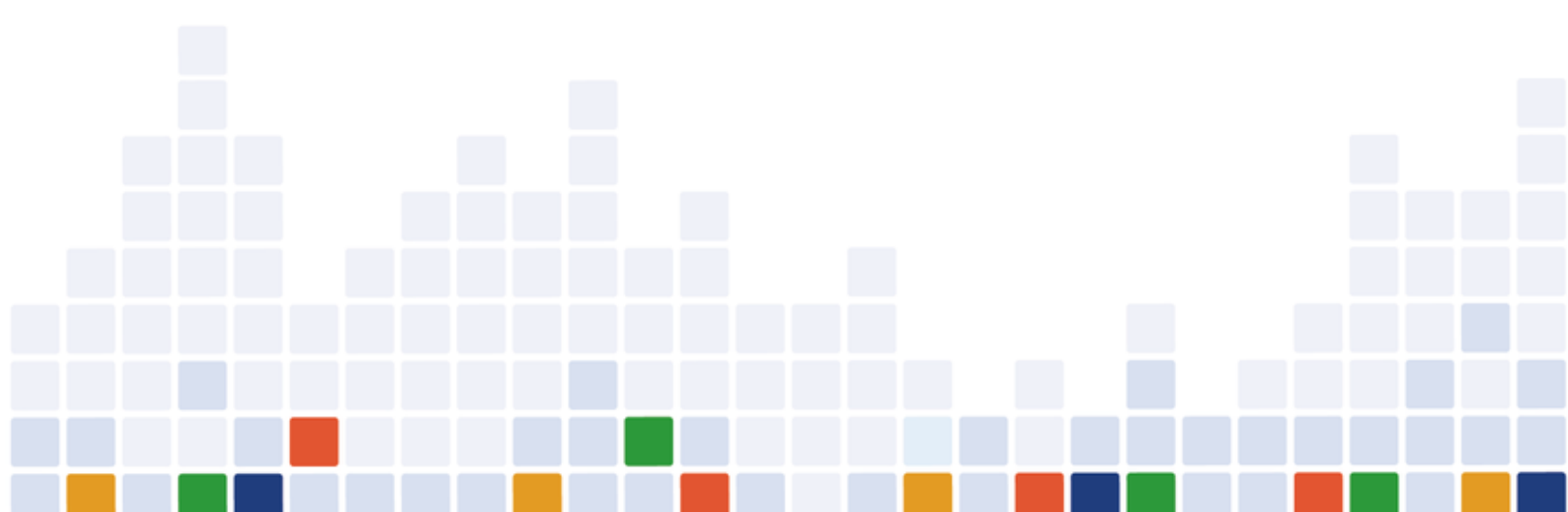




LEADING FROM THE FRONT IN CHALLENGING TIMES

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INTRODUCTION

Sales Management/Sales Leadership

Thank you for participating in our latest significant research initiative, which focuses on the role of the sales manager/leader. The intention is to discover their current challenges and changes in operating style they have faced with the arrival of the COVID-19 pandemic.

There are seven sections:

- Strategy
- Leadership
- People Management
- Coaching and Training
- Technology
- Human Capital Management
- Pipeline Generation and Management

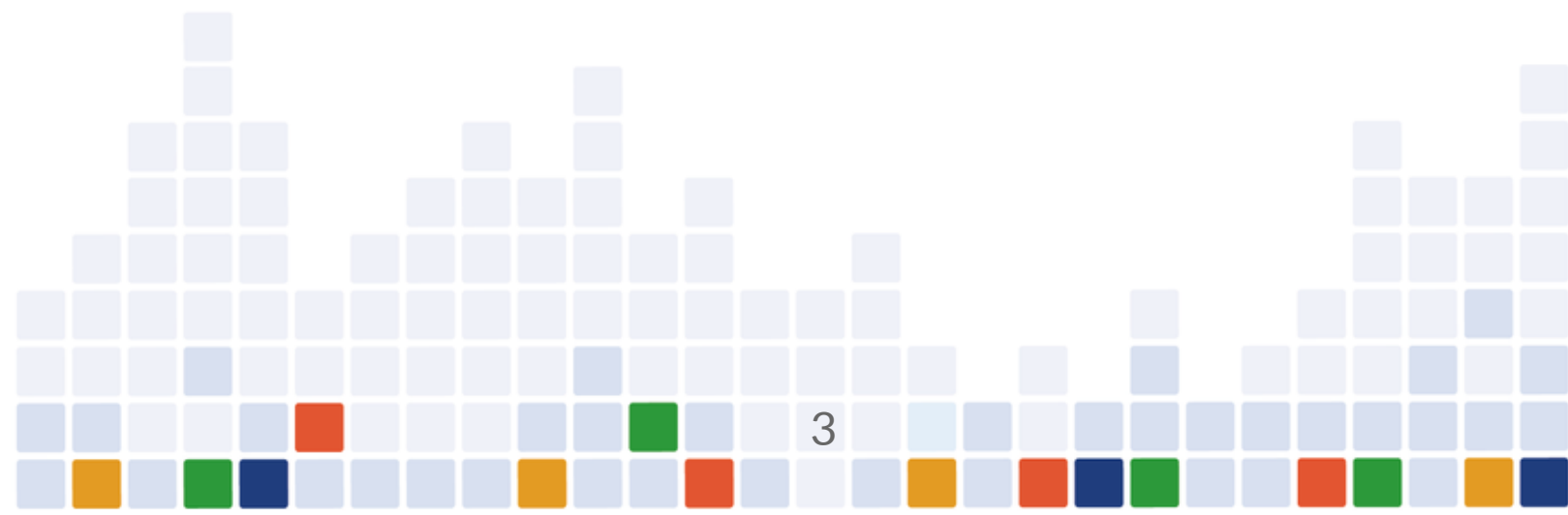
A summary of our findings follows.

DATA SUMMARY



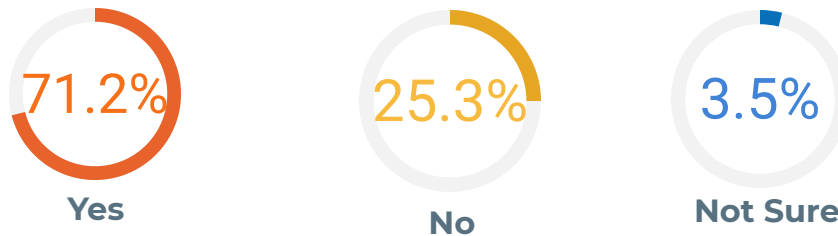
SECTION ONE: STRATEGY

Has there ever been a more critical time to have a rigorous and yet flexible sales strategy? In a rapidly-changing sales environment, commercial dexterity is key and a well thought out, achievable strategy will act as a route map for the sales function, providing not only guidelines, but also benchmarkable staging posts.



STRATEGY

Has your sales process changed as a result of the recent transition to remote commercial trading?



Have you identified gaps in your sales process or sales strategy; if so, where?

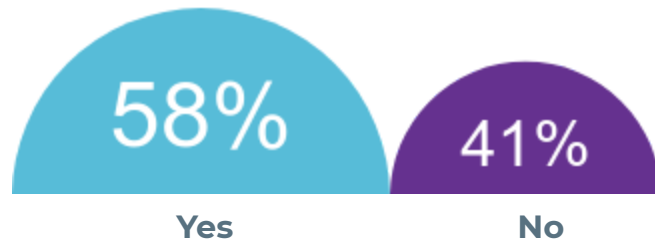
Are there changes in the short or long-term competitive landscape that affect your business? If so, what?



STRATEGY

Short or long-term competitive landscape changes that affect your business.

Are there any changes to your onboarding process since the arrival of COVID-19?

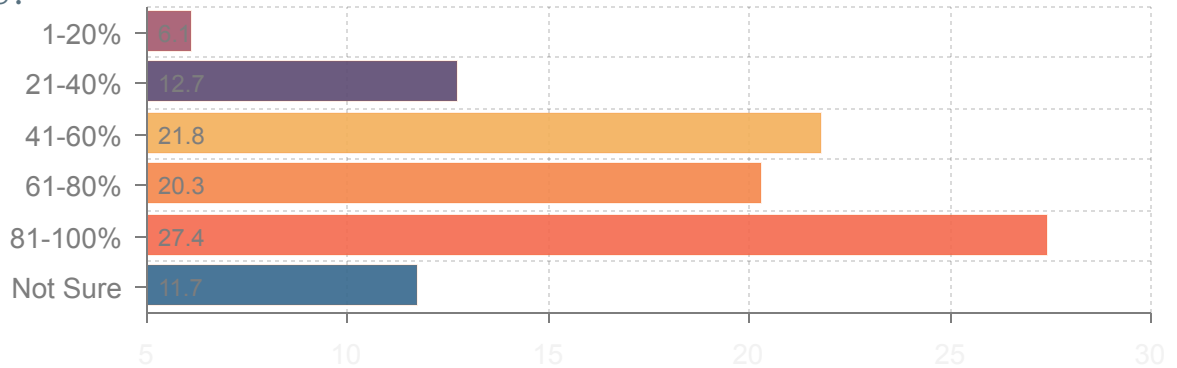


Do you have a testing mechanism to verify new hires are receiving and retaining the important information they receive during onboarding?

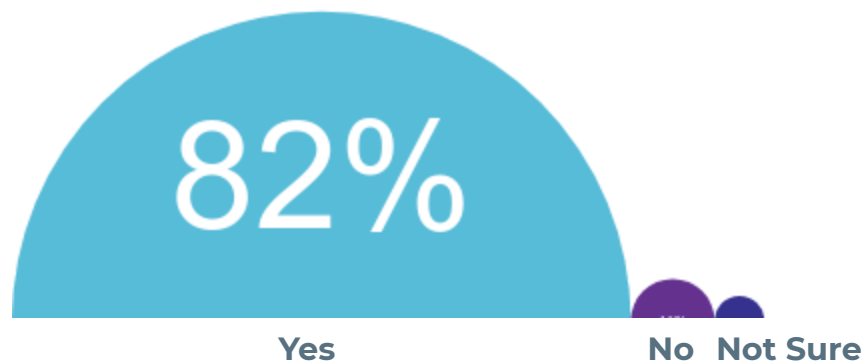


STRATEGY

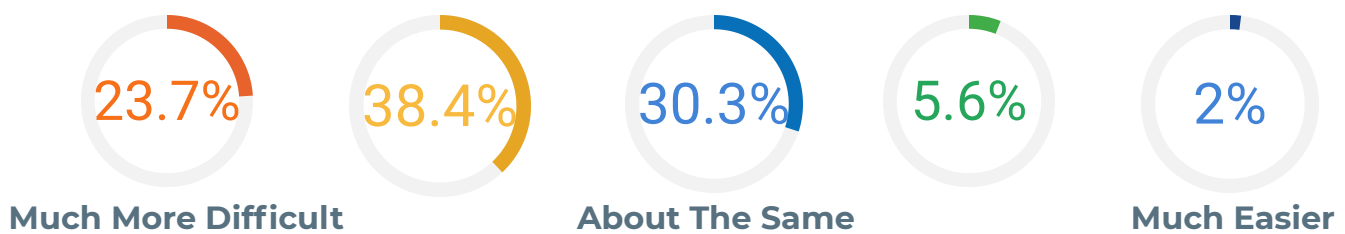
What percentage of the sales team are adhering to the sales process?



Has the commitment to client retention increased?

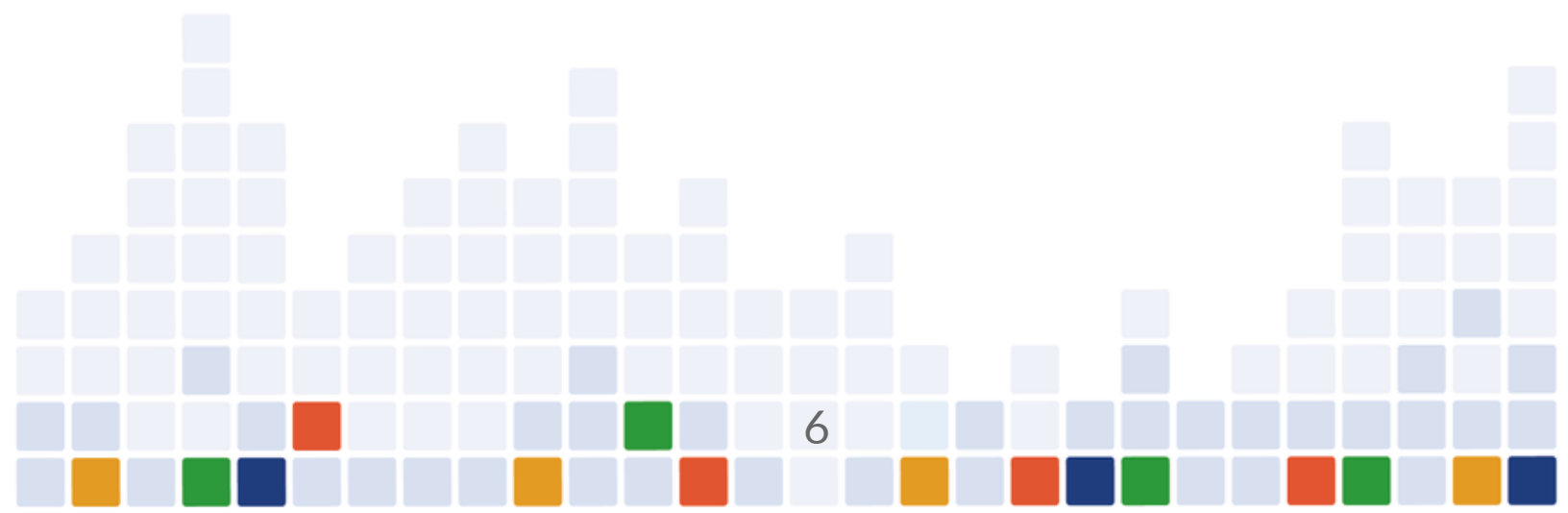


How difficult is it now to identify and locate new opportunities/prospects compared to Pre-COVID19?



SECTION TWO: LEADERSHIP

Leadership is increasingly concerned with soft skills – teamwork, communication and motivation. The trouble is that, for many executives, the soft skills remain the hardest to understand, let alone master. Leaders of the future will also need to be emotionally efficient. They will promote variation, rather than promoting people in their own likeness. They will encourage experimentation and enable people to learn from failure. They will build and develop people.

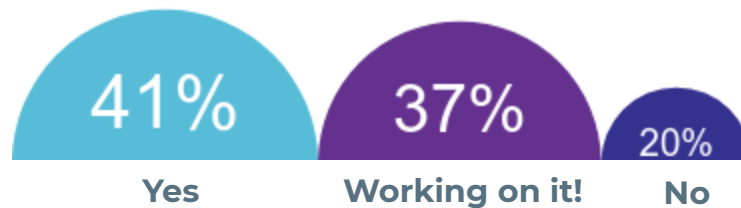


LEADERSHIP

How are you maintaining morale, motivation and retaining your best salespeople if they are earning less?

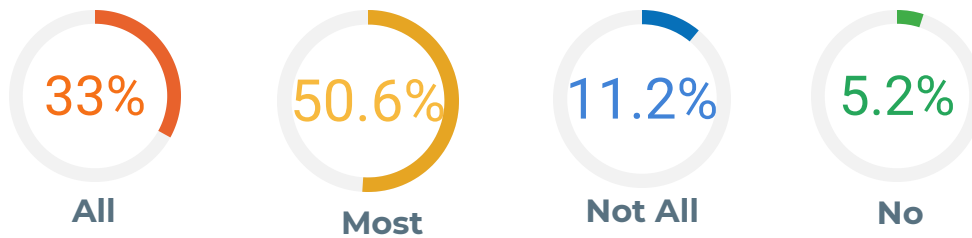
What new or enhanced skills are you needing to master at this time?

Have you created a communication cadence with employees which uses a wide variety of modalities specific to this current trading climate?

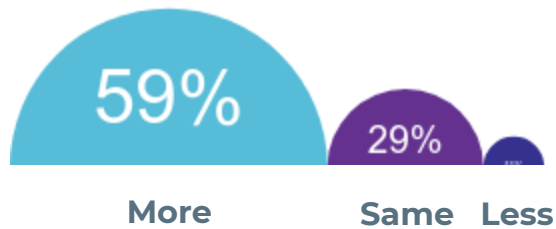


LEADERSHIP

Does the leadership team have a consistent message to employees and clients/customers?



Are you personally communicating more frequently or less with existing customers/clients?



Where are the two largest gaps in your leadership approach in today's world?

LEADERSHIP

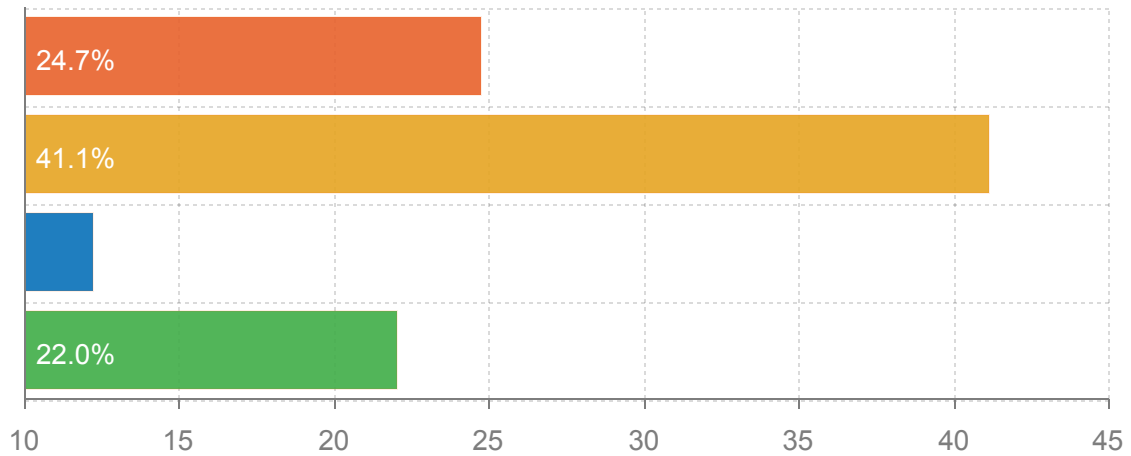
What three areas have popped up in your business where you now say “It’s possible” where, in the past, you wouldn’t have considered the idea?

SECTION THREE: PEOPLE MANAGEMENT

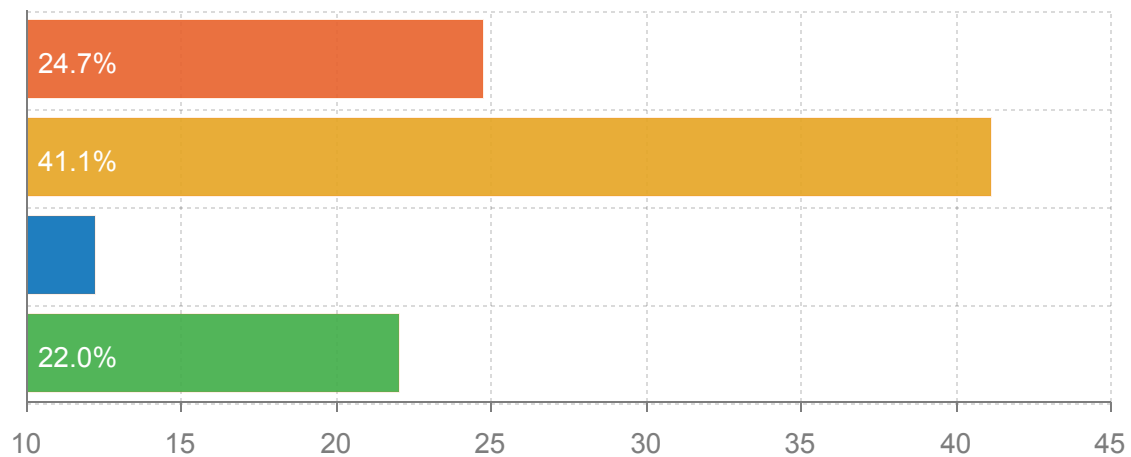
The role of a sales manager is to translate the organization's vision, mission and values into a meaningful context that sales teams can relate to and feel excited by. If this is achieved, then the sales manager will have created a sales function with a shared mental model. This transforms an ordinary sales team into a high-performing one – one that is always achieving optimum performance levels.

PEOPLE MANAGEMENT

What methods are you relying on to measure and assess performance?



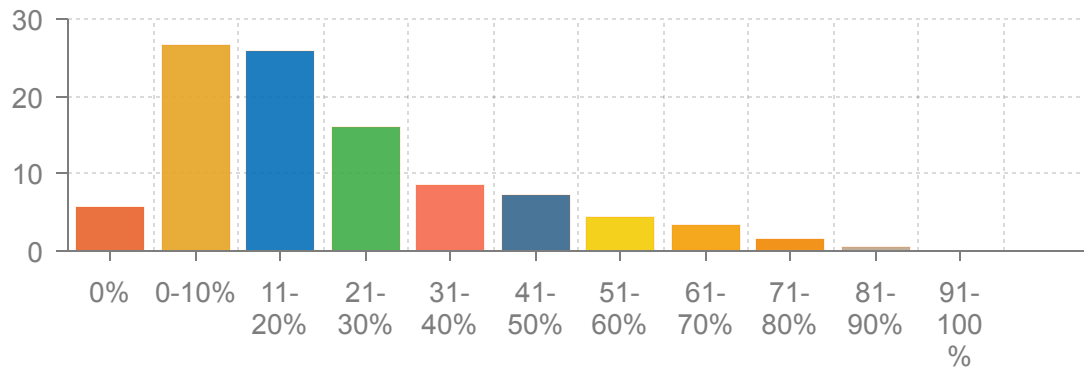
What percentage of your team is showing capabilities to succeed in the new reality?



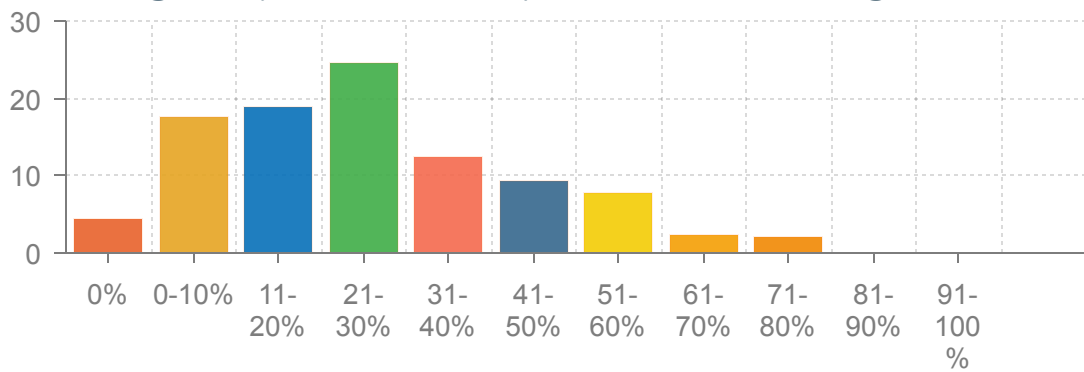
PEOPLE MANAGEMENT

How are you dividing your time between supervising, coaching, training, mentoring, customer activity and administrative tasks?

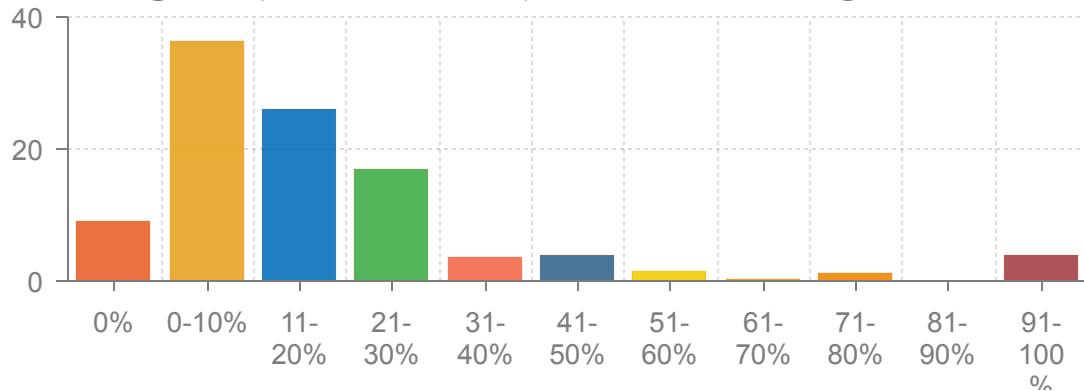
What percentage of your time is spent on: Supervising?



What percentage of your time is spent on: Coaching?

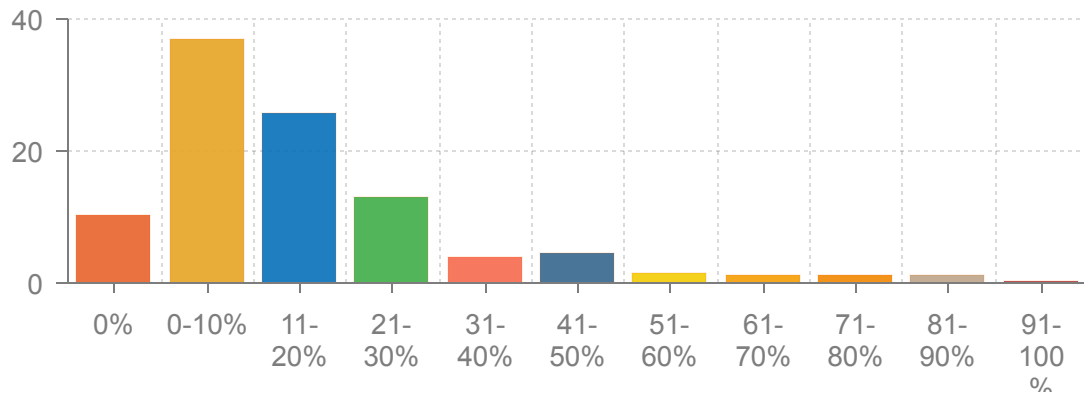


What percentage of your time is spent on: Training?

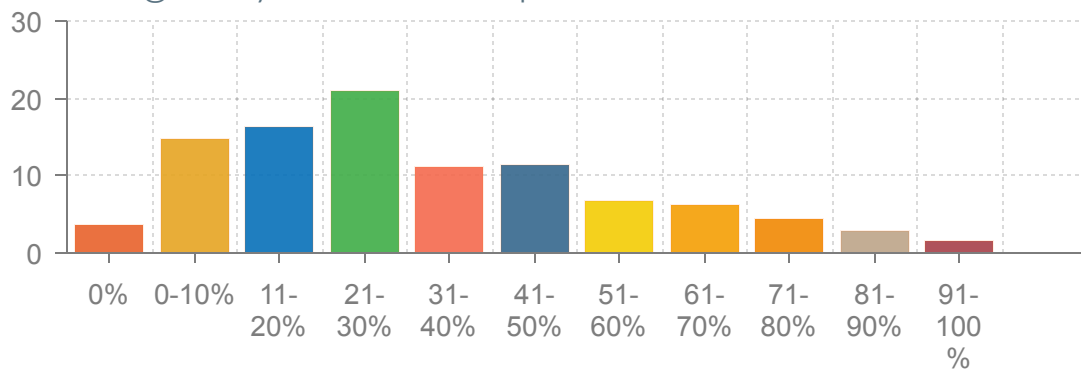


PEOPLE MANAGEMENT

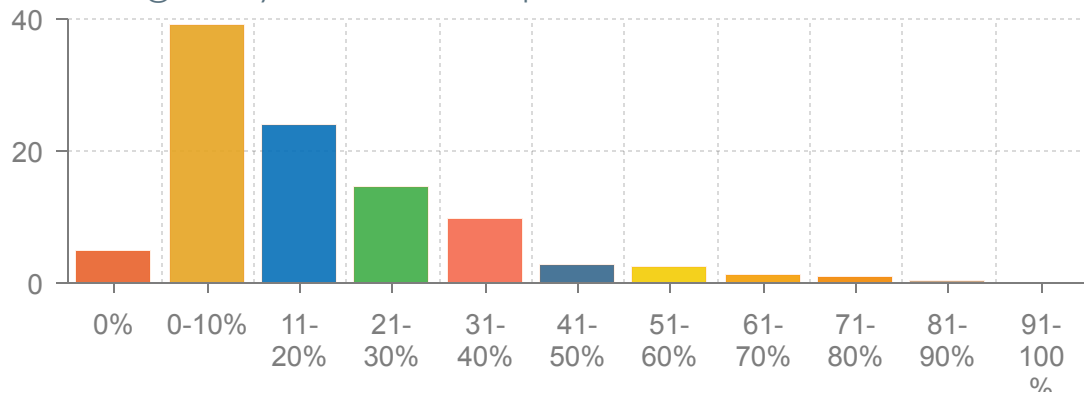
What percentage of your time is spent on: Mentoring?



What percentage of your time is spent on: Customer/Client Activity?

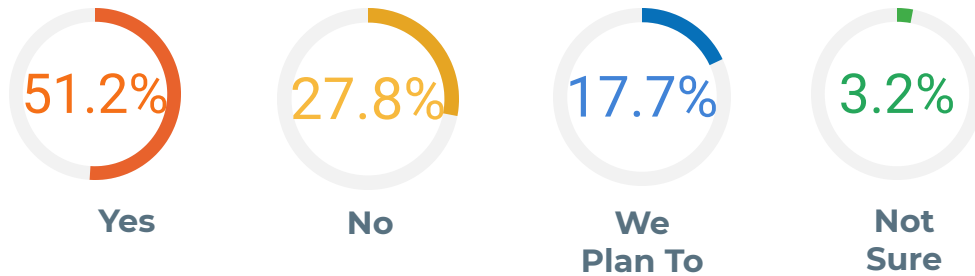


What percentage of your time is spent on: Administrative Tasks?

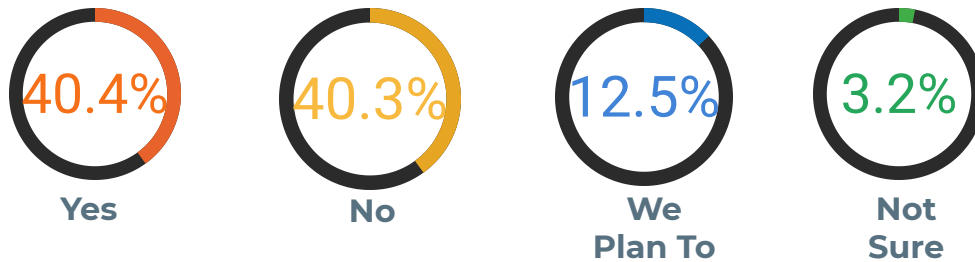


PEOPLE MANAGEMENT

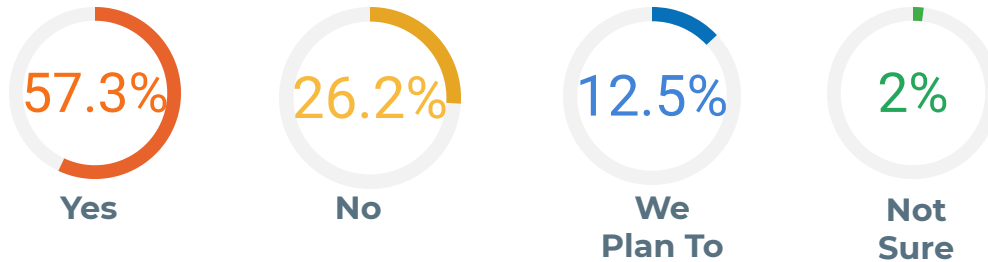
Have you reset objectives, quotas, goals, KPIs?
Have you reset objectives?



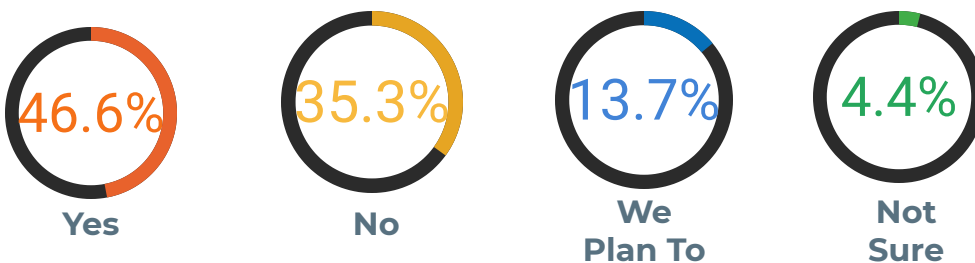
Have you reset quotas?



Have you reset goals?

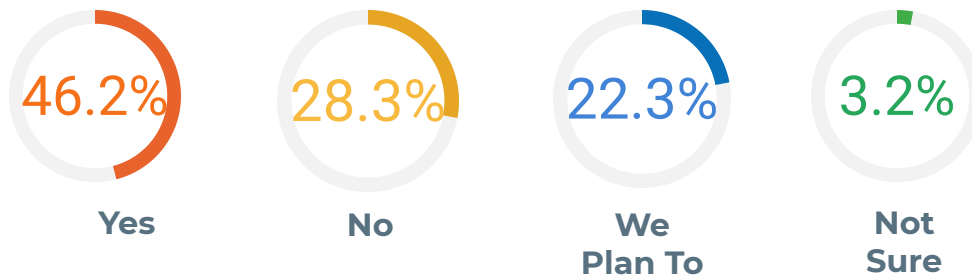


Have you reset KPIs?

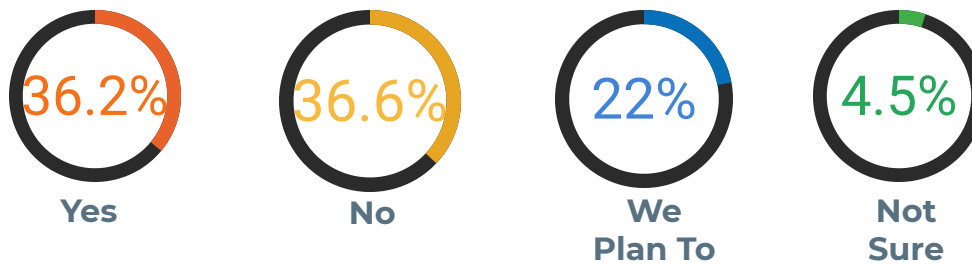


PEOPLE MANAGEMENT

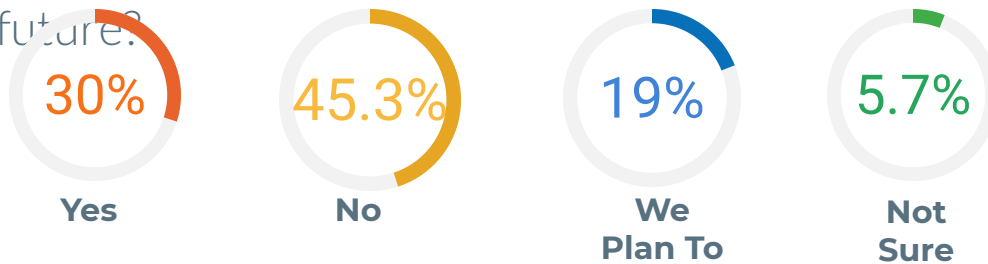
Have you assessed your people against the skills needed for the future?



Do you have a re-skill/up-skill plan in place?



Have you created a new hiring model based on the skills of the future?

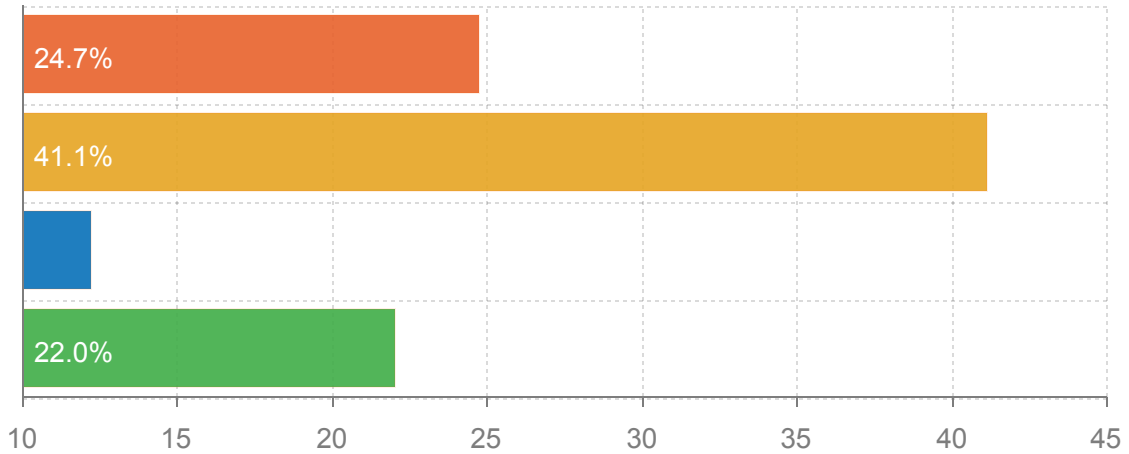


SECTION FOUR: COACHING AND TRAINING

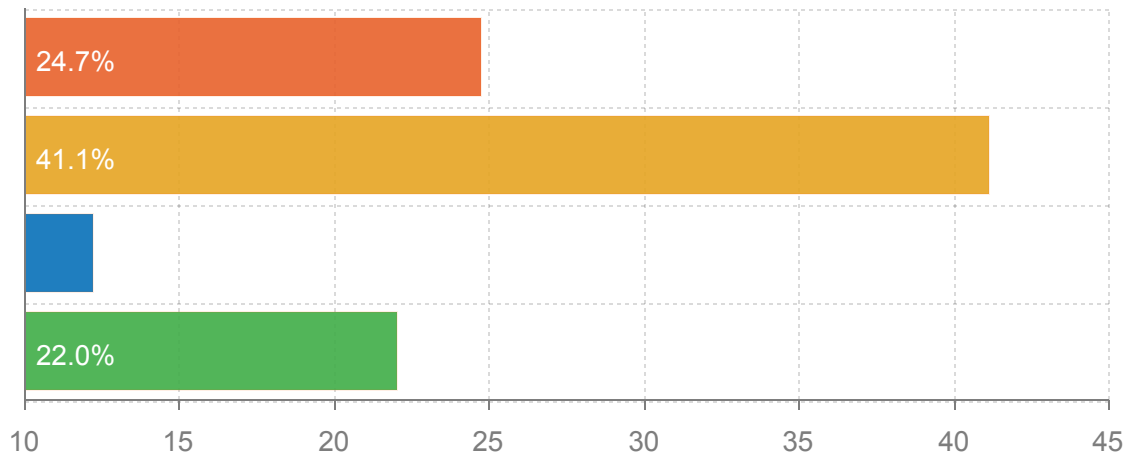
There are those who still believe that coaching can be used only for remedial purposes, but those sales managers who have fully embraced the concept have discarded that way of thinking. Their approach concentrates on personal development as part of building a high-performance team -- they are committed to moving away from managing by a culture of process, to managing as leaders.

COACHING AND TRAINING

How are you prioritizing where you coach? Pipeline, Deal, Sales calls, Territory/account-based, Sales process or methodology.

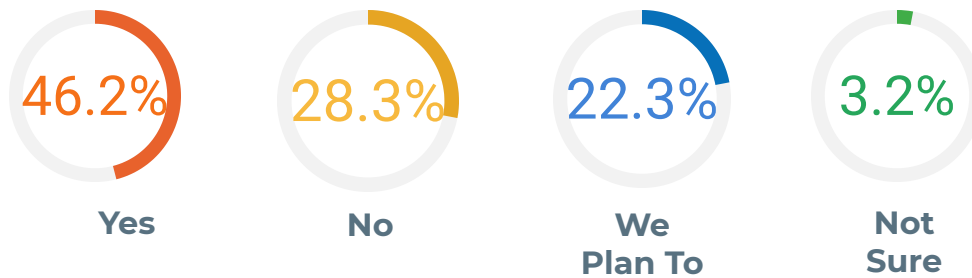


What new ways are you using to coach?

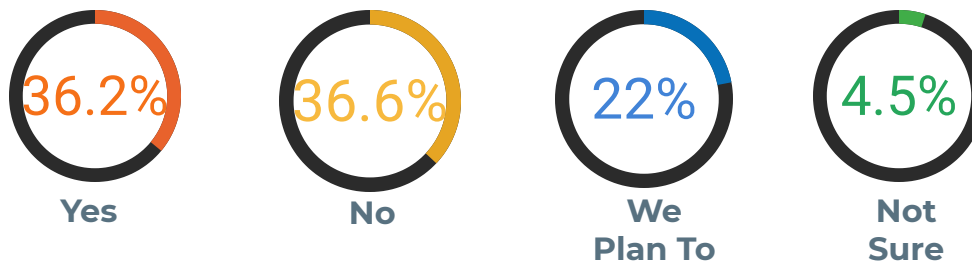


COACHING AND TRAINING

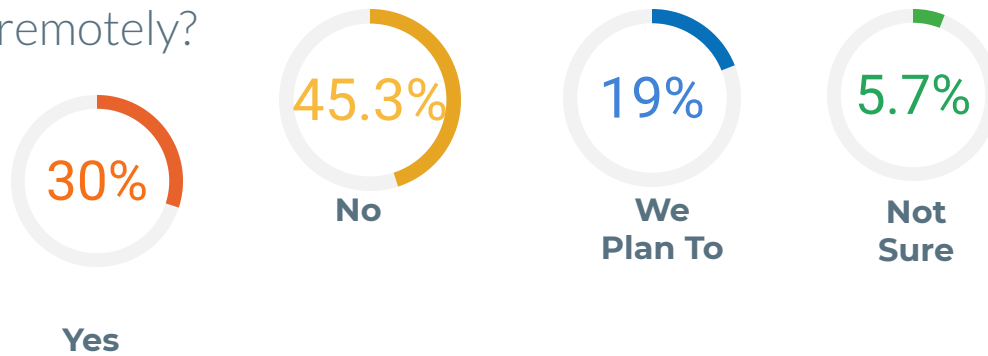
Are you tracking employee progress against the coaching goals?



Have you received training on how to lead remotely?

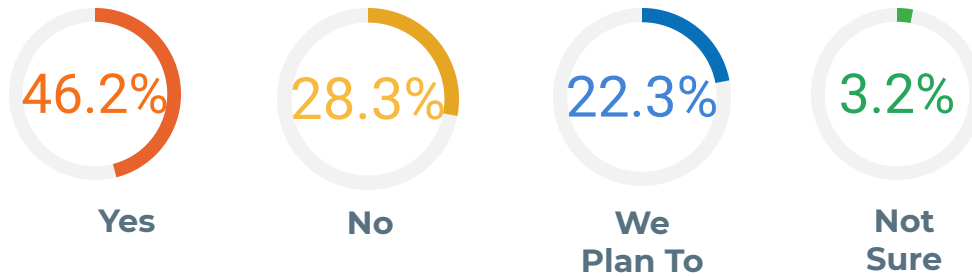


Have you conducted any training in equipping your teams to sell remotely?

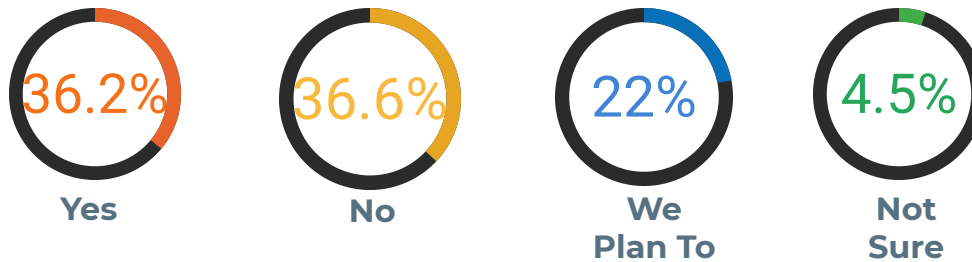


COACHING AND TRAINING

Where is the most training time spent – re-skilling or up-skilling?



Have you made changes to sales operations to allow for future needs?

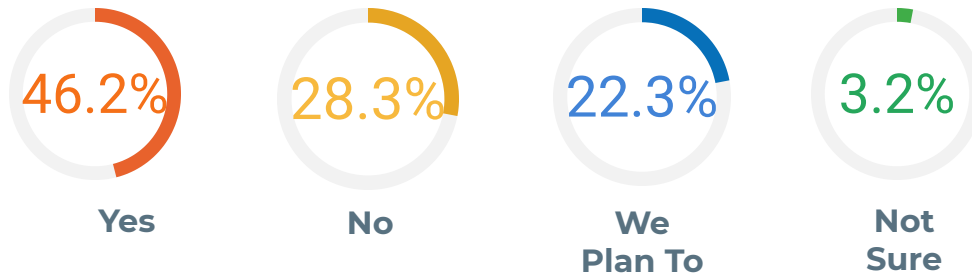


SECTION FIVE: TECHNOLOGY

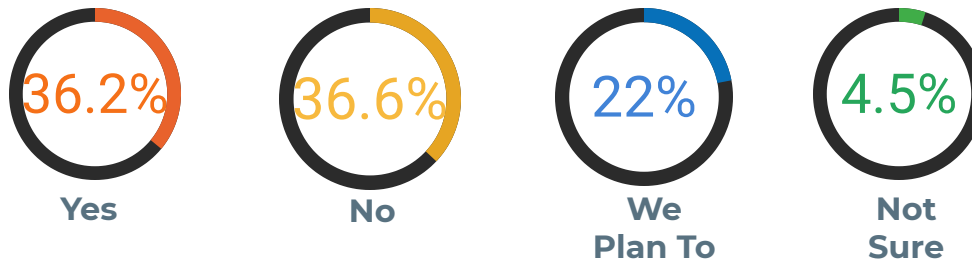
Over the past few years, we have witnessed huge investment in new sales technology solutions and sales process tools. That investment alone does not guarantee an appropriate return in terms of increased and improved sales performance because technology is not a panacea. It will not drastically improve an under-performing sales operation if the problems lie elsewhere but, used effectively, it does bring increased efficiency, along with greater control.

TECHNOLOGY

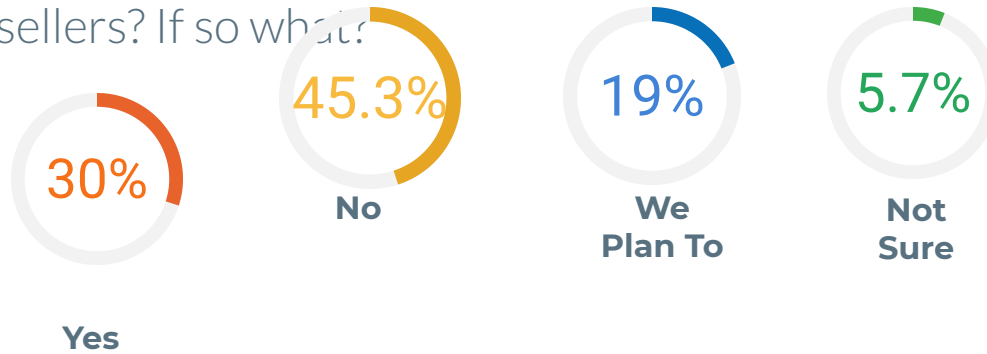
Have you seen any improvement in CRM use since the pandemic took effect?



Are your customer activity and pipeline data improving since the pandemic?



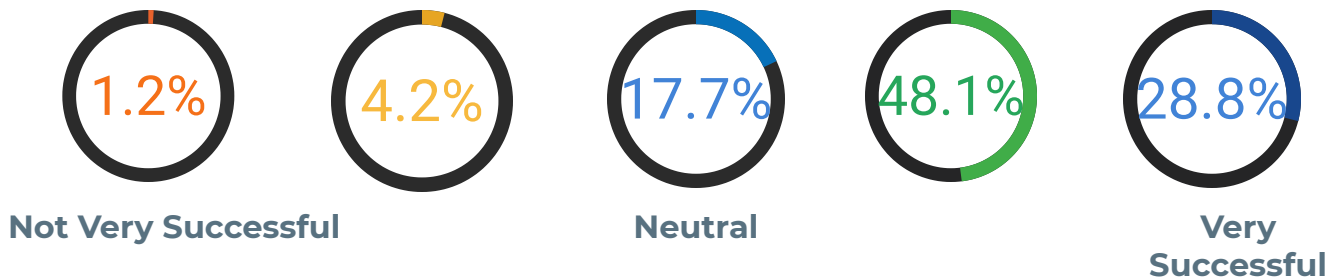
Have/Are you investing in new sales technology to better assist sellers? If so what?



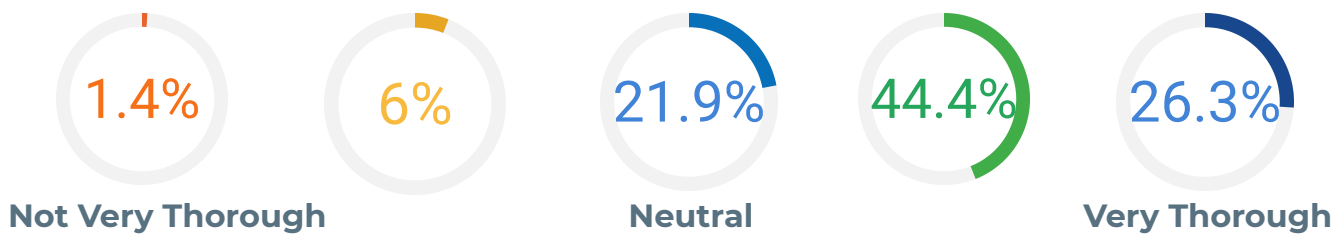
TECHNOLOGY

New sales technology to better assist sellers

Are those members of your team using technology more productive than those who are not using technology?



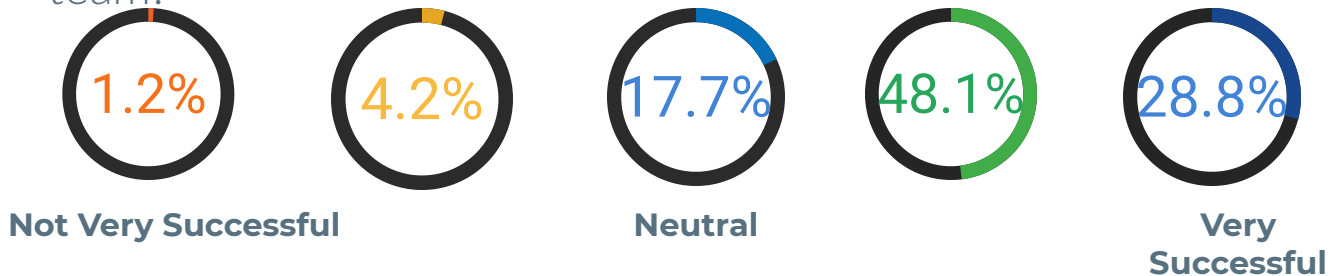
What percentage of the team are comfortable using the technology you have invested in?



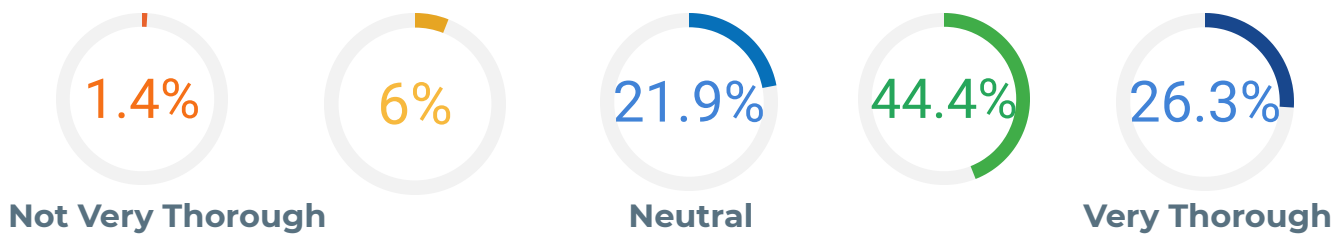
TECHNOLOGY

New sales technology to better assist sellers

Where are you primarily investing: technology to help manage the team or manage the sales process or deal flow? *To Manage the sales team?



To Manage the sales process?

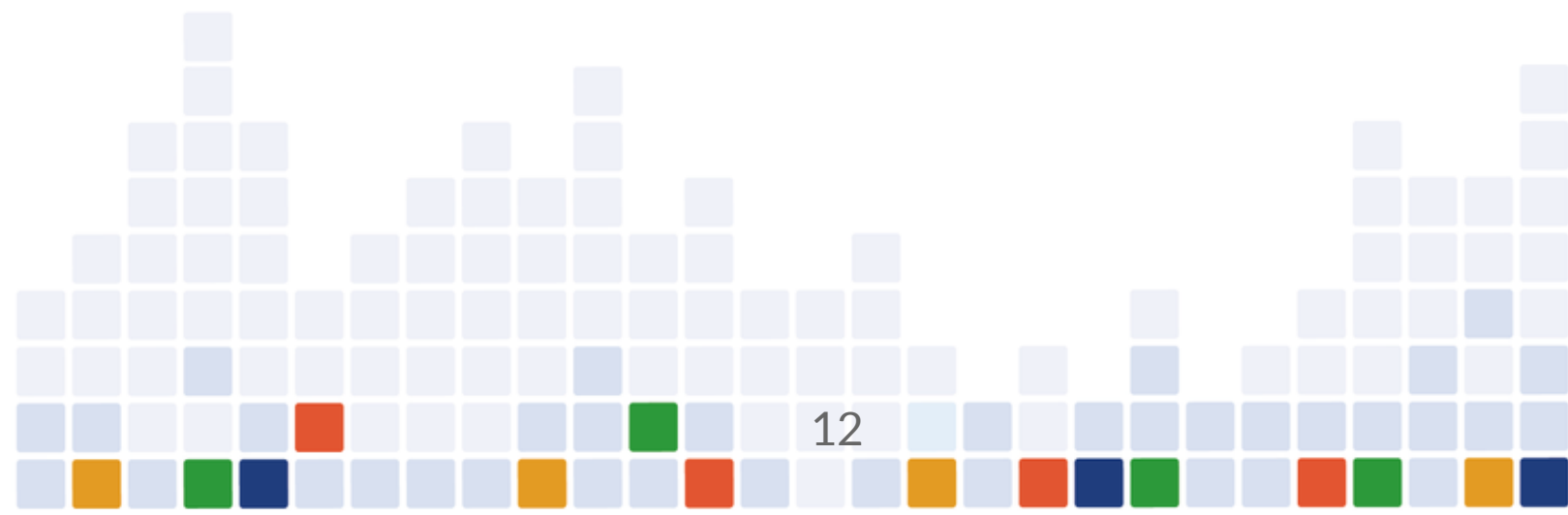


To Manage the deal flow?

SECTION SIX: HUMAN CAPITAL MANAGEMENT

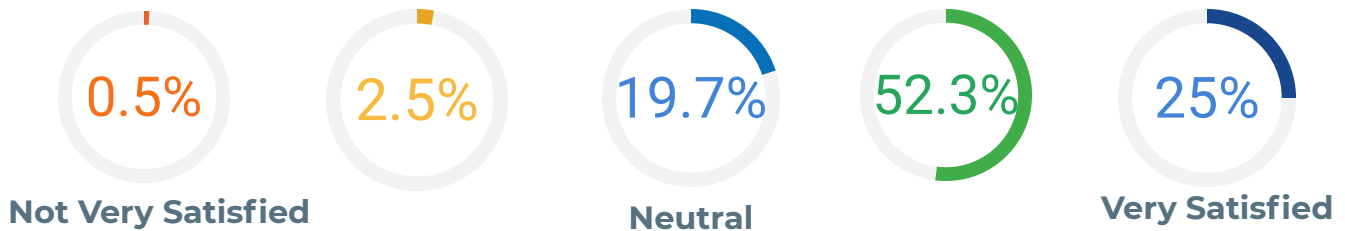
Professional success is incredibly important to most people. The development of the sales team is not something to ignore or leave to training departments - the responsibility belongs to the sales manager. He or she must make sure people have the right knowledge, skills and attitudes to do the job and to do it well. Development is not only about correcting limitations - it is about upgrading and taking people forward, not least to keep up with change.

Read the following statements and mark if you: Strongly Disagree, Neutral, or Strongly Agree.

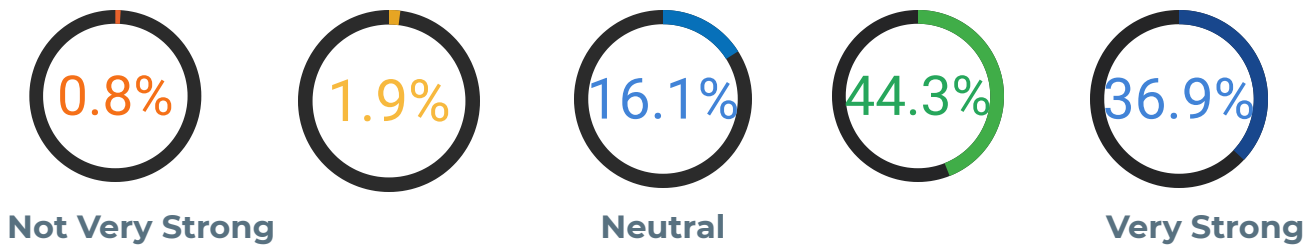


HUMAN CAPITAL MANAGEMENT

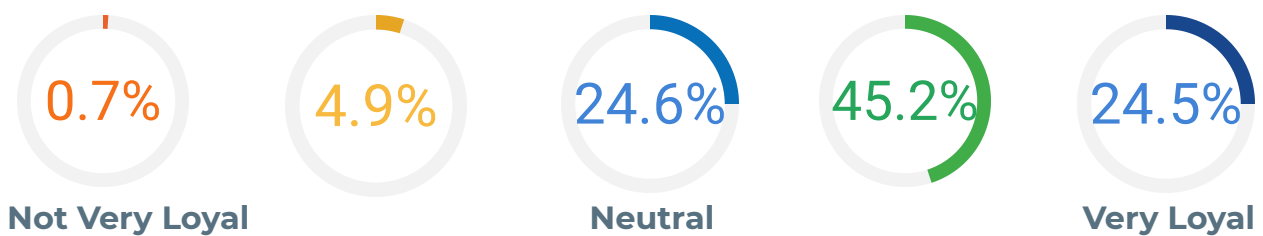
I have all the necessary skills, experience, and mindset to find, interview and hire the right people for tomorrow's roles



I have total confidence in my ability to onboard new team members and ensure that they quickly ramp-up.

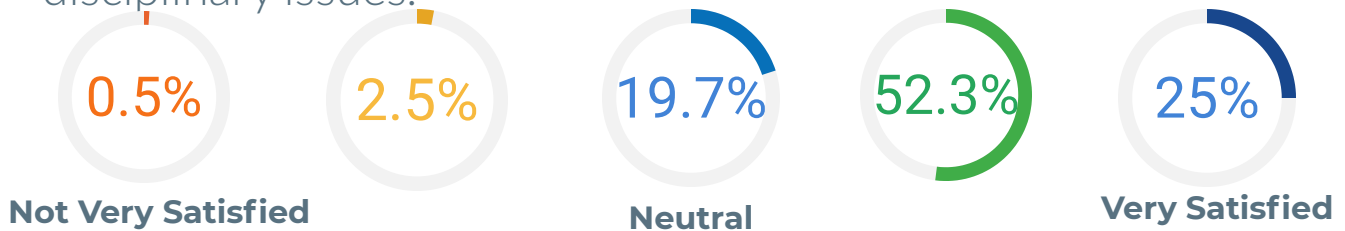


I am able to develop and retain good people.

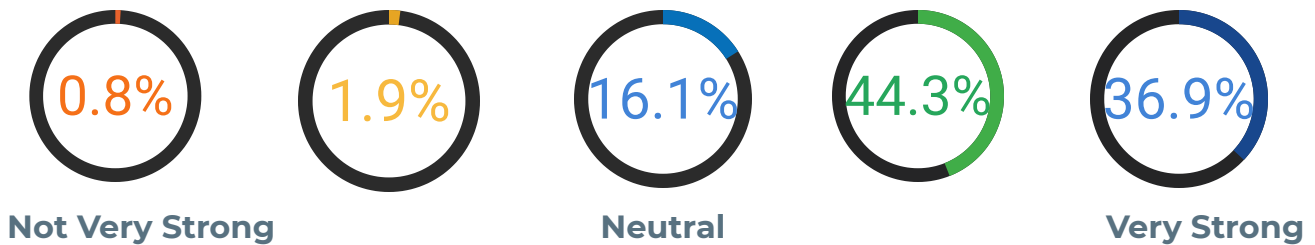


HUMAN CAPITAL MANAGEMENT

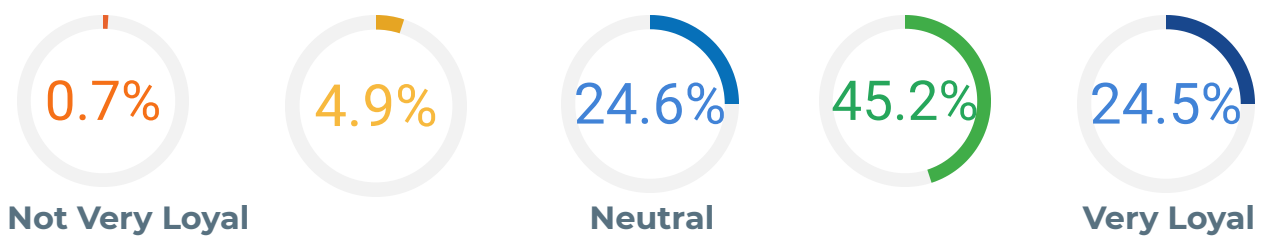
I have no difficulty holding people accountable, having difficult conversations, managing under-performance and dealing with disciplinary issues.



I received the appropriate amount of sales leadership training and development prior to starting in a sales leadership role.



My company is investing in my personal ongoing development.



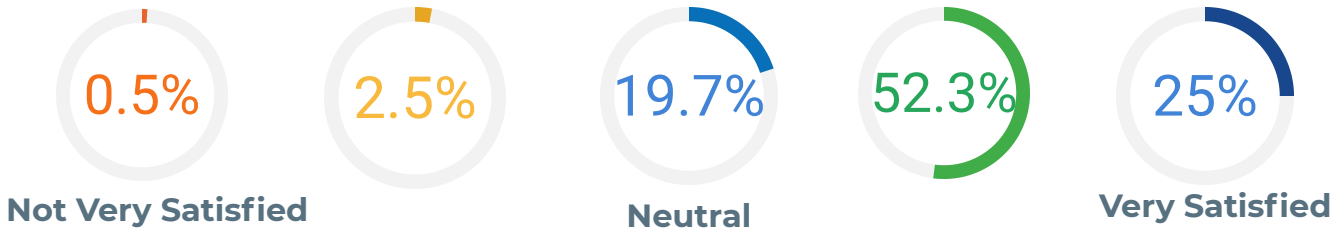
SECTION SEVEN: PIPELINE GENERATION AND MANAGEMENT

Most sales professionals claim to be permanently time-constrained, having limited time and resources with which to achieve their targets. They can be involved in only so many accounts or sales situations before they begin to lose their ability to manage what is taking place. We can only control and manage what we understand and that is the real value of continuous and rigorous assessment and management of our pipelines.

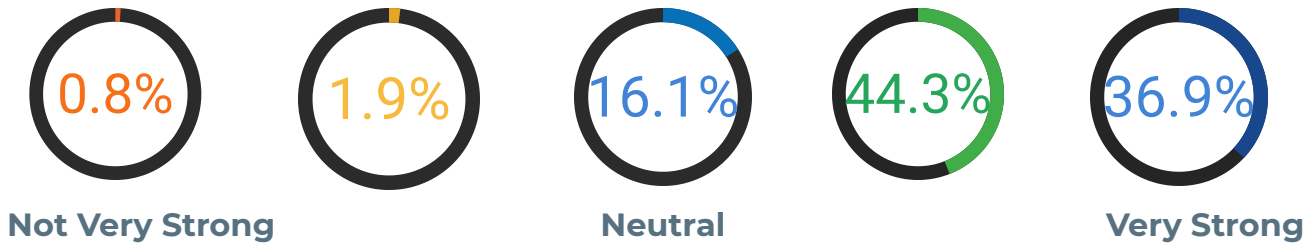
Again, please read the following statements and mark if you: Strongly Disagree, Neutral, or Strongly Agree.

PIPELINE GENERATION AND MANAGEMENT

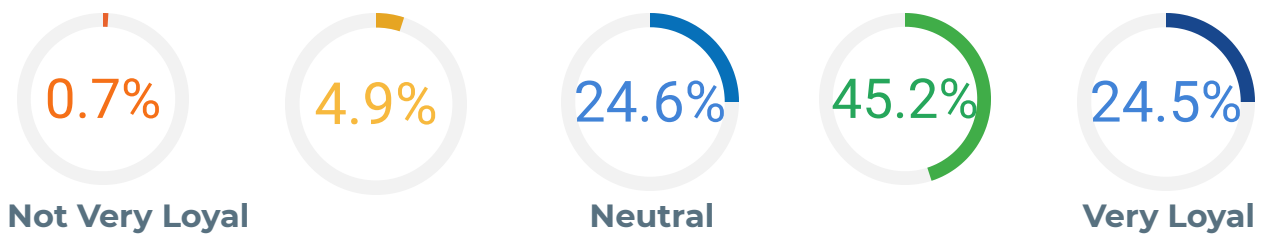
I am able to help my people build and execute a prospecting activity playbook.



I have the necessary skills and experience to drive a deliberate prospecting strategy and plan.

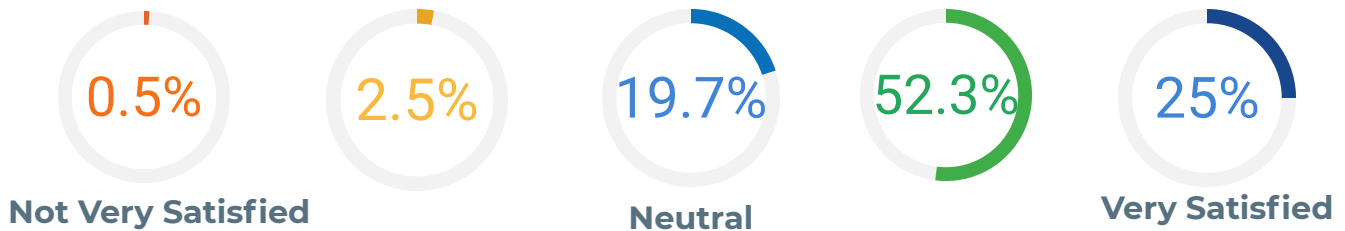


I have the necessary skills to train and coach my team on all aspects of pipeline management.

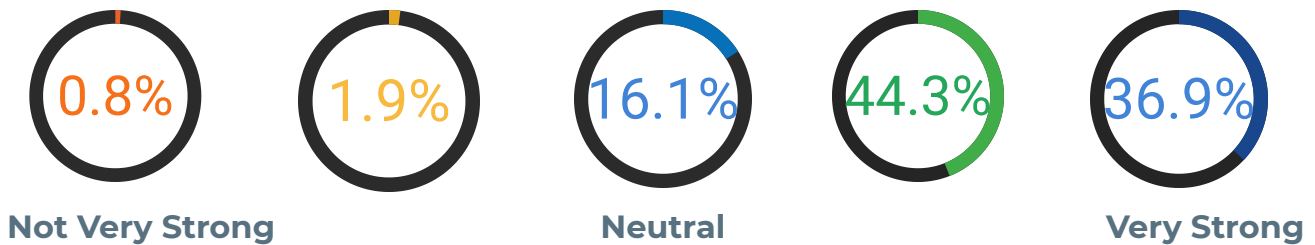


PIPELINE GENERATION AND MANAGEMENT

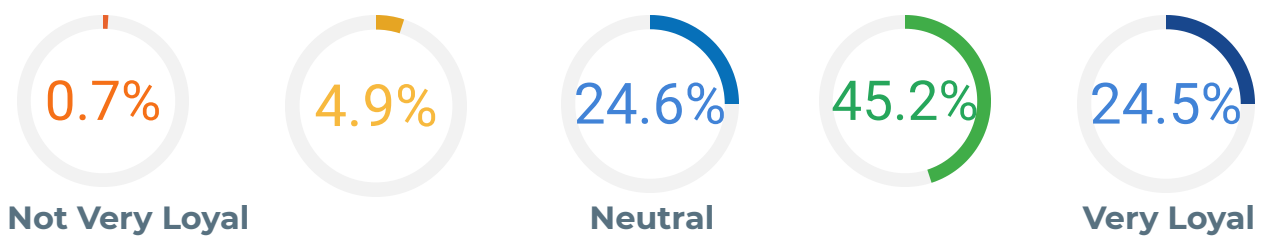
I have no difficulty in driving conversion from initial conversation to new opportunity.



I can easily interpret KPIs to drive action.

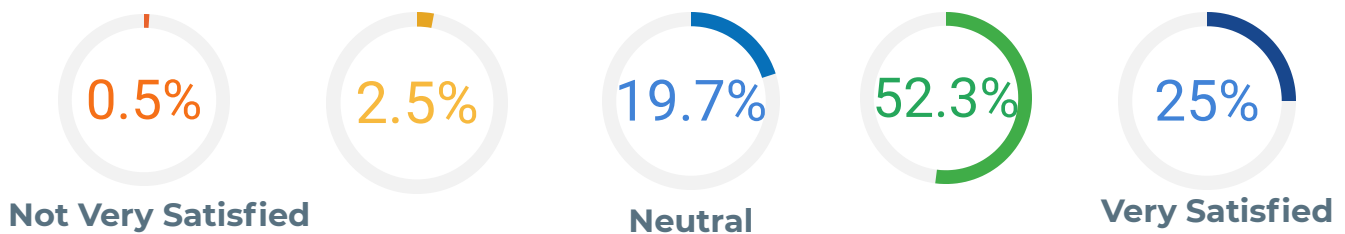


I have the necessary experience to inspect and control the quality and veracity of pipelines.

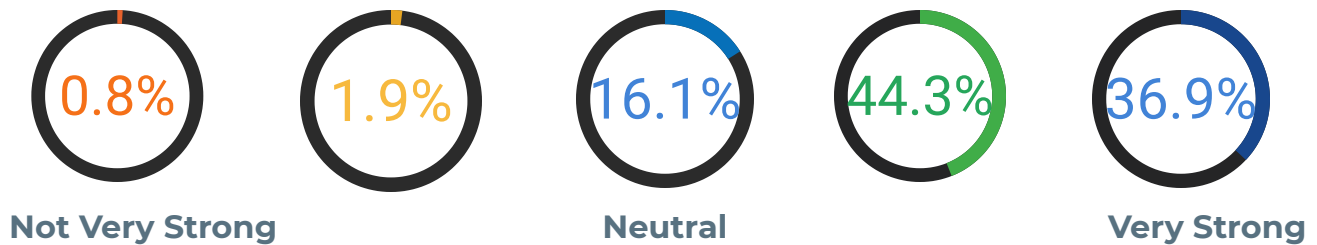


PIPELINE GENERATION AND MANAGEMENT

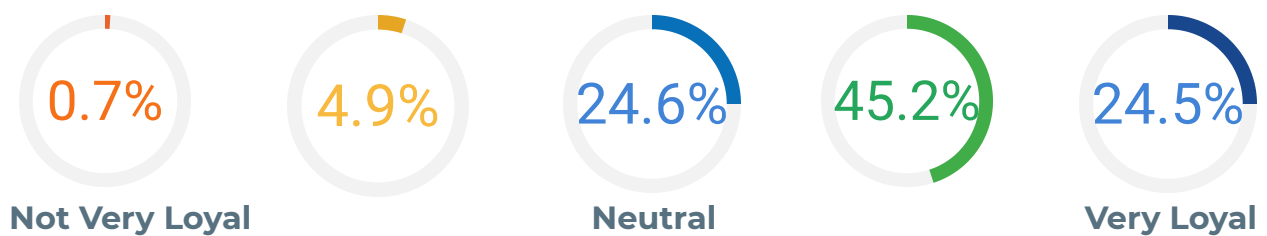
What goes in the pipeline closes when it says it is supposed to close



Overall, how accurate is your team's forecasting ability?

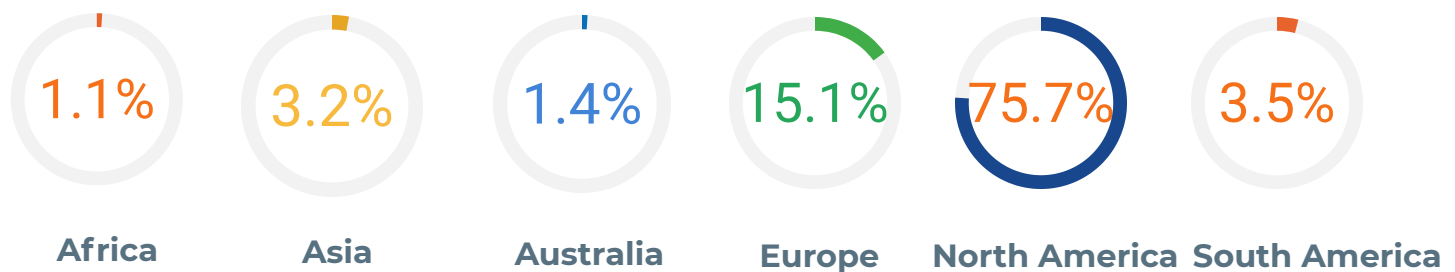
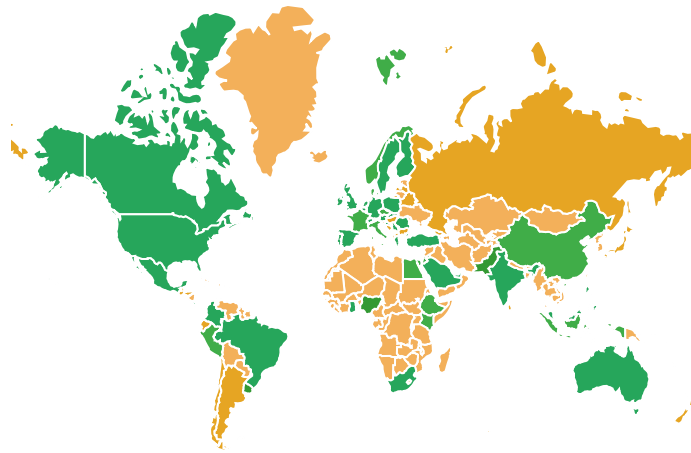


And finally, please share with us what, if any, commercial issues are currently keeping you awake at night.



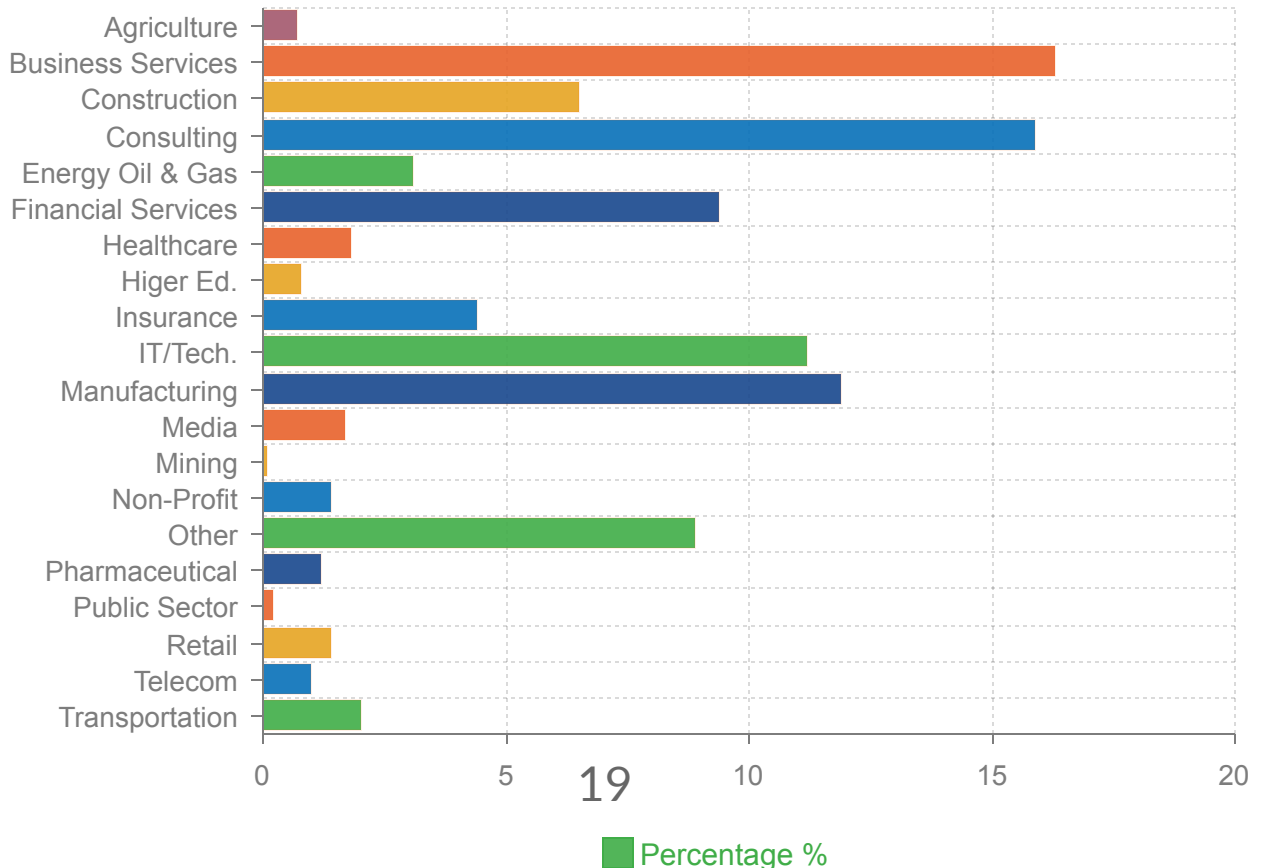
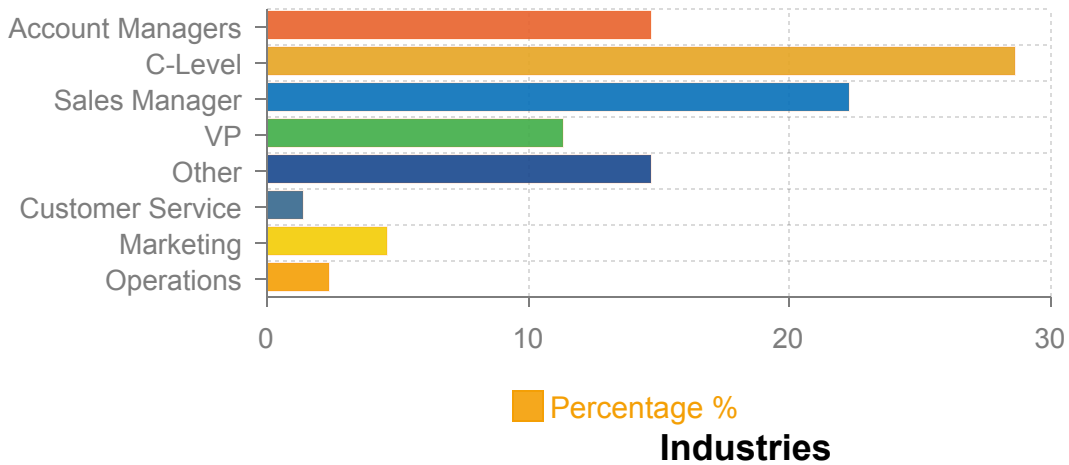
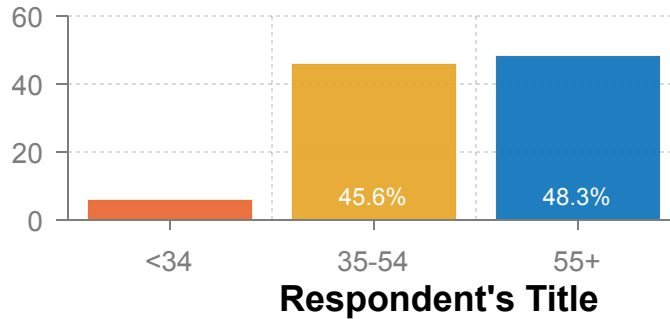
SURVEY METHODOLOGY

This survey represents the data collected from 887 respondents, from more than 495 distinct business or companies from 55 Countries. Invitations to take the survey were digitally distributed using social media, email, and other digital publications reaching a substantial, global audience. The survey collected data from March 31 - May 31, 2020.



SURVEY METHODOLOGY

Age of Respondents



SUMMARY

May we take this opportunity to sincerely thank you for supporting this significant survey. We hope that you will also participate in our future research.

You will shortly receive a copy of our full report, which contains our thoughts, observations and recommendations.

The Research Team
Sandler Research Center
www.sandler.com/research