



Don't
Be
Blindsided

Why We're Here

- Data \neq Information
- The Dirty Little Secrets of Data
- The Dirty Little Secrets of Sales Performance Analysis
- Getting visibility into the *right things*
- Win a free copy of my new book

A Starting Thought

How you sell can be more important than
what you sell

- *Scott Santucci, Forrester Research*

How You Sell Depends On...

- How you Manage
 - What you tell the reps to look for and work on
 - The guidance you give during the quarter
 - ❖ To the troops
 - ❖ To manage your boss
- Which depends on ...
 - What you can see
 - The patterns you detect
 - The problems you identify

The Trouble Is...

- We're all **flooded with data**
 - It's *supposed* to be authoritative, but...
 - It's incomplete
 - It's contradictory
 - It's out of date
 - The data is too easily gamed
 - Everybody has reports (each with subtle bugs)
- **Quality information** takes
 - Concerted effort
 - Time
 - Money
 - Cross-department cooperation



"That'll never happen."

- Marketing VP of a publicly traded company

What You CAN Do with SFDC

- Keep the data clean
- Fix the meaning
- Improve the interpretation
- Sell the results

Fix the Data

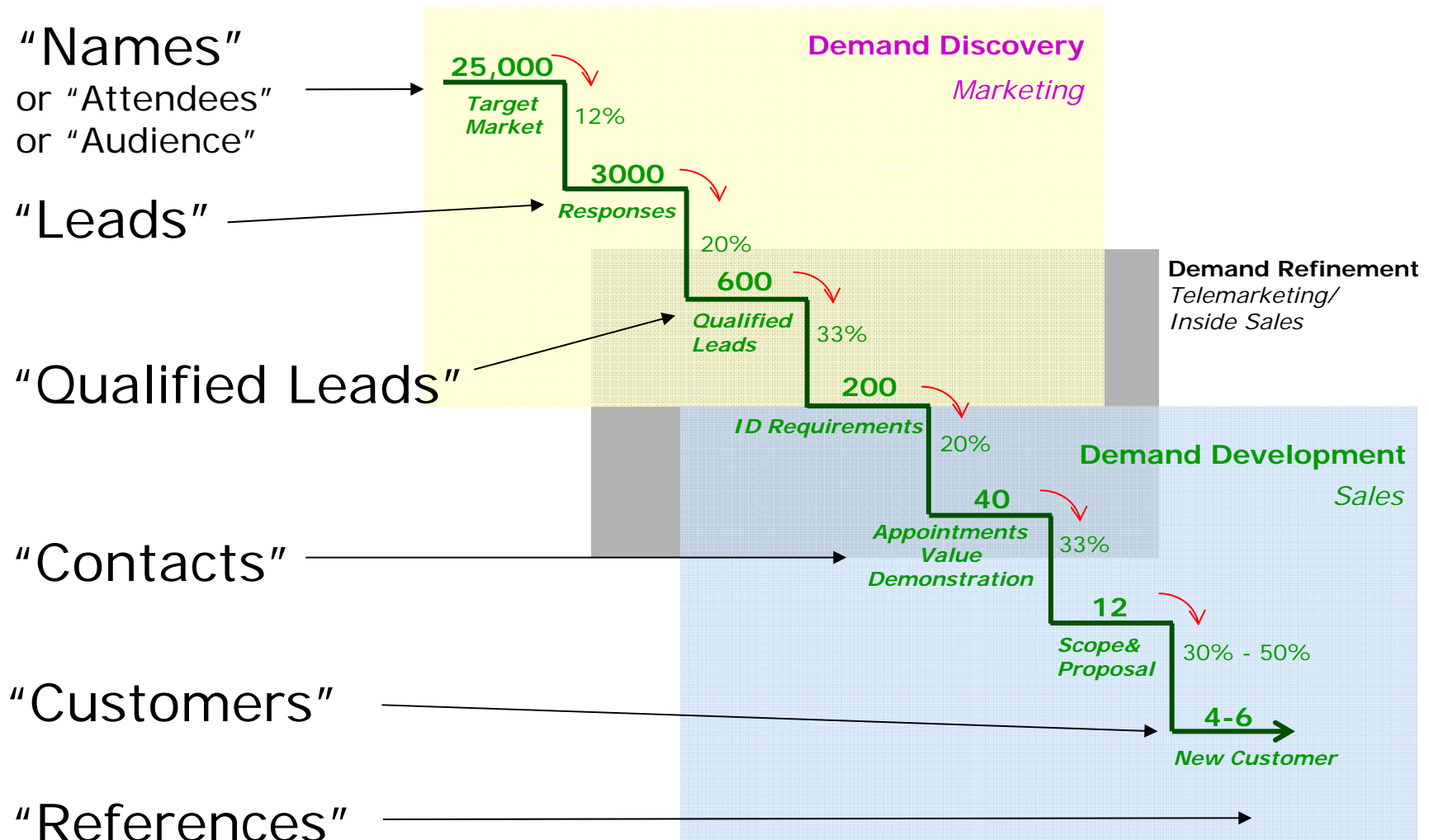
- Do a full-system dedupe
- Hide the nice-to-have fields & records
- Do a full-system cleansing project
 - Normalize incorrectly entered data
 - Identify and reverse corruptions
 - Cross-check values (ZIP code in state?)
 - Enrich with external sources
- Find the top five sources of new data pollution (imports, web, integration...)
- Fix the top two sources

Beware Blurred Semantics

- Lead vs Qualified Lead vs Contact
- When does a sales cycle begin?
- Sales / pipeline stages
 - How many? What are they called?
 - What are the events/actions that trigger a new stage?
 - How do you signify a deal has gone “backwards”?
 - Are “90%” deals 60% likely to close?
- Forecasting
 - Meaning of Commit vs Best Case vs Pipeline

Make sure everyone's on the same update cycle

Fix the Meaning



Source: Research work from Sirius Decisions and DOTnet Consulting

SalesLogistix

Info Overload

Pipeline

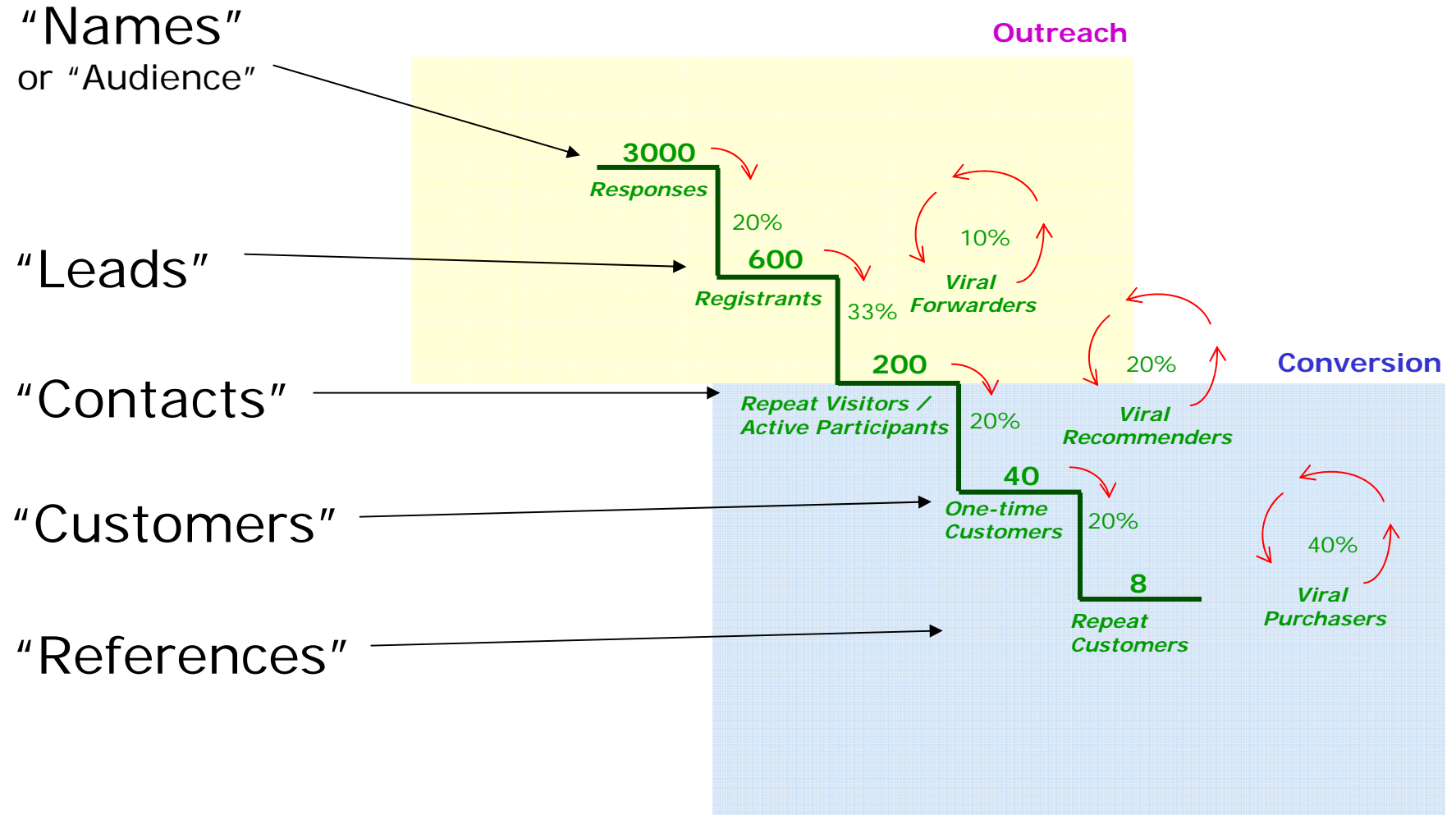
Scorecarding

Activity Mgt

Tools

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The B2C Waterfall has Different Meanings



Source: Research work from DOTnet Consulting

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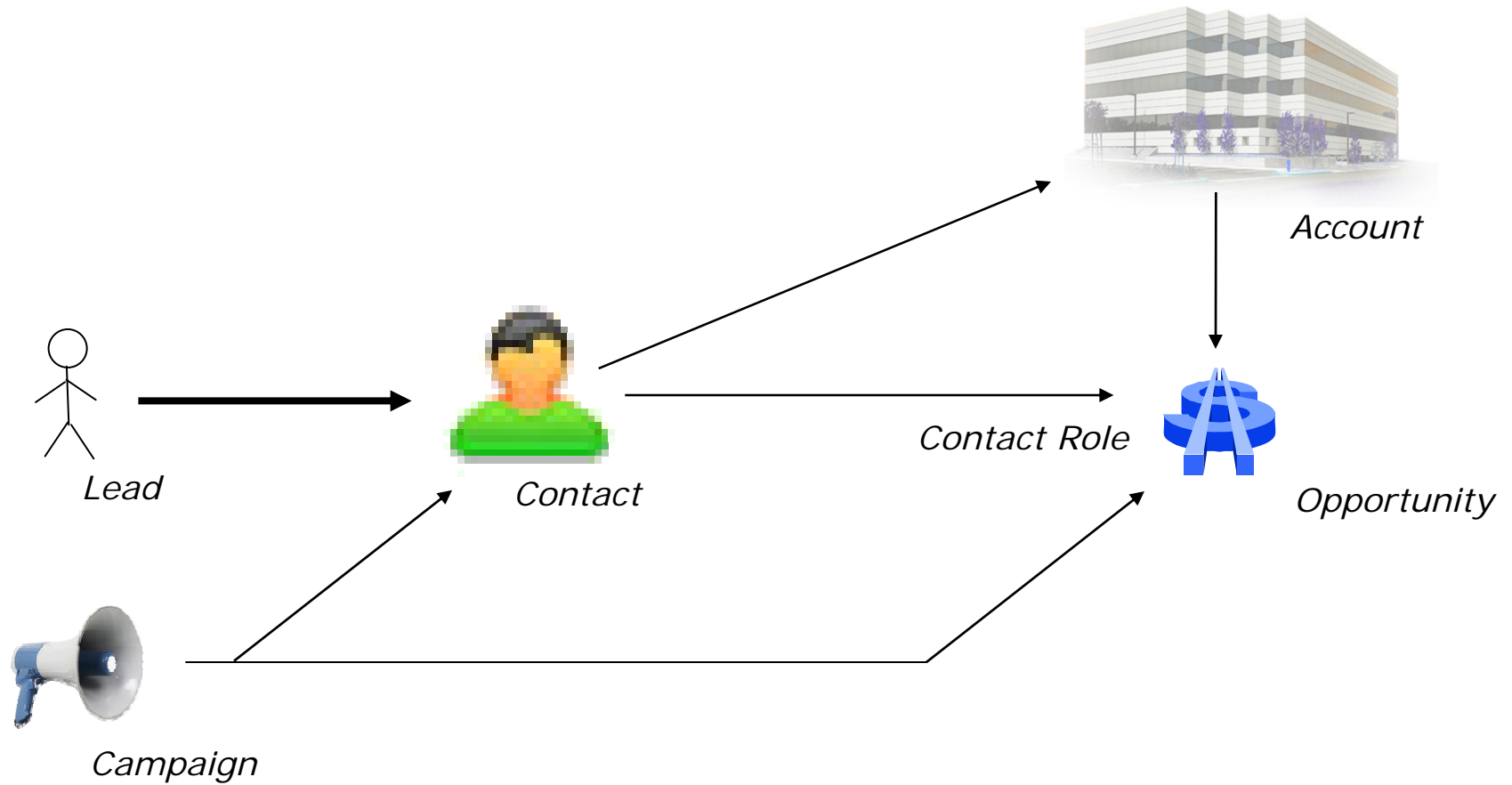
Pipeline Analysis

*World's
Most Common
Misconception!*

*"I want to see the progression
of all my leads, from when they
first come in until the deals close"*

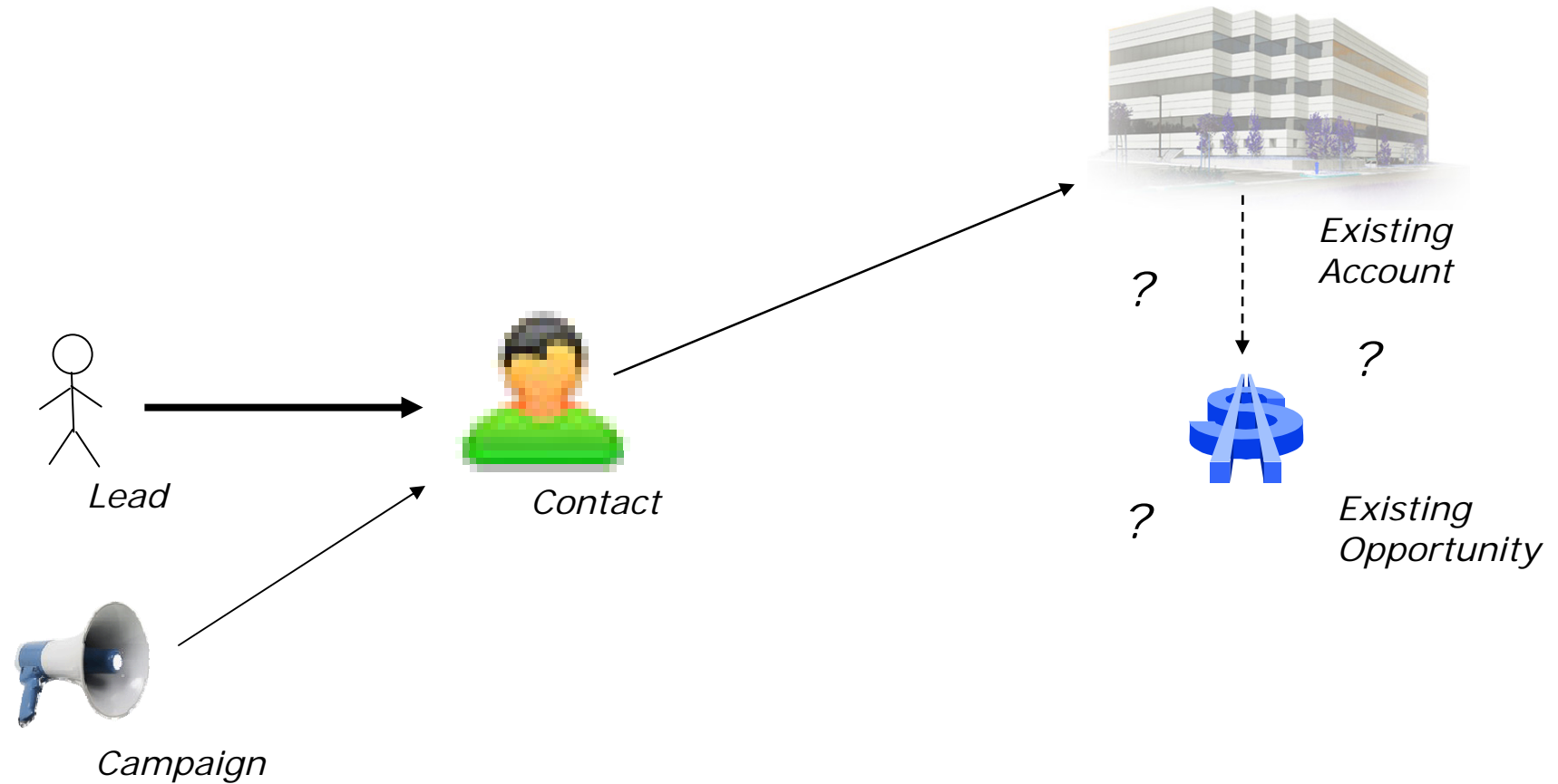
- Leads are people
- Deals are transactions
- People only *participate* in transactions, and it's a many-to-many relationship
- Successful lead life-cycle analysis means **big changes** to the way pre-sales and reps use the system

SFDC's Automatic Conversion Process



Typical Conversion Process

Linking Leads to Deals is a MANUAL Activity



What You CAN Analyze

Life of a Lead



Progression of a Sale



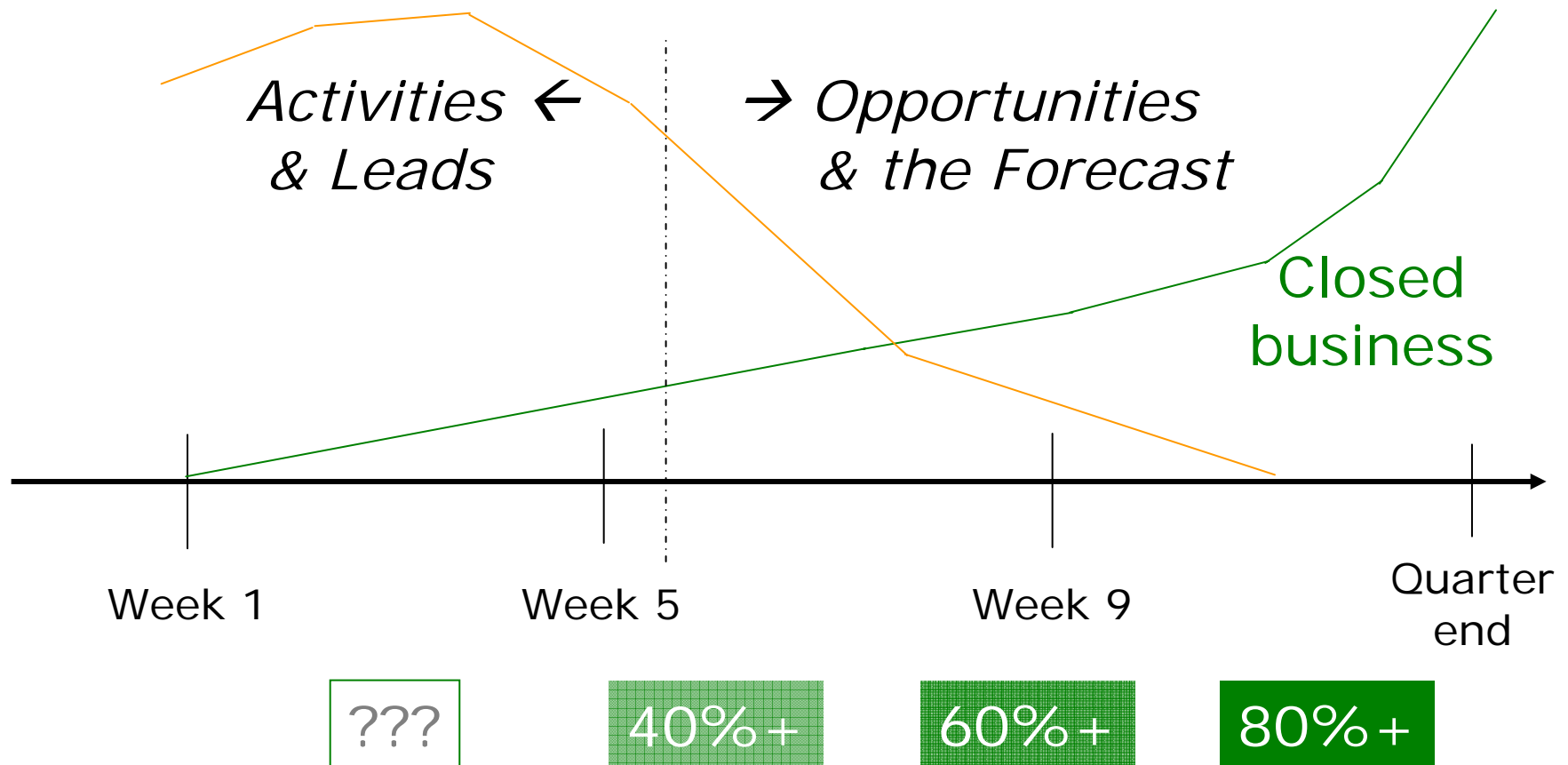
Sales Rep Scorecarding

- Start with performance vs quota
 - Include pipeline coverage...but be realistic!
- Add performance trending
 - By week 10 of the third quarter, you need to be at 65%
 - Big deals need to be at stage 8 by week 10, or they've missed the quarter
 - Watch out for seasonality – make annual comparisons
- Add comparative metrics s-l-o-w-l-y
 - Compare apples to apples
 - Be careful about egos

Scorecarding: Add Forecasting Accuracy

- Use SFDC Adv. Forecasting for a few months
 - Quota by rep, forecast multi-level edit
 - Forecast by deal, separate “probability” vs “likelihood”
- Analyze
 - forecast vs actual vs quota
 - by sales person or region or ...
- Evaluate forecasting accuracy
 - Forecast / Actual vs prior year, prior quarter
 - Use Activity levels as sanity check only
 - Beware seasonality!

The Funnel and Pipeline Visibility

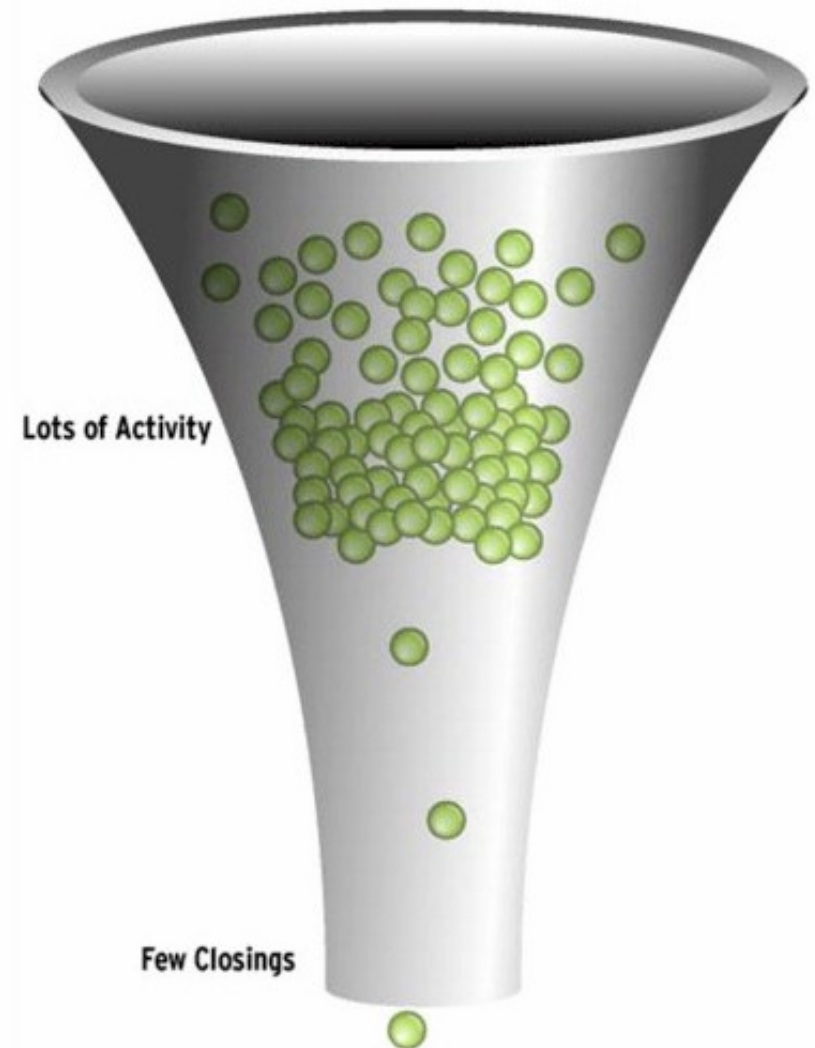


Activity Management

- Understand the effort and activity required to close a new customer
 - Learn from your best players
 - Model it
 - Manage to it
- Provide incentives for the right behavior
 - MBOs
 - SPIFs
 - *Don't* bake Activities into the comp plan
- Improve productivity *and* visibility
 - Activity indicators validate (or not) the forecast

The Problem with *Activity Management*

- Doing it right takes a *lot* of careful analysis
 - Develop and validate at least 6 different Activity Models
- Even if you do it right...
 - Your best performers play by different rules than “the pack”
 - Activity Management is *less valid* for Sales than it is for Telesales



Tools of the Trade

- SFDC's Internal Reporting System
 - Easy, free, not-so-pretty, limited, SFDC data only
- Excel
 - Easy, free, pretty, less limited
- Excel + Access + Macros
 - Not so easy, not so free, prettier, not so limited
 - But *somebody* is going to be writing *code*
- On-premises DW & BI tools
 - Very powerful and pretty
 - Expensive, require heavy training, may require coding
- SaaS Reporting and Analytics
 - Way faster and less expensive to set up
 - Easier UI means less training

Parting Thoughts

1. Dirty data makes you blind
 - Identify the “25%” that really is meaningful, invest in it
2. Blurred semantics make the data meaningless
 - It takes only a day to get everyone on the same page
 - Mandate behavior changes
3. Be careful what you ask for
 - It's easy to ask for analytics and reports that get you nowhere
 - Watch out for gaming, grandstanding
 - Find measurements that make a difference to the business
4. Use the right tools
 - There's nothing more expensive than free
 - Every analytical tool takes training, focused attention

Thank You!

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Info Overview

Pipeline

Scorecarding

Activity Mgt

Tools

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