



THE
**SALES
MANAGEMENT**
ASSOCIATION



Sales Management Association Webcast

Pipeline Management Practices in High Growth Firms

15 July 2014

Presented by



VANTAGEPOINT

Jason Jordan

Vice President

Vantage Point Performance

jjordan@vantagepointperformance.com

About The Sales Management Association



A global, cross-industry professional association for sales operations and sales management.

Focused in providing research, case studies, training, peer networking, and professional development to our membership.

Fostering a community of thought-leaders, service providers, academics, and practitioners.



2014 SALES FORCE PRODUCTIVITY CONFERENCE

15-17 SEPTEMBER • ATLANTA

Learn More: www.salesmanagement.org



Today's Panelists



VANTAGEPOINT


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 **#PipelineMgt**





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Agenda

- > The Research
- > The Insights and Observations

Research Partnership – Late 2013



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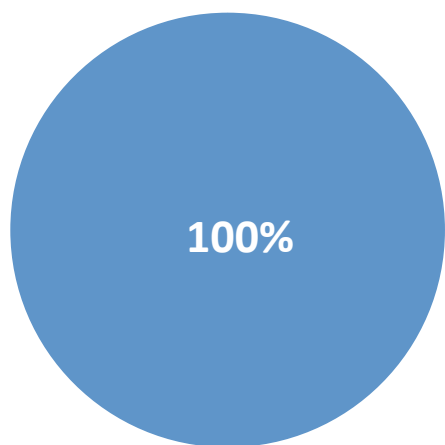
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VANTAGE  **POINT**

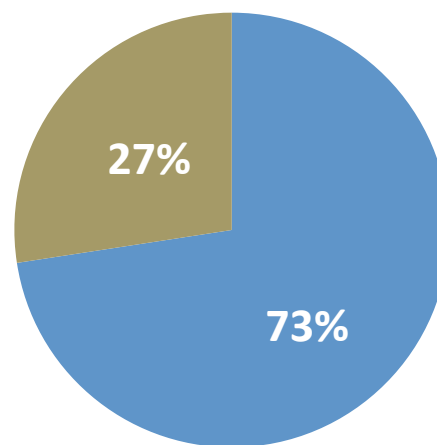
SURVEY



The Basics: 62 Companies

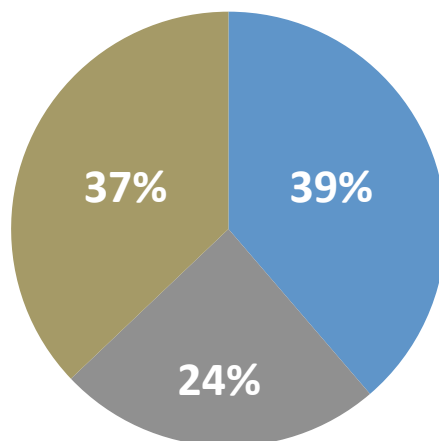


■ B2B



■ U.S.

■ International



■ > \$1 billion

■ \$250 mil - \$ 1 bil

■ <\$250 million

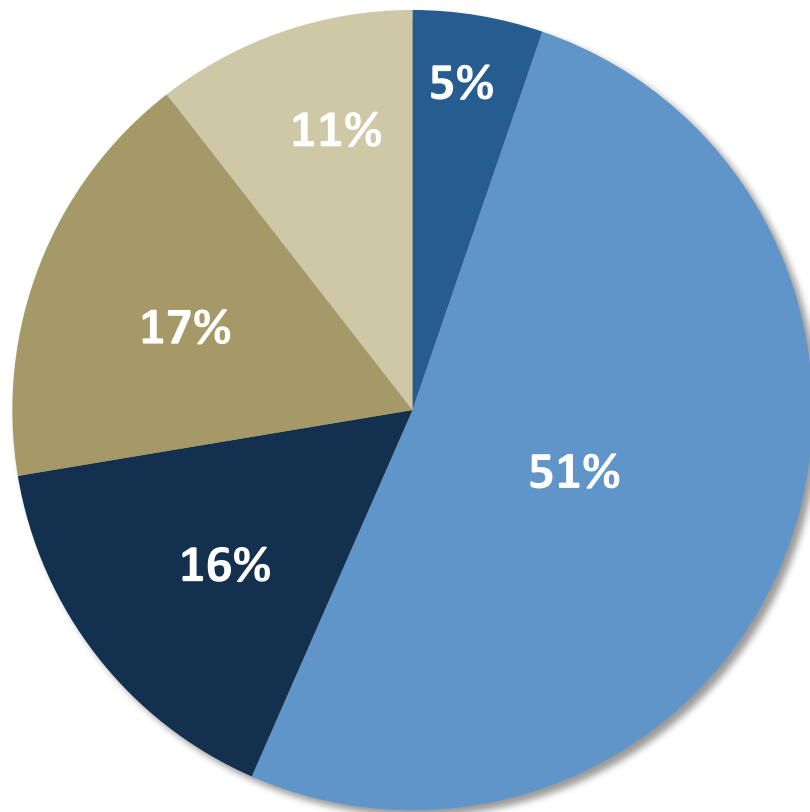
The Measure of Success

Year-to-Year Change in Revenue



No Surprise... Sales Pipelines Are In Focus

Expected Frequency of Pipeline Meetings

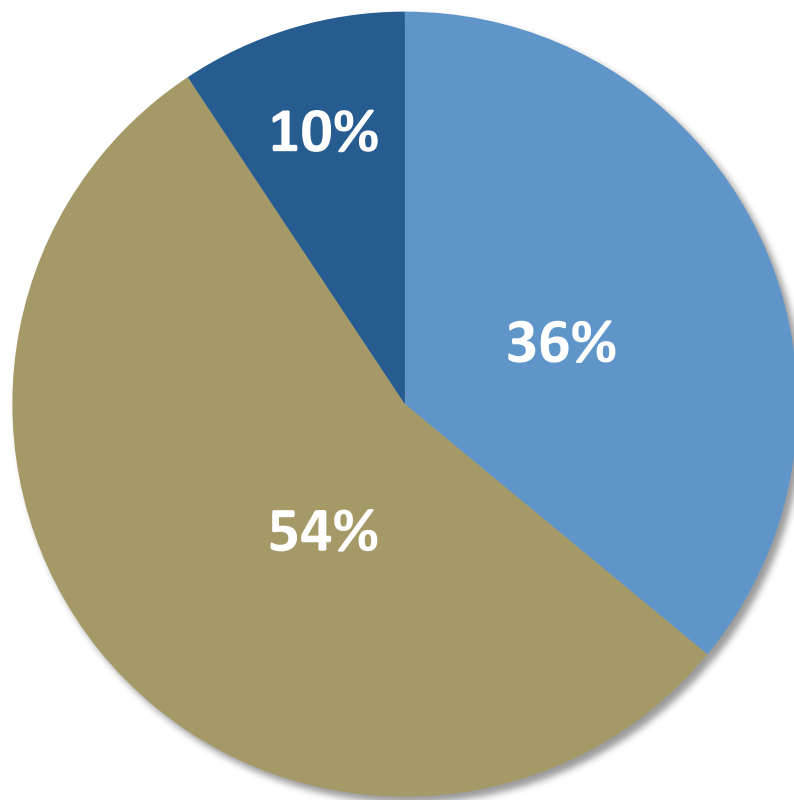


72 %

- Several Times per Week
- Weekly
- Several Times per Month
- Monthly
- Less than Monthly

And They Receive a Lot of Attention

Duration of Each Pipeline Meeting

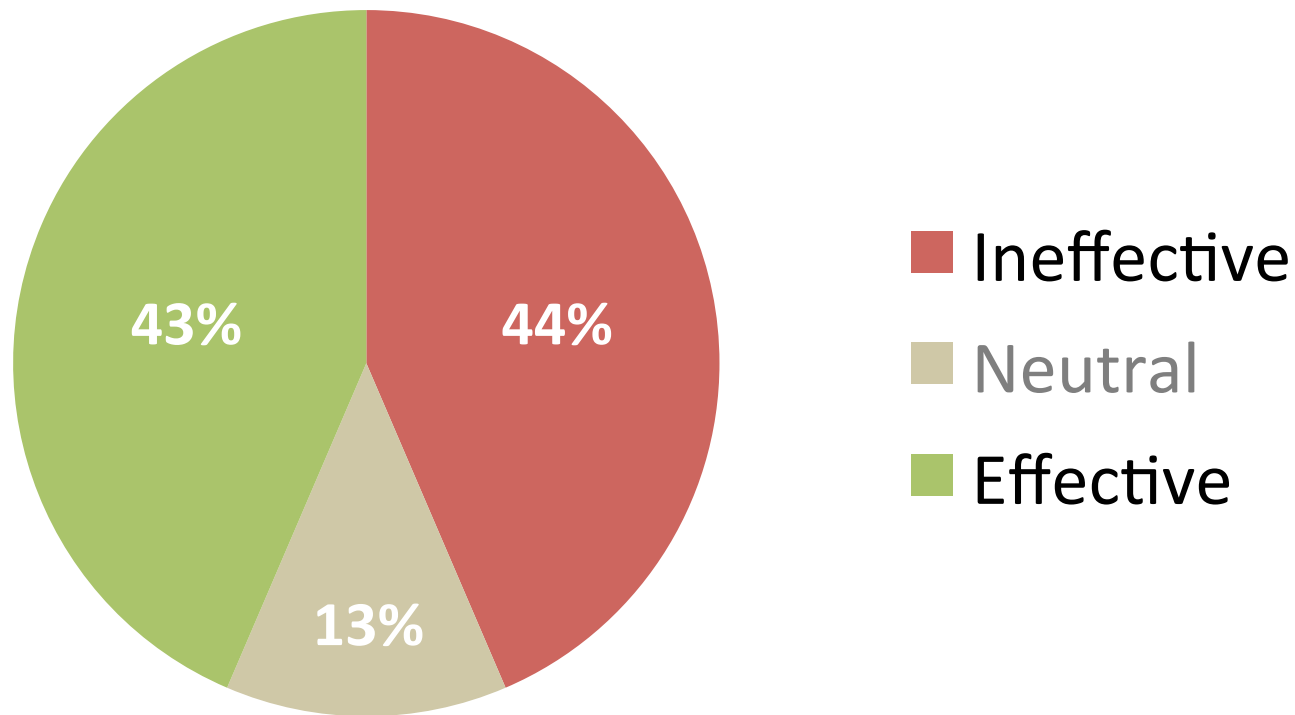


Average = 53 minutes

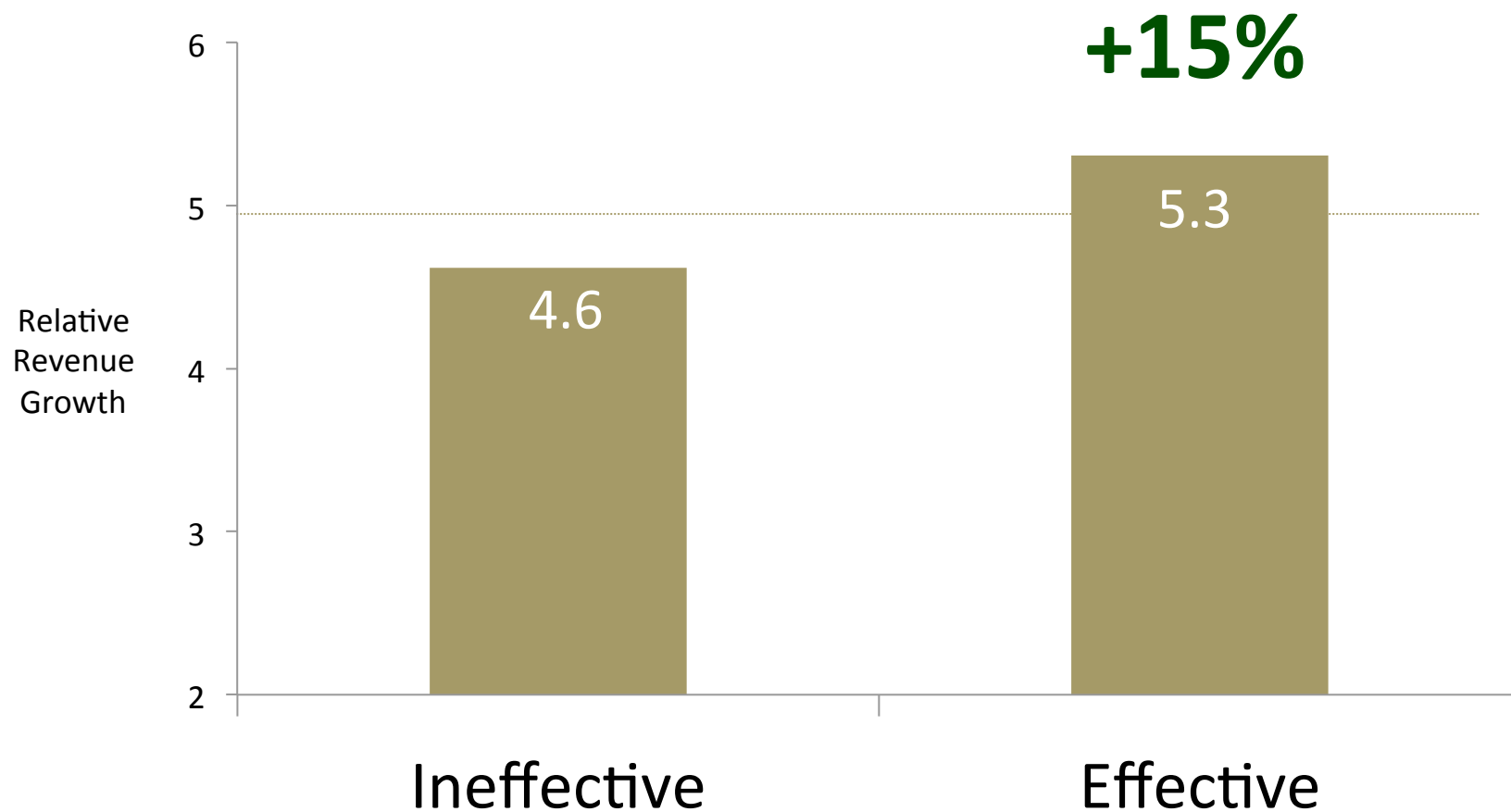
- 30 Minutes or Less
- 45-60 Minutes
- 90 Minutes or More

So We Must Be Good at It, Right?

Effectiveness at Managing the Pipeline



No Surprise... It Pays to Be Effective

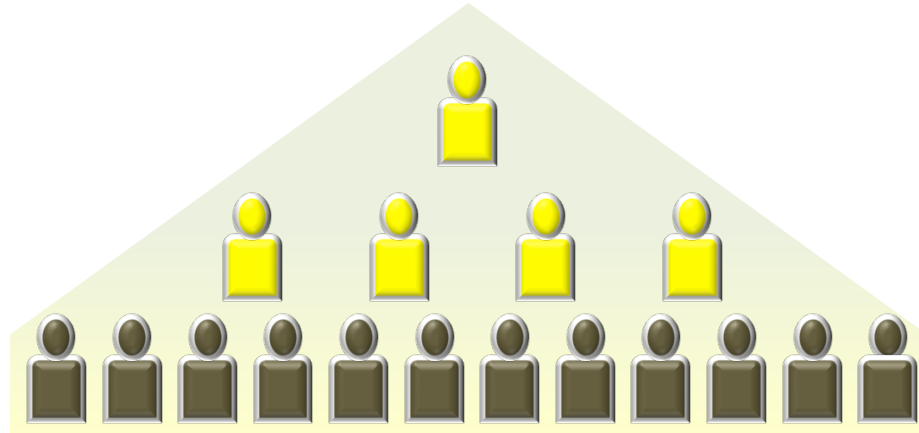


The Question We Came Here to Answer...

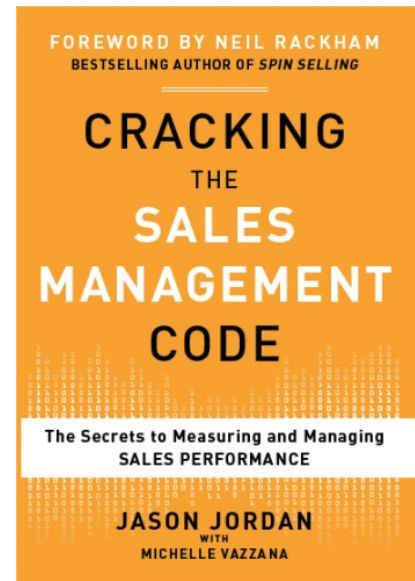
**What Can We Actually
Do Differently?**

But Wait... Who Is Vantage Point Again?

*Focus On
Sales Management*



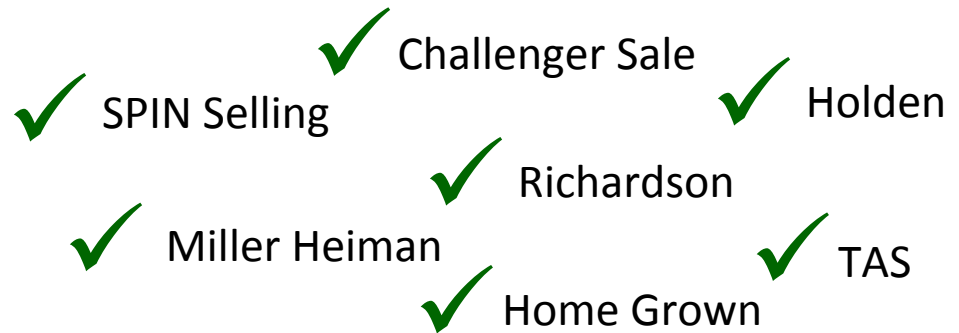
*Thought Leadership
through Research*



McGraw-Hill

Why You Might Like Us

Sales Methodology
Neutral



We Simplify

"I can remember when it felt like I was constantly on fire. Now I have a better grasp on which activities will lead us to the results we need."

Things You Might Recognize



The Research...What We Examined

Manager-Rep Interactions

- > Frequency of pipeline discussions
- > Length of meetings
- > Number of deals discussed
- > Time per deal
- > 1:1 vs. group

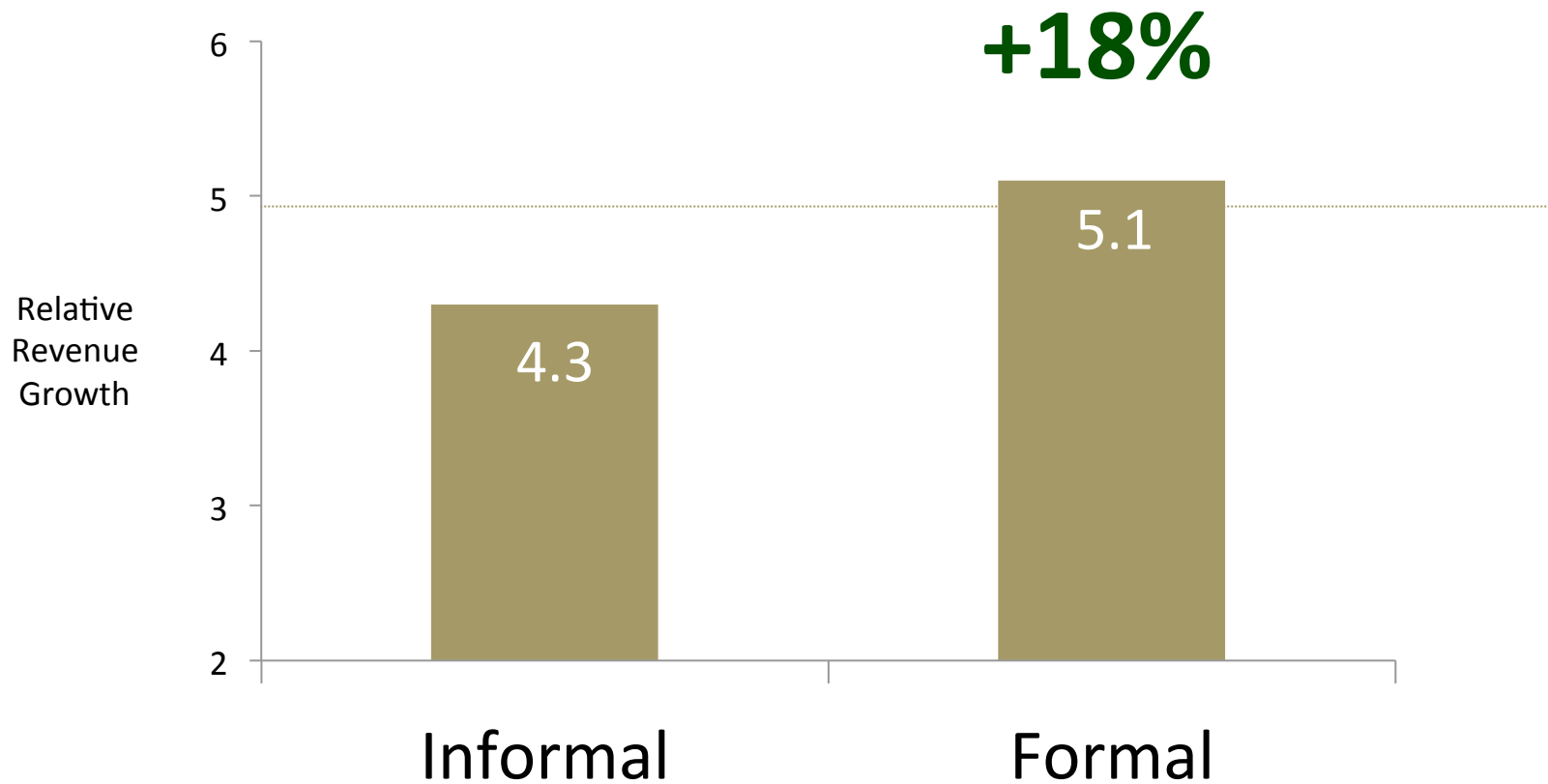
Pipeline Management 'System'

- > Sales process design (opportunity management)
- > Number and nature of pipeline metrics
- > Pipeline size targets
- > Sales manager training

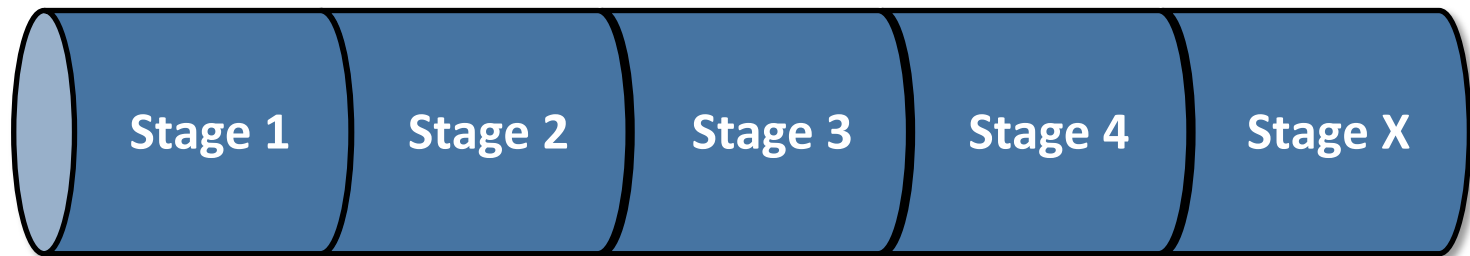
A Poll !



The Mighty Sales Process !



The Backbone of Pipeline Management



Unique to Each Organization

Clear Definitions for What Goes in Each Stage



**What
goes in
here?**

**What
goes in
here?**

**What
goes in
here?**

**What
goes in
here?**

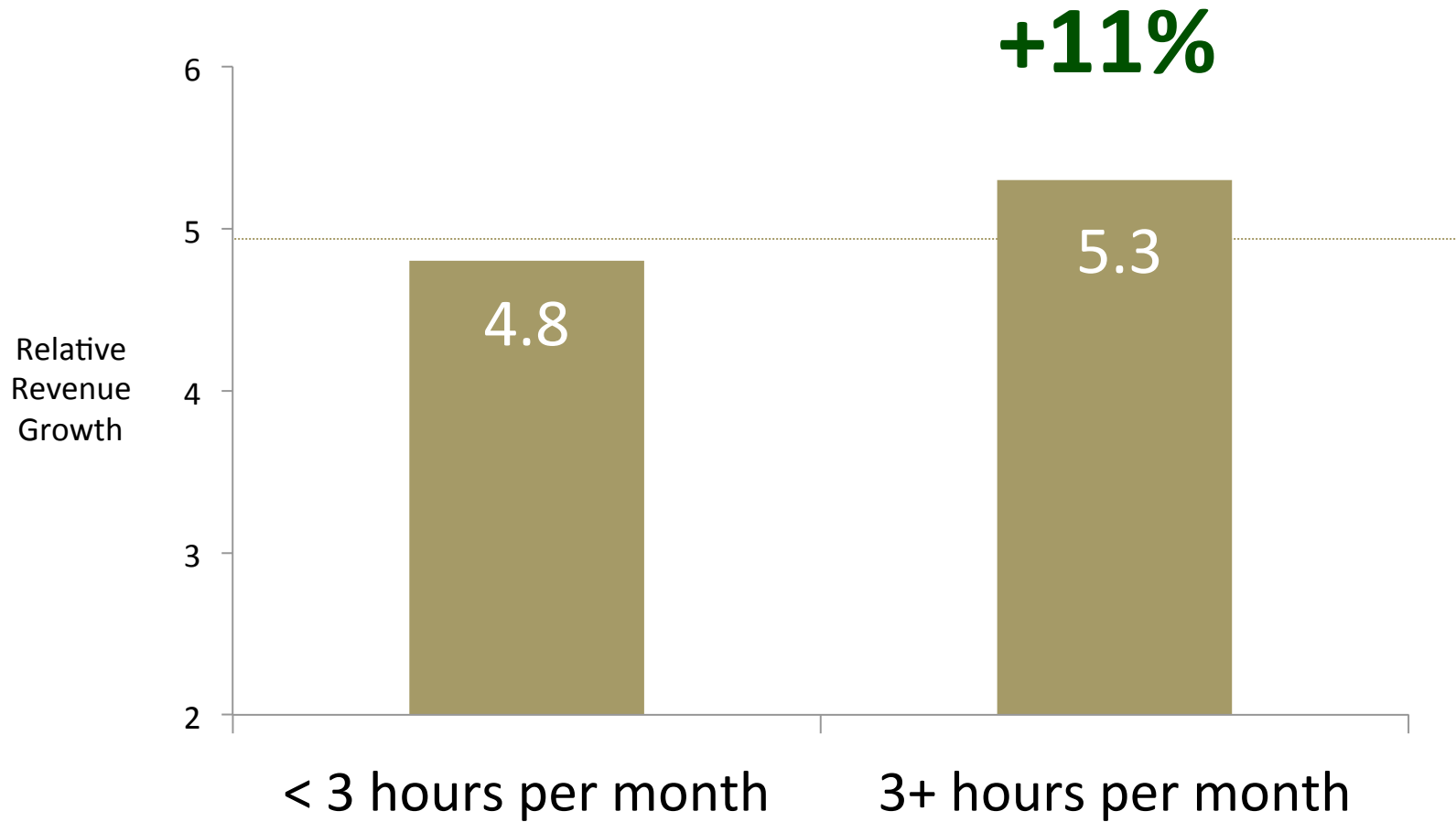
**What
goes in
here?**

**What
goes in
here?**

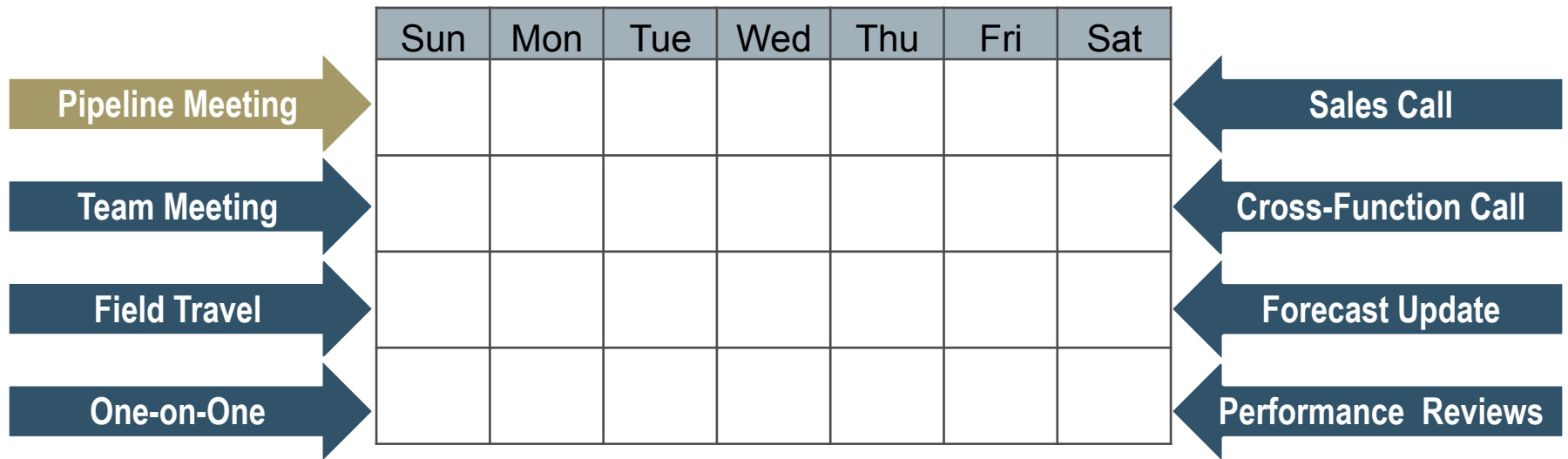
Here We Go Again !



Give It the Effort It Deserves



Sales Management 'Rhythm'



Inspection vs. Coaching



Inspection

- Backward looking
- Focuses on gathering facts
- Assesses seller's compliance
- Low value for seller



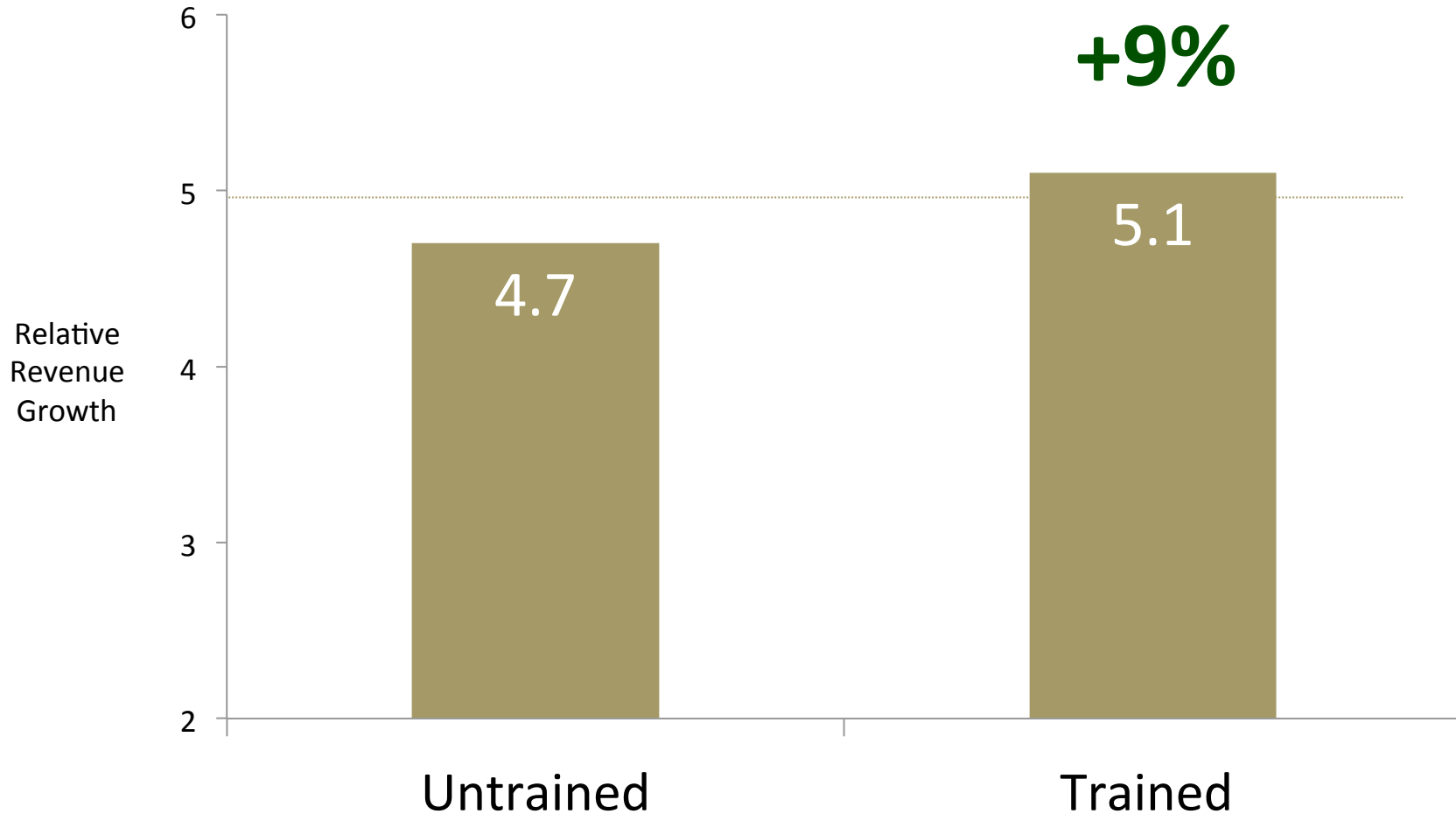
Coaching

- Forward looking
- Focuses on gathering seller's perspective
- Assesses seller's decisions-making
- High value for seller

One Last Chance !

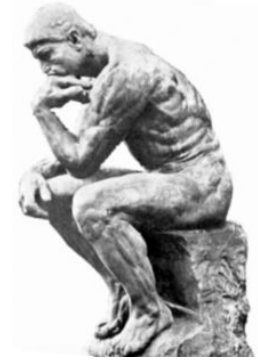


Train 'Em Up!



Where Intuition Fails

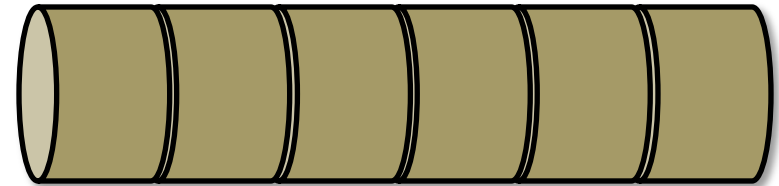
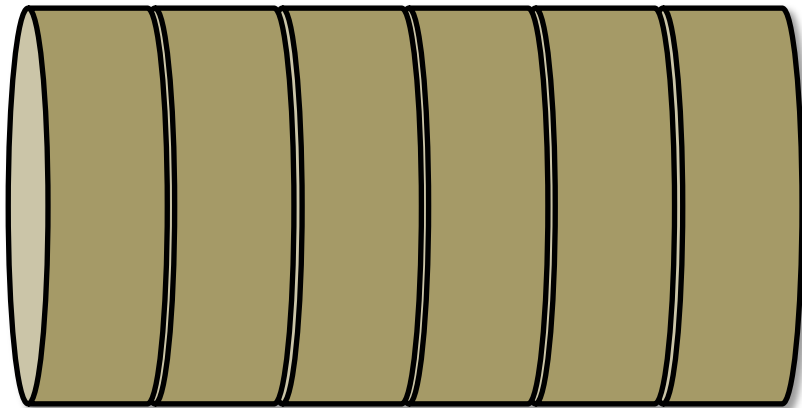
Which is better?



BIG PIPELINE

-- or --

small pipeline



Where Enthusiasm Overwhelms Reality

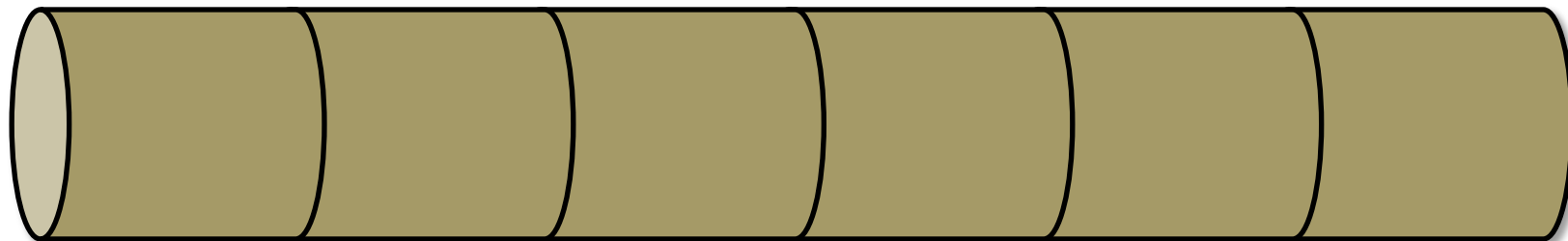
Where can a manager have the biggest impact on rep performance?



**HELP QUALIFY
THE DEAL**

-- or --

**HELP CLOSE
THE DEAL**



Where Reporting Trumps Improvement

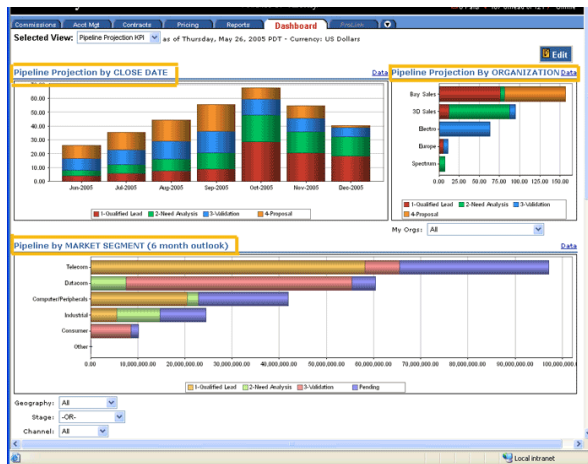
What should be the primary focus of pipeline meetings?



THE DATA

– or –

THE REP



In Short

Define the Pipeline



+18%

Enable the Enablers



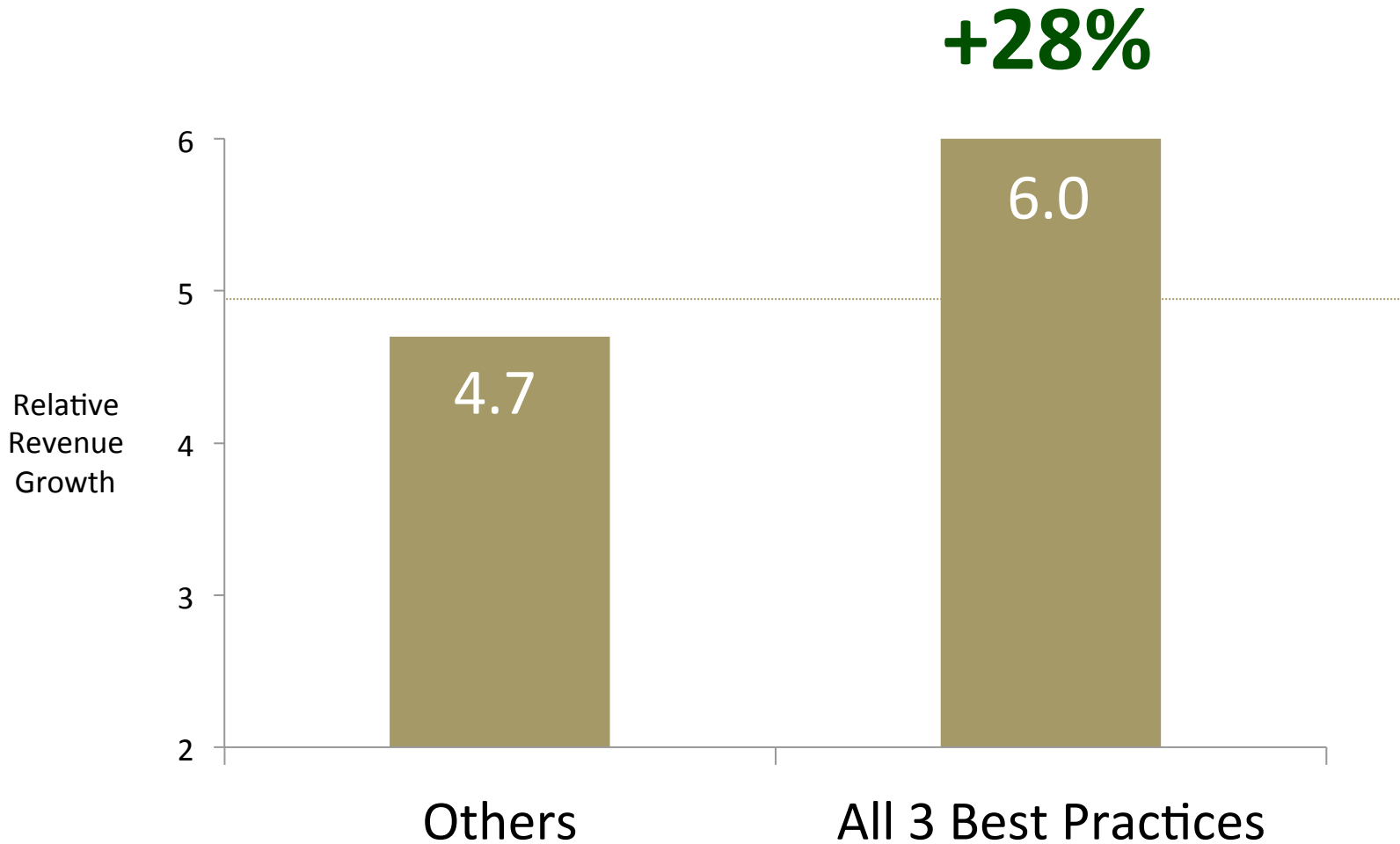
+9%

Just Do It



+11%

Bonus Insight... The 8 All-Stars



Want More?

Coming to an Inbox Near You...

⇒ *THE PERFECT PIPELINE*



Coming to a City (possibly) Near You...



July 29-30
SAN FRANCISCO

October 7-8
ATLANTA

Questions and Discussion



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 #PipelineMgt



Did we run out of time before we got to your question? Presenters can follow-up with you via email. Feel free to submit more questions if you'd like an offline response.

the
right
ar





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Thank You.

These Slides Are For SMA Staff Use

Create a business card graphic for a presenter. Here's how:

1. You'll need the information we requested from them in slide 9 above.
2. Create one card per presenter.
3. Replace the name, title, organization name, email (if submitted) in one of the graphics at right with that of the presenter's.

