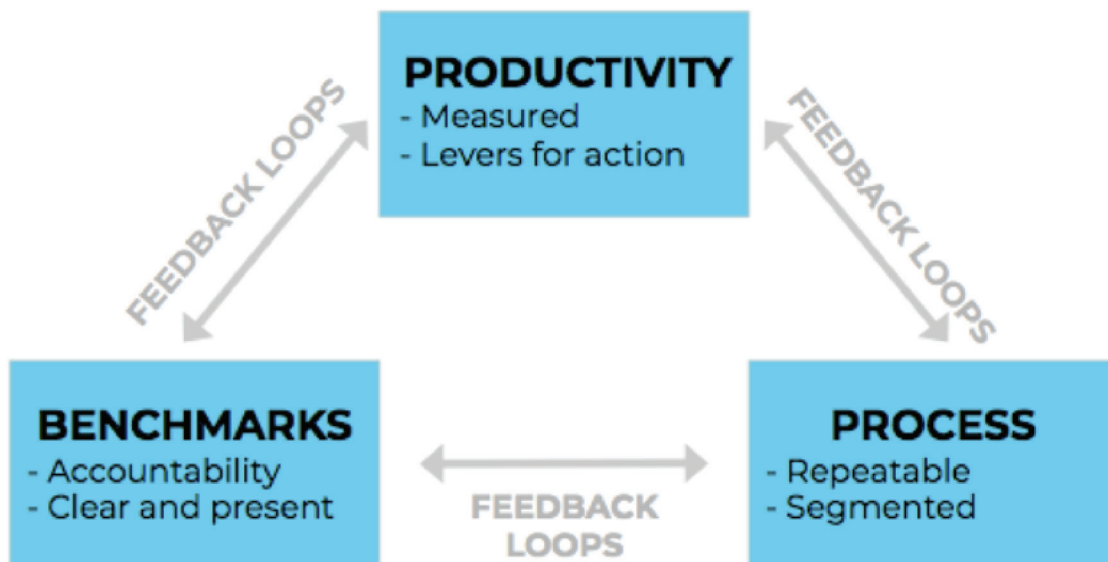
Benchmarks are hard. They require historical data, market knowledge, and defined sales processes. They require attention to detail and clear communication with teams, and they require management to ensure team members are being held accountable. To be honest, most sales managers tell us their benchmarks, at best, are just guesses.



But they are critical to helping not only you see how your team's performance is progressing, but also to providing visibility for your team to see how their efforts are paying off. We say it all the time -- visibility is foundational for driving motivation on your team, so when you're thinking about coaching up your middle 70% to have the highest impact on revenue, it's one thing you can't ignore.

Benchmarks are a hassle. We get it.

In Part I of this series, we looked at why the middle 70% of your sales force is your biggest growth lever, and we introduced this framework:

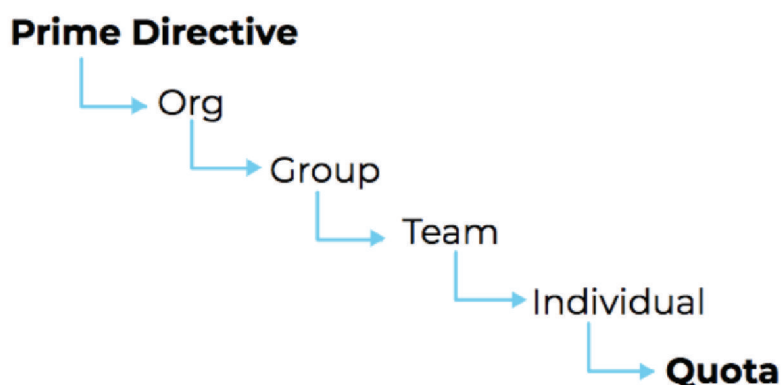


In Part II, we took a closer look at key strategies and tactics for increasing productivity. Today in Part III, we'll walk through three ways to put benchmarks to use for you when coaching up your team (and in our final installment, we'll talk all about combining these into repeatable, sustainable processes).

1. PROVIDE CRYSTAL CLARITY

This seems like a no-brainer, but you'd be surprised how many sales team leaders aren't taking a step back to ensure their team and org benchmarks are 100% clear to team members. And many times, it's because it's not clear to sales managers themselves.

Start with your organization's prime directive -- what is the big number at the top of the food chain? Now how does that break down between business units? Between geographic locations? Then break that down to teams -- what is each team responsible for driving for the business? Finally, you get to the individual contributors in the form of quota.

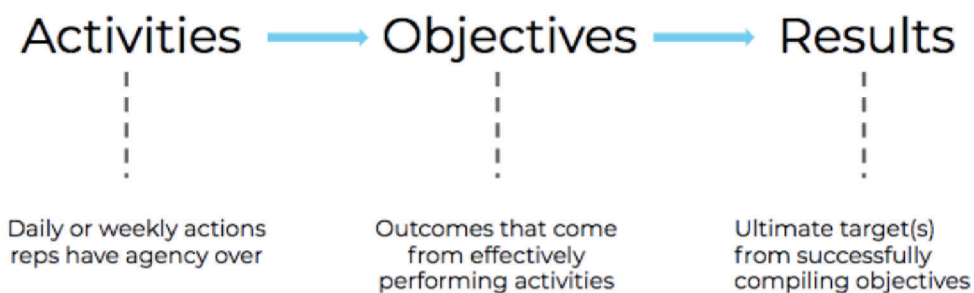


At every step through this chain, it must be a top priority of the business to keep these numbers in front of employees, delivering the visibility needed to keep teams motivated.

If you don't have access to this series of numbers, use this as an opportunity to push your leadership for clarity. Everyone will benefit.

2 AOR

Or, Activities -> Objectives -> Results. Looking at our benchmarks through this lens helps our teams understand what benchmarks we need to track to make our prime directive (see #1!) happen. How can we reach 100% quota?



One of the most important aspects of the A.O.R. approach is that it won't be the same across your sales organization. Have a different set of activities, objectives, and results for each role in your org: xDRs, AEs or ISRs, field reps, account managers, and even customer success managers.

What is each role's part to play in reaching 100% target goal attainment for the org? Start with results, then determine which objectives need to be benchmarked and tracked to achieve those results, and which frequent, consistent actions drive those outcomes.

Make A.O.R.s clear to your team members across all roles, giving them visibility into what they need to achieve to perform, and how their roles fit in with the rest of the organization.

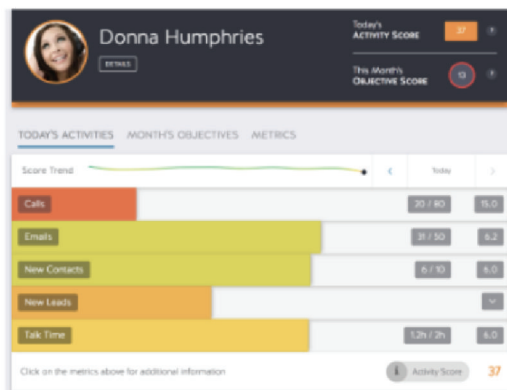
3. THINK BACKWARDS

Too often, we hear people saying "Reps should make 100 calls per day!" without any data to back that claim up. 100 is a number someone picked and most likely has nothing to do with actually reaching quota.

3. THINK BACKWARDS CONT.

We just alluded to this, but thinking backwards is your fastest way to understanding appropriate benchmark numbers that will lead your team members to reaching their goals. Start with what needs to be delivered to the business, then based on conversion rates at each step back in the funnel, set benchmarks at each stage, from results through objectives all the way to actions, to determine what reps can do on a daily basis to truly impact that big number.

Think *backwards*



Your rep needs \$500k in Closed Won

- **50** CW-Opps
25% win rate
- **200** Qualified Opps
10% conversion rate
- **2,000** Meetings Set
5 calls to qualify
- **40** Calls / Day

WRAPPING UP

For more great reading on setting the benchmarks that are going to get your team to their target number, take a look at these two books:

CRACKING THE SALES MANAGEMENT CODE - by Jason Jordan & Michelle Vazzana

PREDICTABLE REVENUE - by Aaron Ross & Marylou Tyler

We'll wrap up this series in our next installment, all about creating repeatable, scalable processes that enable you to coach up the middle players on your sales team with ease.



AMBITION

ABOUT AMBITION

Ambition is a sales management platform that syncs every sales organization department, data source, and performance metric on one easy system.

Ambition clarifies and publicizes real-time performance analytics for your entire sales organization. Using a drag-and-drop interface, non-technical sales leaders can build custom scorecards, contests, reports, and TVs.

We are endorsed by Harvard Business Review, AA-ISP (the Global Inside Sales Organization), and USA Today as a proven solution for managing millennial sales teams.