HOW TO USE CRM TO
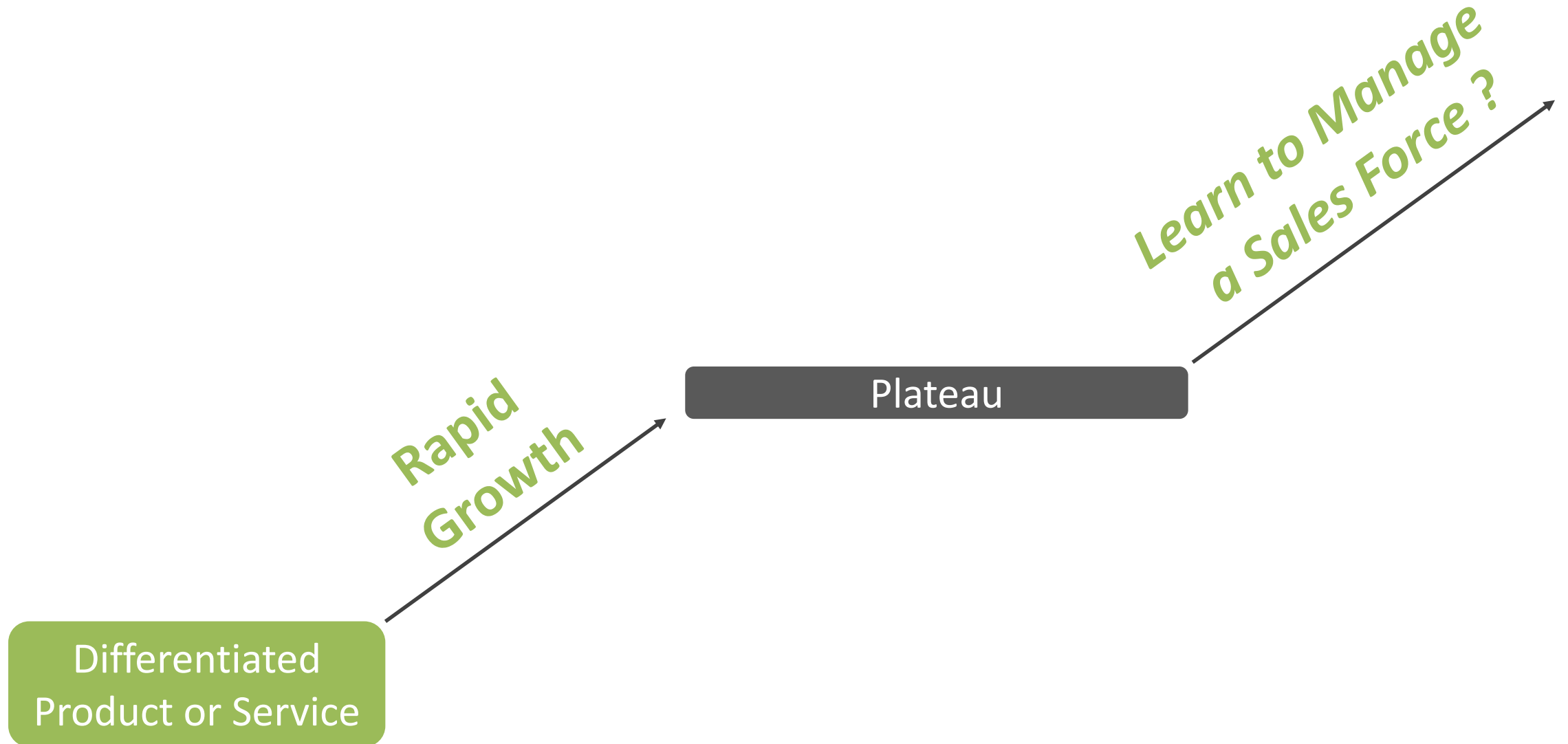# *GROW REVENUE FASTER*

Jason Jordan
Partner, Vantage Point

My Experience Consulting to Small Businesses

Learn to Manage a Sales Force ?

Plateau

Rapid Growth

Differentiated Product or Service

VANTAGEPOINT

Steps 1 and 2

Hire Salespeople → **Buy CRM**

The Golden Age of Reporting

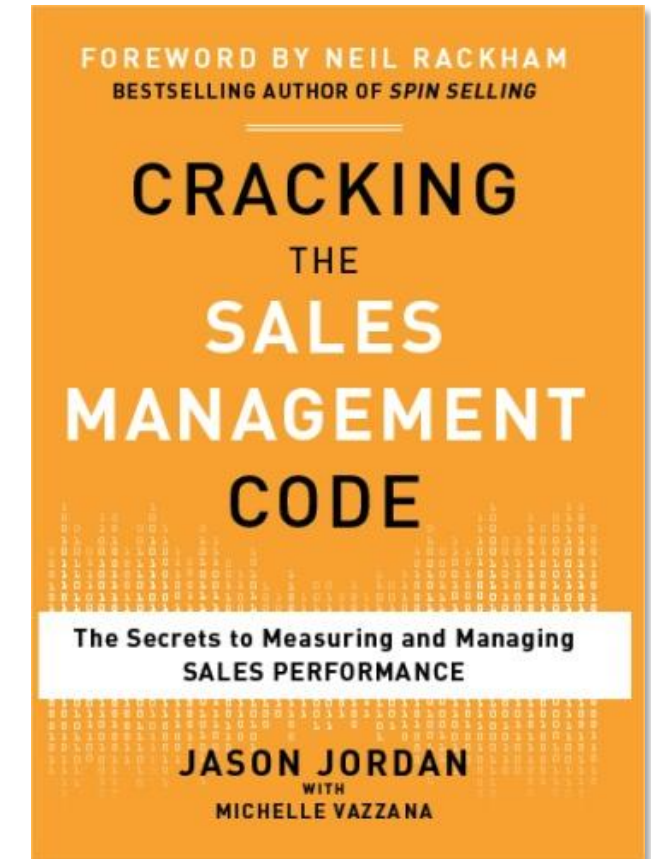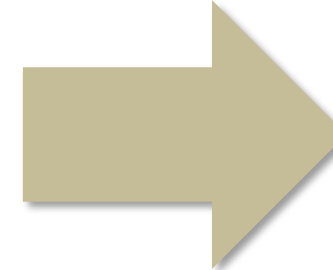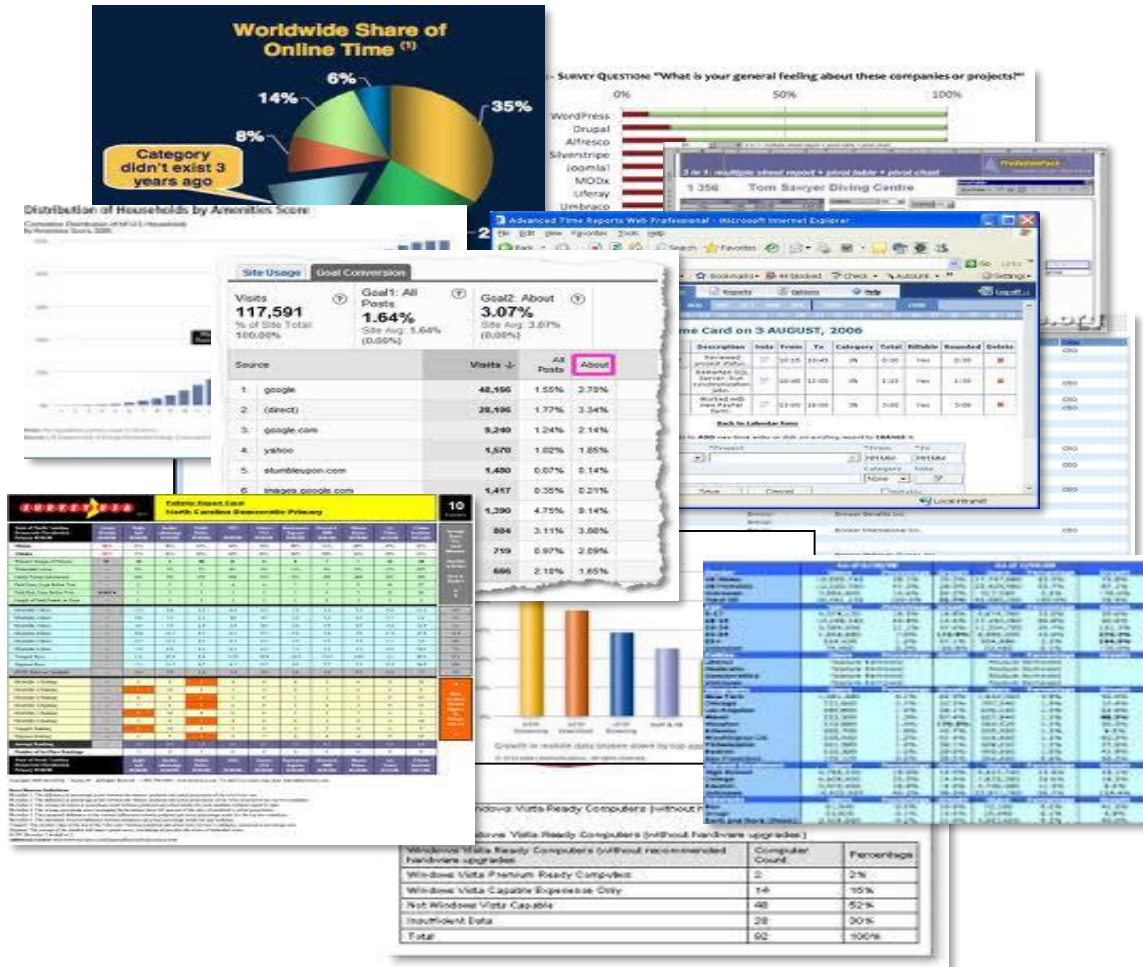# The Key Question...

How should management use all that data?

VANTAGEP◆INT

Answer: To *Improve* the Data

Can We Manage Data?

VANTAGEP◆INT

A Little Investigation

Starting from Scratch...306 Pieces of Chaos

Revenue   Market Share   Quota Achievement

Volume   Pipeline Size   Customer Satisfaction

Call Outcomes   Segment of Customer   New/Existing Customers

Ramp-Up Time   Share-of-Wallet   Skill Level   Deal Size

Territory Coverage   Customer Retention   New/Existing Product

Tool Usage   Call Volume   Up/Cross-Selling

Coaching   Prospect Type   IT Investment   Process Usage

Time Allocation   Call Type   Number of Accounts

VANTAGEP◆INT

Our Guiding Question...

Revenue   Market Share   Quota Achievement

Volume   Pipeline Size   Customer Satisfaction

Call Outcomes   Segment of Customer   New/Existing Customers

Ramp-Up Time   Share-of-Wallet   Skill Level   Deal Size

Territory Coverage   Customer Retention   New/Existing Product

Tool Usage   Call Volume   Up/Cross-Selling

Coaching   Prospect Type   IT Investment   Process Usage

Time Allocation   Call Type   Number of Accounts

Our Guiding Question...

Revenue   Market Share   Quota Achievement

Volume   Pipeline Size   Customer Satisfaction

Can We <u>Manage</u> this Metric?

Territory Coverage   Customer Retention   New/Existing Product

Tool Usage   Call Volume   Up/Cross-Selling

Coaching   Prospect Type   IT Investment   Process Usage

Time Allocation   Call Type   Number of Accounts

Some....No

Revenue   Market Share   Quota Achievement

Volume   Pipeline Size   Customer Satisfaction

Call Outcomes   Segment of Customer   New/Existing Customers

Ramp-Up Time   Share-of-Wallet   Skill Level   Deal Size

Territory Coverage   Customer Retention   New/Existing Product

Tool Usage   Call Volume   Up/Cross-Selling

Coaching   Prospect Type   IT Investment   Process Usage

Time Allocation   Call Type   Number of Accounts

VANTAGEP◆INT

Some....Yes

Revenue   Market Share   Quota Achievement

Volume   Pipeline Size   Customer Satisfaction

Call Outcomes   Segment of Customer   New/Existing Customers

Ramp-Up Time   Share-of-Wallet   Skill Level   Deal Size

Territory Coverage   Customer Retention   New/Existing Product

Tool Usage   Call Volume   Up/Cross-Selling

Coaching   Prospect Type   IT Investment   Process Usage
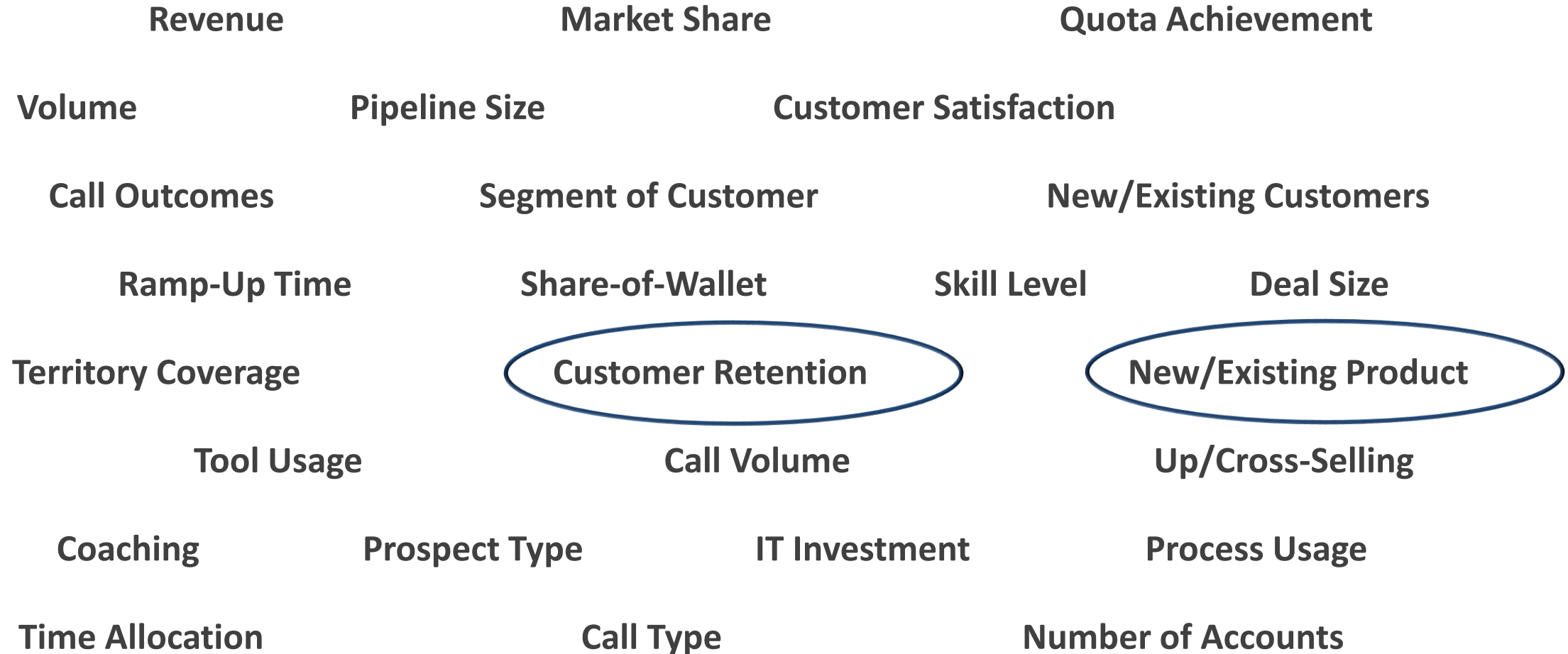
Time Allocation   Call Type   Number of Accounts

Some....Maybe?

Revenue   Market Share   Quota Achievement

Volume   Pipeline Size   Customer Satisfaction

Call Outcomes   Segment of Customer   New/Existing Customers

Ramp-Up Time   Share-of-Wallet   Skill Level   Deal Size

Territory Coverage   Customer Retention   New/Existing Product

Tool Usage   Call Volume   Up/Cross-Selling

Coaching   Prospect Type   IT Investment   Process Usage

Time Allocation   Call Type   Number of Accounts

VANTAGEP◆INT

Our Eventual Metrics Framework

Organizational outcomes that can not be 'managed' whatsoever
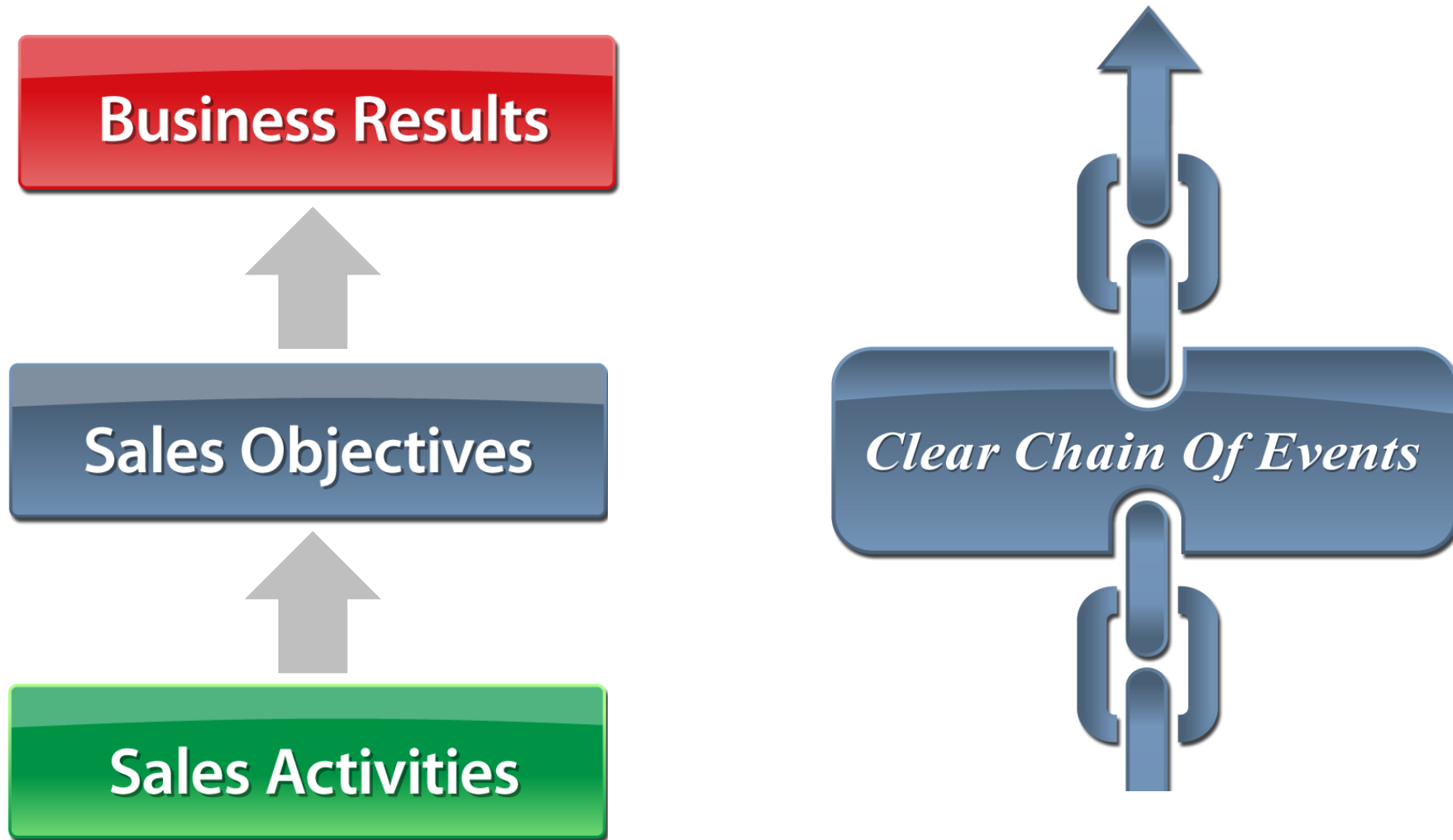
Business Results

Objectives that require 'consent' but can be influenced

Sales Objectives

Salesperson and manager activities that can be proactively managed

Sales Activities

VANTAGEP◆INT

Aha : We Can Only Manage Activities!

Organizational outcomes that can not be 'managed' whatsoever

Business Results

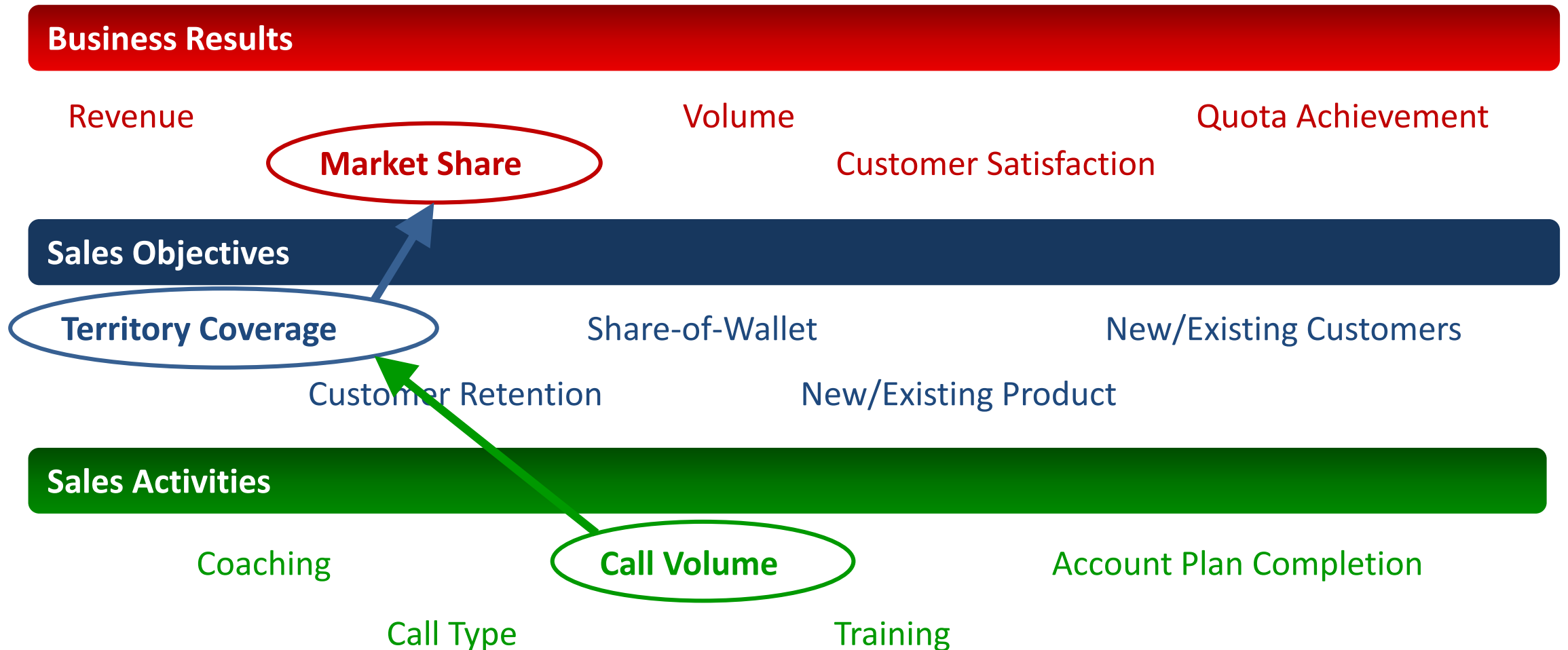Objectives that require 'consent' but can be influenced

Sales Objectives

Salesperson and manager activities that can be proactively managed
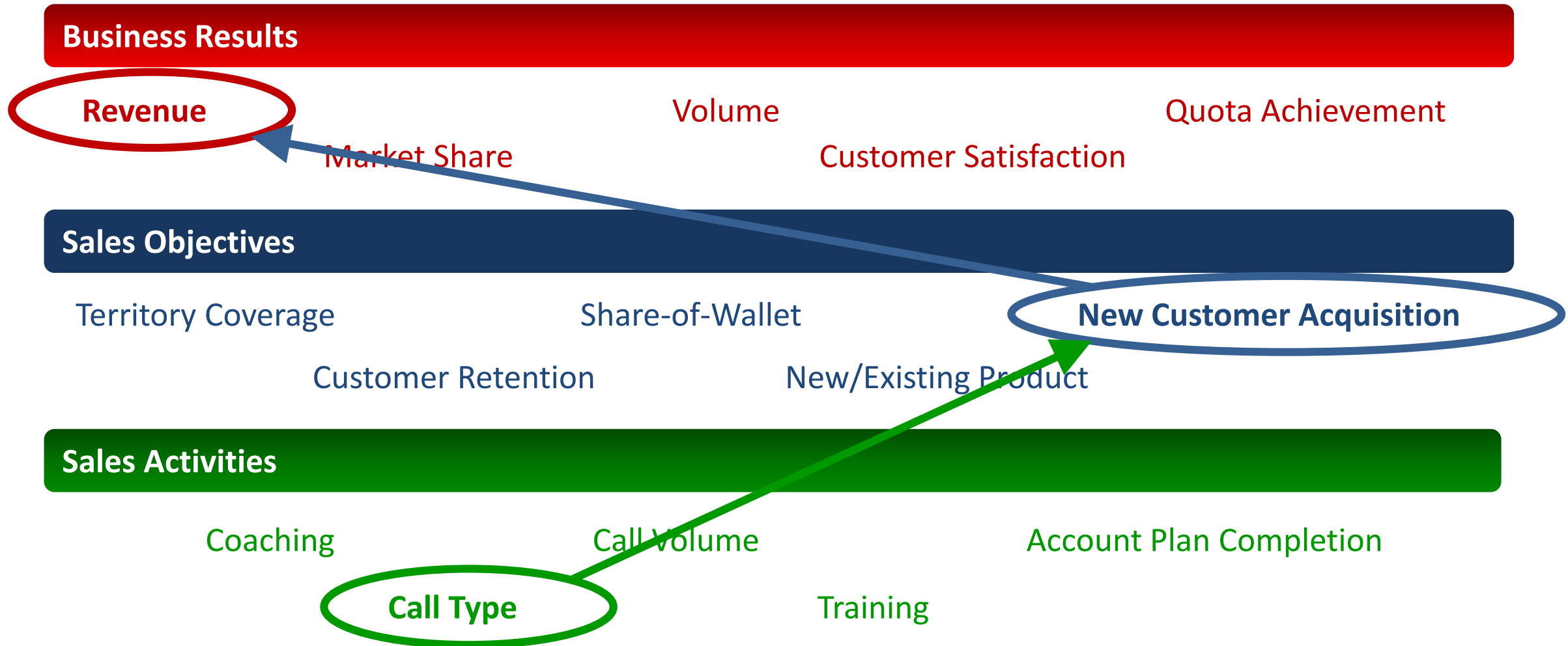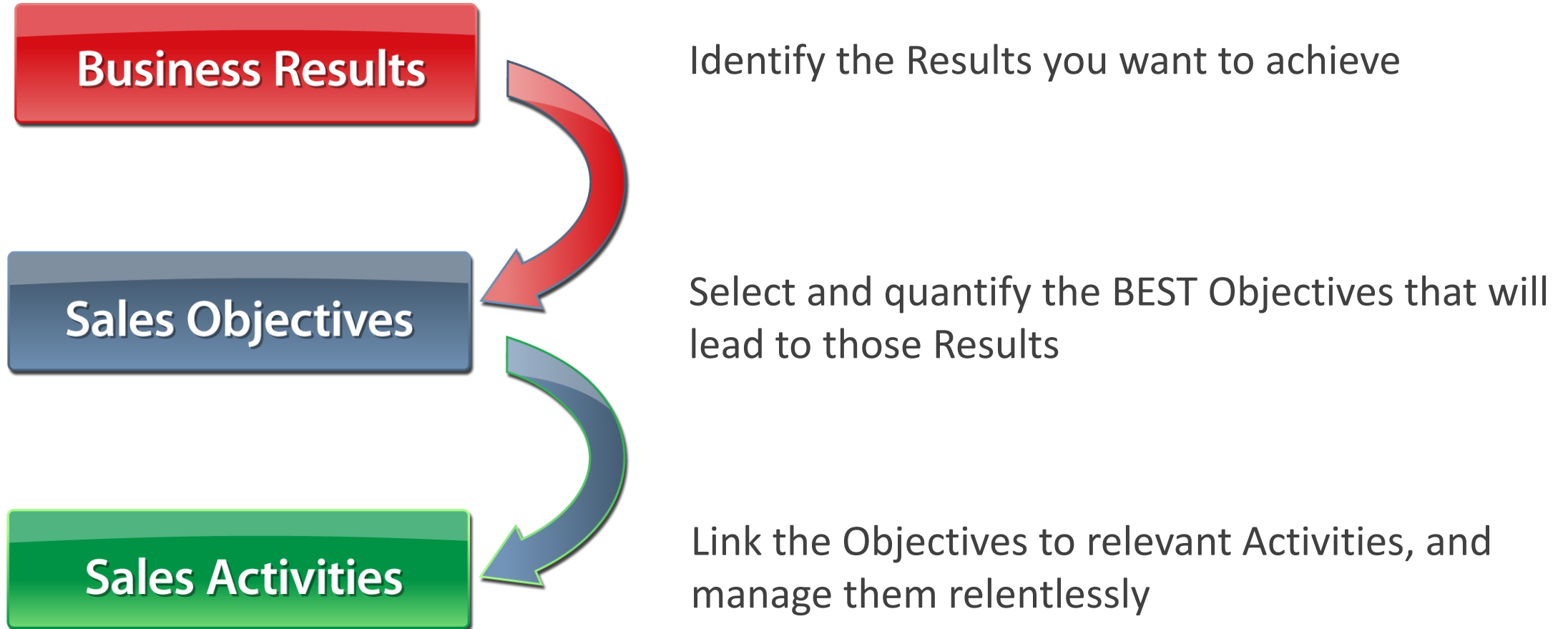
Sales Activities

VANTAGEP◆INT

Another Aha : Cause-and-Effect

Examples of Cause-and-Effect

Business Results

Revenue   Volume   Quota Achievement

Market Share   Customer Satisfaction

Sales Objectives

Territory Coverage   Share-of-Wallet   New/Existing Customers

Customer Retention   New/Existing Product

Sales Activities

Coaching   **Call Volume**   Account Plan Completion

Call Type   Training

© Vantage Point Performance, Inc.

VANTAGEPOINT

Examples of Cause-and-Effect

Business Results

Revenue Volume Quota Achievement

Market Share Customer Satisfaction

Sales Objectives

Territory Coverage Share-of-Wallet **New Customer Acquisition**

Customer Retention New/Existing Product

Sales Activities

Coaching Call Volume Account Plan Completion

Call Type Training

Aha #3 : You Can Reverse-Engineer Success

Business Results

Identify the Results you want to achieve

Sales Objectives

Select and quantify the BEST Objectives that will lead to those Results

Sales Activities

Link the Objectives to relevant Activities, and manage them relentlessly

VANTAGEP◆INT

Reverse-Engineering Success

Business Results

Revenue   Volume   Quota Achievement

Market Share   Customer Satisfaction

Sales Objectives

Territory Coverage   **Share-of-Wallet**   New Customer Acquisition

Customer Retention   New/Existing Product

Sales Activities

Coaching   Call Volume   **Account Plan Completion**

Call Type   Training

VANTAGEP◆INT

Then Focus on Execution of the Activity

Business Results

Revenue   Volume   Quota Achievement

Market Share   Customer Satisfaction

Sales Objectives

Territory Coverage   *Share-of-Wallet*   New Customer Acquisition

Customer Retention   New/Existing Product

Sales Activities

Coaching   Call Volume   **Account Plan Completion**

Call Type   Training

VANTAGEP◆INT
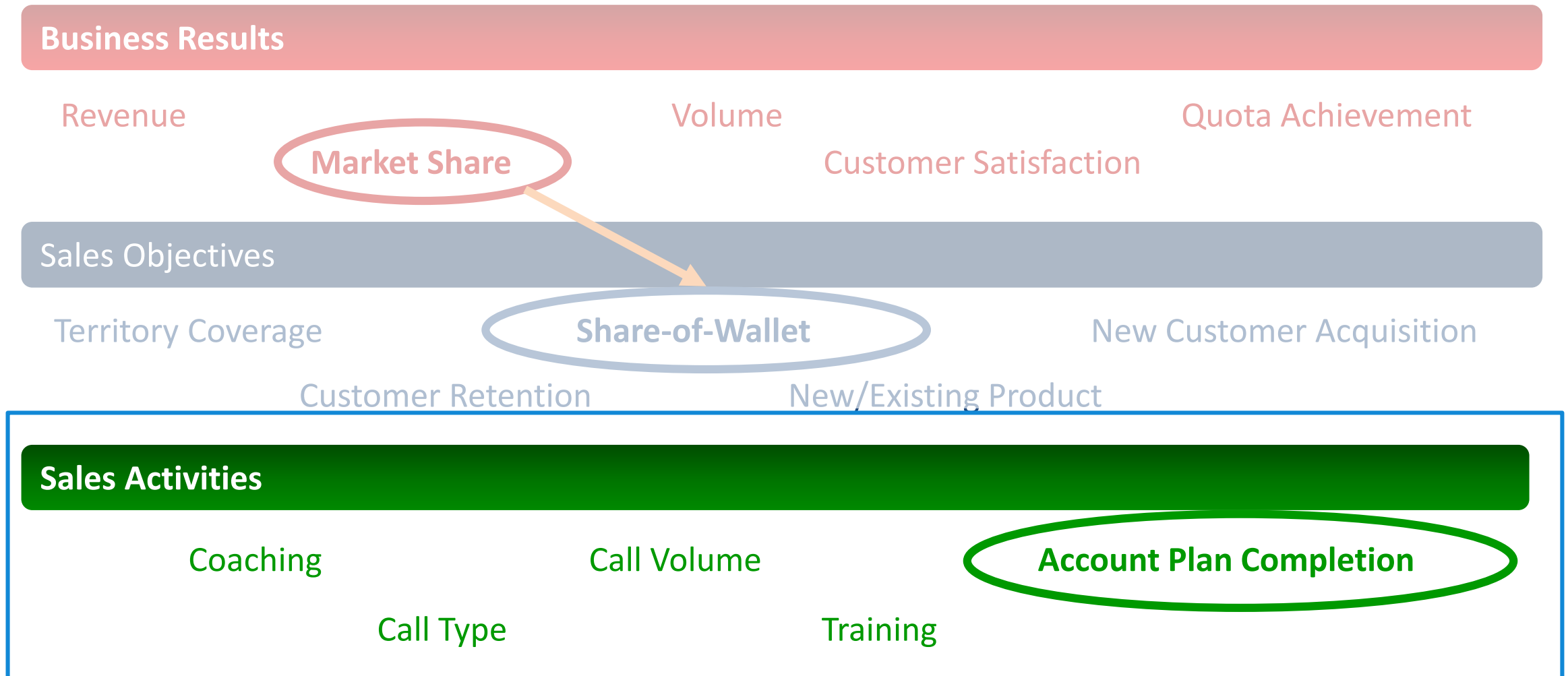
Why Is This Important?

Sales Activities

Coaching   Call Volume   **Account Plan Completion**

Call Type   Training

Isn't that M... M... M... M... *Micromanagement*?!

Sales Activities

Coaching   Call Volume   Account Plan Completion
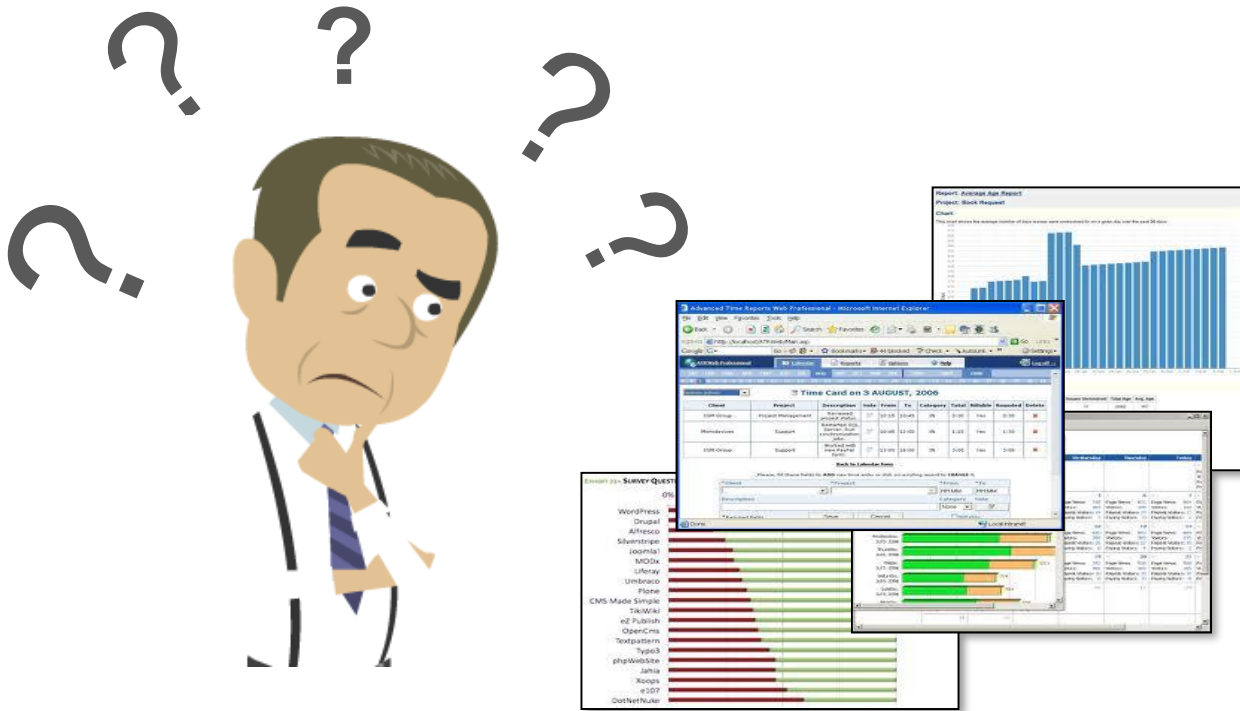
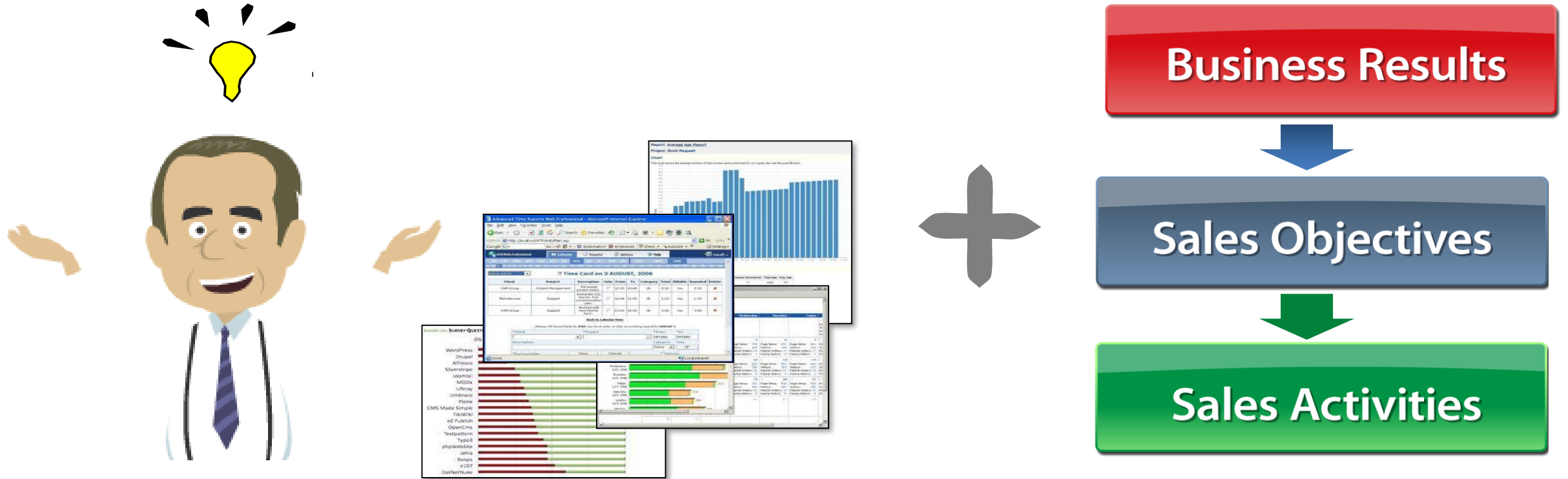Call Type   Training

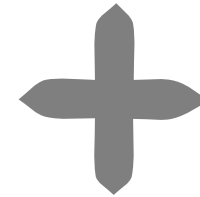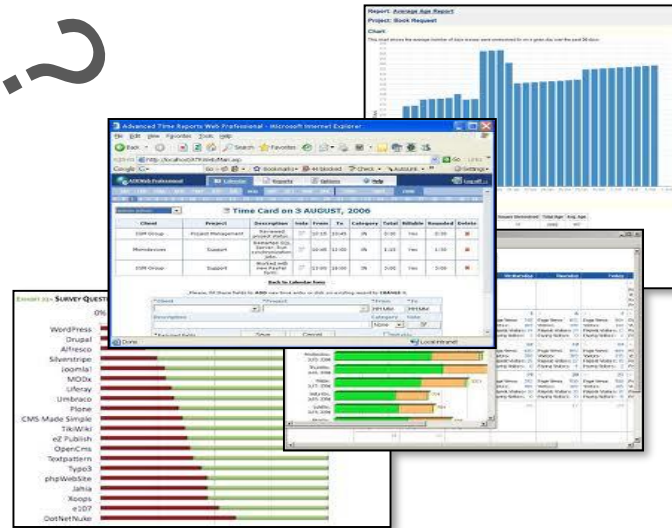# When CRM Really Comes of Age

Punch Lines...

Reverse-Engineer These

Business Results

Sales Objectives

Manage, Measure, and Coach These

Sales Activities

VANTAGEPOINT
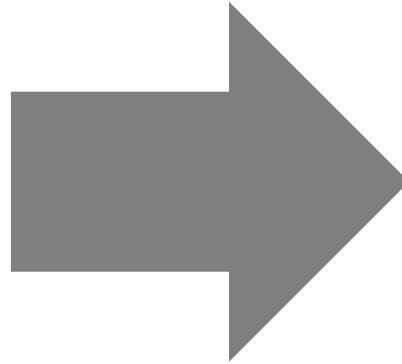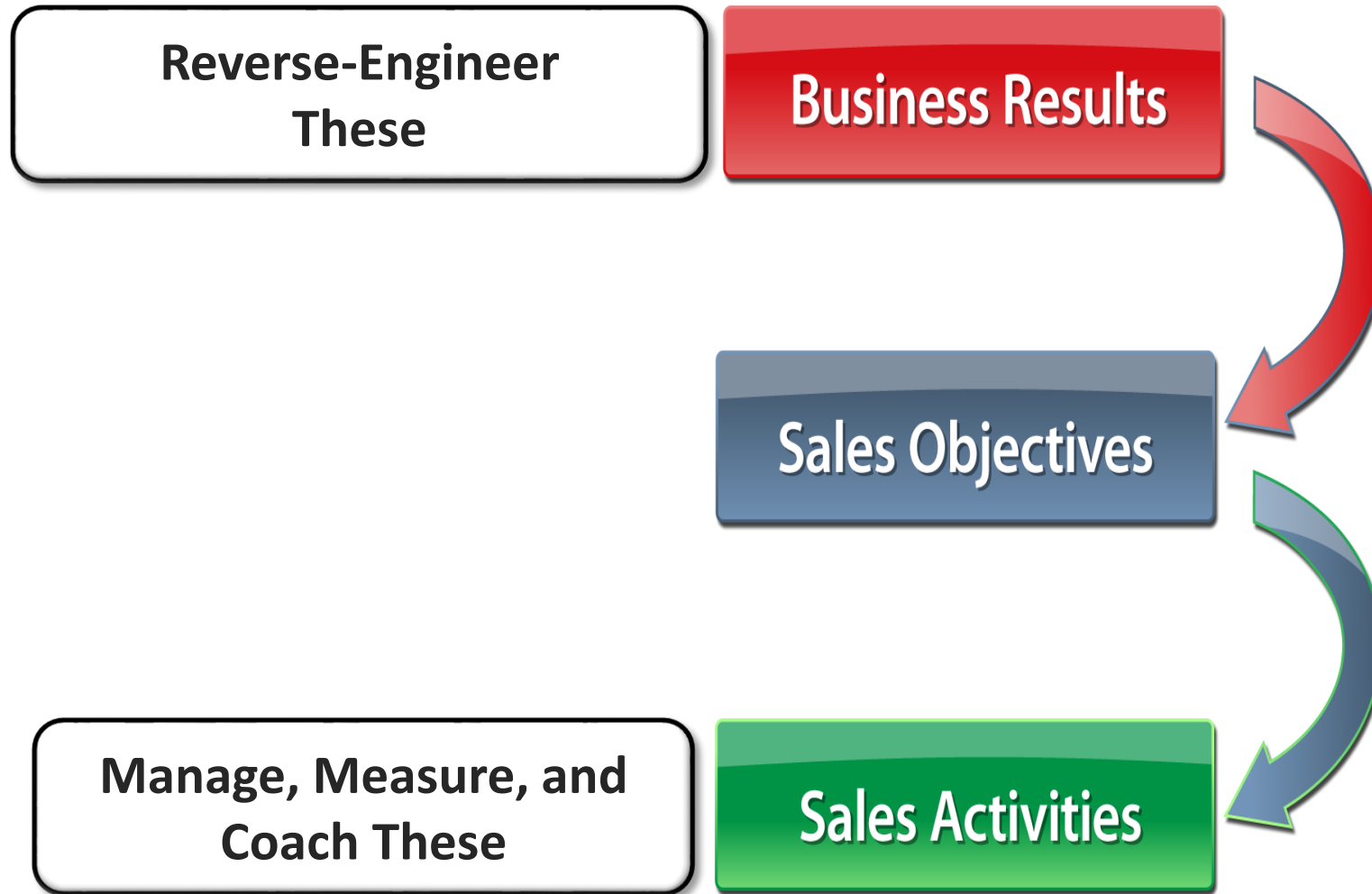
Better Management = Better Decision Making

Suddenly, It Makes Sense

Business Results

↓

Sales Objectives

↓

Sales Activities

So What's the Challenge?

Business Results

↓

Sales Objectives

↓

Sales Activities

VANTAGEPOINT

Reporting?

Nope

VANTAGEPOINT
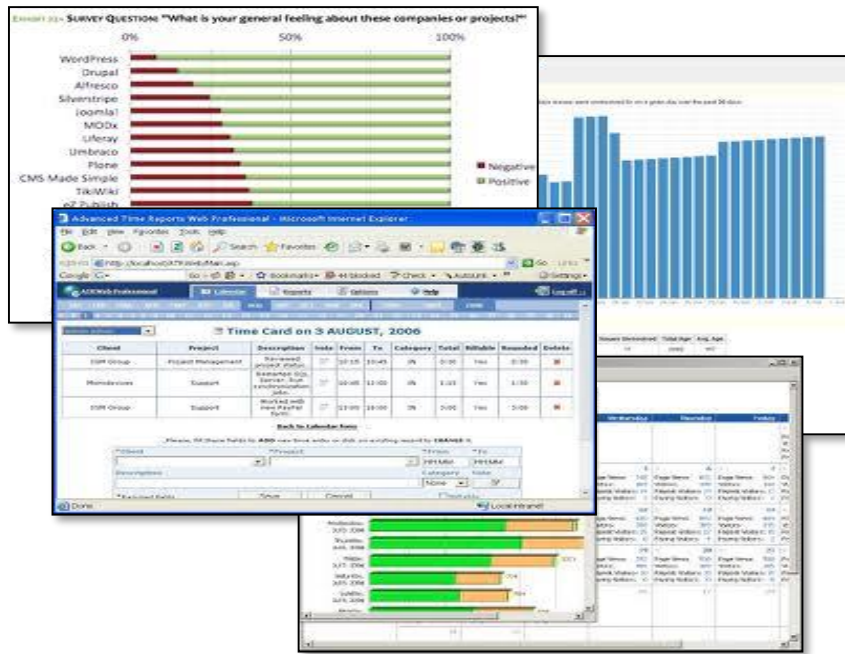
Business Results?

Business Results

?

VANTAGEP◆INT

Nope

Sales Objectives?

A Common Problem with Sales Objectives

Business Results

↓

Sales Activities

!

What to Do?

Business Results

Revenue

?

Sales Activities

Qualify Opportunities   **Call Planning**   **Prospecting Calls**

Account Planning   **Product Training**

VANTAGEP◆INT

Sales Objectives Guide Sales Activities

Business Results

Revenue

Sales Objectives

Territory Coverage   Close Rate   New Customers

Customer Retention   New Products

Sales Activities

Qualify Opportunities   Call Planning   Prospecting Calls

Account Planning   Product Training

© Vantage Point Performance, Inc.

VANTAGEP◆INT
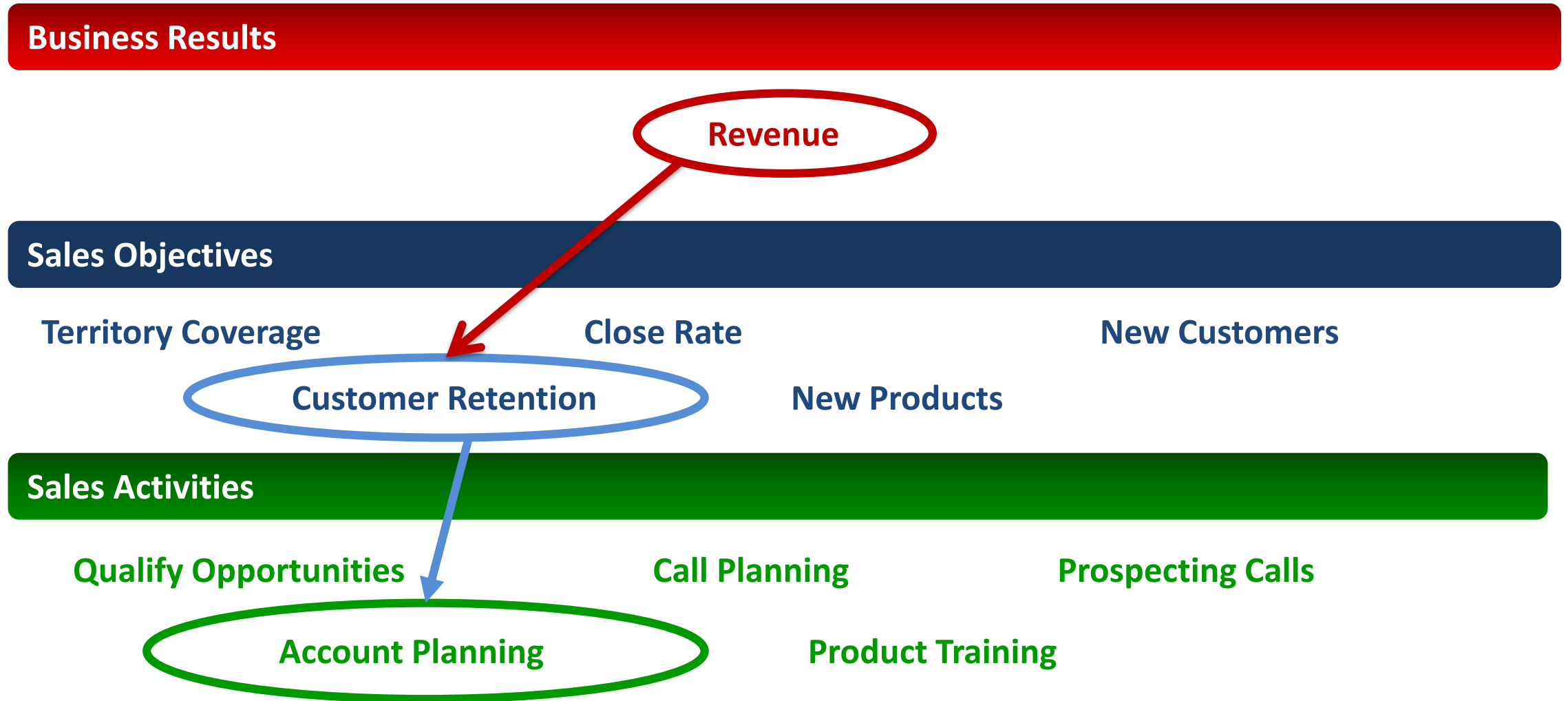
Work-in-Progress

-ish

Sales Activities?

VANTAGEPOINT

Scoundrels!

-ish

CULPRIT!

VANTAGEP◆INT
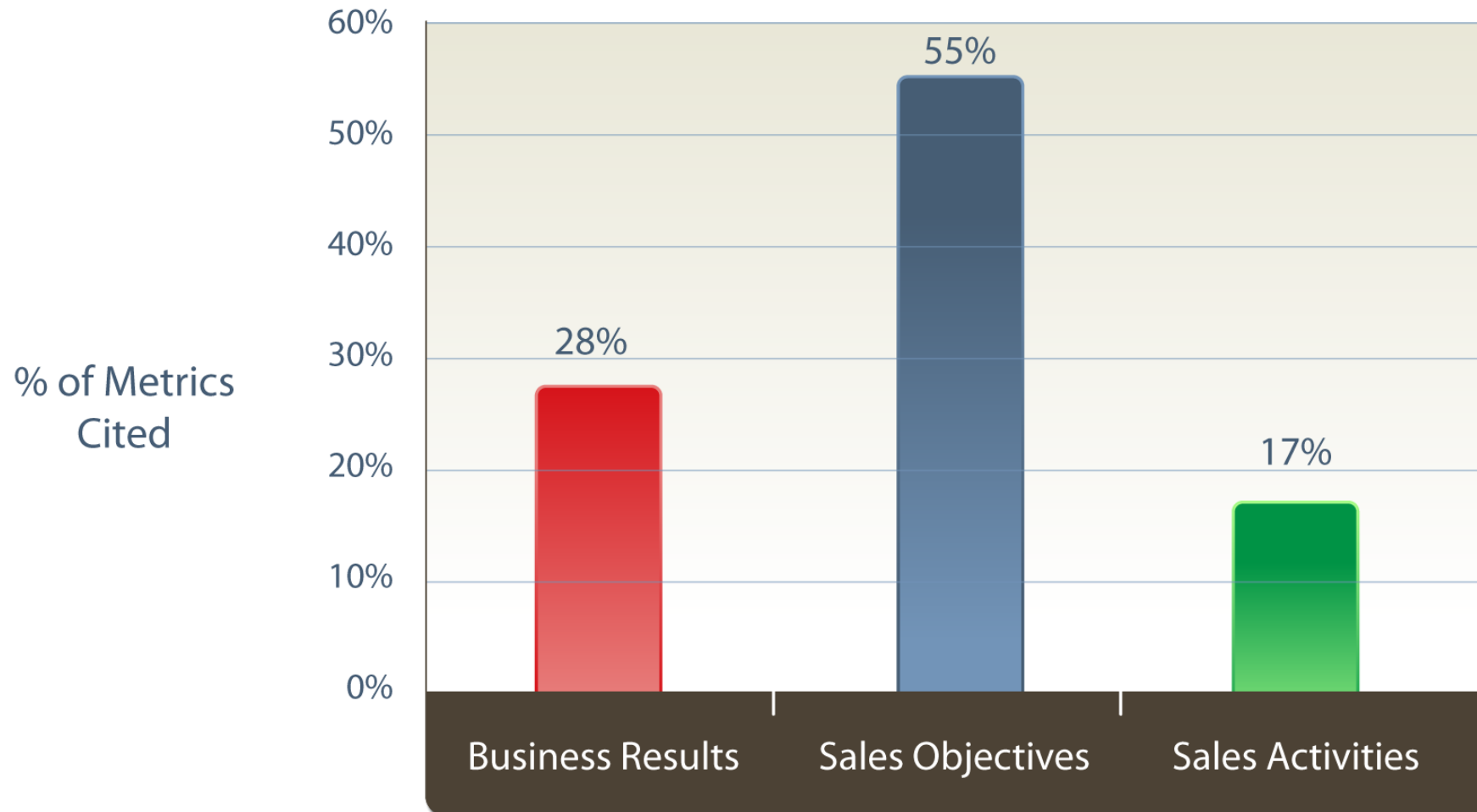
Exhibit B

The Final Blow
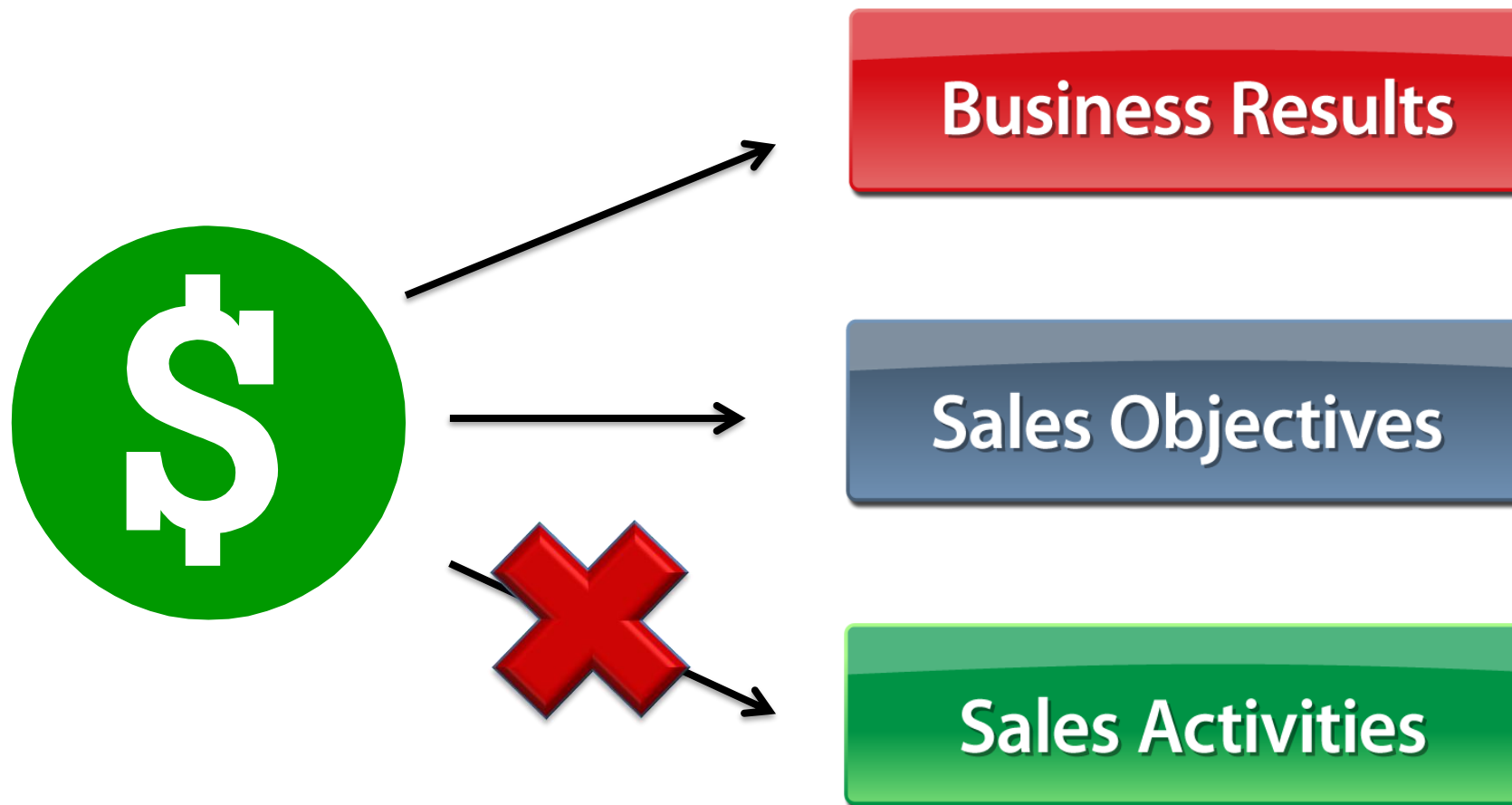
FINALLY, Operating Instructions for the Sales Force

Business Results

↓

Sales Objectives

↓

Sales Activities

VANTAGEP◆INT

A To-Do List

STOP

- Focusing on Outcomes

- Using Data at a Motivator

- Begging for Success

- Asking for More Activity

- **Using CRM**

START

- Focusing on the Manageable

- Using Data to Coach

- Reverse-Engineering Success

- Identifying the Right Activities

- **Leveraging CRM**

VANTAGEP◆INT

www.VantagePointPerformance.com