Best Practices In Sales Management

A Resource Guide for Sales Managers

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Over the course of my career, I've had the privilege of personally working with several great sales managers and also seeing many examples of effective sales leadership in our client organizations. I've seen the impact that a great sales manager can have on an organization, and I've also seen how quickly a corporate strategy can fall apart without this vital leadership.

Sales management may be one of the most critical roles that influence the success of an organization. You are closest to two important corporate assets: customers and the sales team. The impact of an effective sales manager can be felt throughout an organization. Unfortunately, the same holds true for those whose attempts are not meeting expectations.

It's challenging. The responsibilities of this role are to execute against a defined strategy and produce results that have been defined by executives who are often many levels above them. But it is also rewarding. It is the sales manager who is both the coach and cheerleader for the revenue engine that will determine if a company makes it to the finish line or falls short.

As you build tenure in a sales management role, you will also build a toolbox of resources to help you fulfill those obligations. As the sales performance experts, we've compiled this Sales Management Guide to add to your personal toolbox. Whether you are new to your role or a seasoned professional looking for new ideas, I invite you to review this guide for ideas that will help you exceed expectations.

A company's success is largely defined by its revenue growth. In your role, you hold a tremendous amount of responsibility for contributing to that success, and the true extent of your contributions may never be fully recognized. But, sales management is the first step for many career progression opportunities. This role can be a launching pad for a long, successful career as many have taken a path through sales to executive posts, including the C-suite. As you develop your team to take your company to greater success, take time to also develop yourself for what the road ahead holds for you.

Good Selling.

Sam Reese

Sam Reese
President and CEO, Miller Heiman

The Big Picture

Forecast Accuracy

Talent Management

The Big Picture

Sales Management: The Most Challenging, Yet Most Rewarding, Job in the World

By Bill Golder, Executive Vice President Sales, Miller Heiman

Managing In All Directions

It's no secret that sales is a challenging profession. Salespeople hold the responsibility of meeting both the demands of customers along with those of the companies they work for. After you advance to a position where you are managing salespeople, you not only retain those responsibilities but you take on more. If you have been in sales management for any length of time, you have probably found, as I have, that sales management is the most challenging, yet most rewarding job in the world.

As a salesperson, your biggest concern was probably around whether or not you met your personal goals. As a sales manager, you now have many more concerns on your mind. Your personal goals are supplemented with your team's goals, each individual member's goals, and the company's goals. You are now tasked to evaluate where you should spend your time to reap the greatest return and whether you have the right people doing the right things.

New sales managers often think that they are only managing a sales team. What we all quickly learn is that sales managers must manage up as well as down, with demands coming from all directions. Sometimes it can feel like you are in a vice between the executive team and your sales team. The executive team expects forecasted results and the sales team often has many short-term, urgent needs. As a sales manager, you must figure out how to juggle these responsibilities to ensure all of your obligations are met. You will work hard and may not always get the credit you deserve.

Now for the good news! There are plenty of people around to help you meet these challenges head on and ensure success. As a sales manager, you can find a mentor, ask for help, and leverage your available support network to validate that you are making the best management decisions. This is especially critical for those who are new to a sales management role.

Using Your Dashboard

The advent of CRM introduced many new data analysis features to a sales manager's world. There's good news and bad news to that. More data does not translate into better decisions. Of all new features, the most useful dashboards for sales managers are those that bring clarity and visibility to the sales funnel.

Use the funnel as a guide for prioritizing time with customers and time with salespeople. This discipline will bring clarity to where your time as a sales manager can best be spent to drive results and improve forecast accuracy for you and the overall sales organization.

I do not mean to say that there is no value in reports such as top customer billings, product reporting, lead conversion rates, or YTD performance to plan. But as a sales manager, always recognize the sales funnel as the most important reporting tool.

There's Always Room for Mistakes

Even sales managers make mistakes. I know this because I have. To help you avoid some of the common ones, I put together a list of frequent mishaps made by sales managers. Save yourself some time and disappointment by doing your best to avoid these.

- The number one blunder is that many new sales managers take too long to get out of their selling mode and into the mode of coaching and managing their salespeople. Your team is now your most important asset and your focus must shift from salesperson to leader.

- Sales managers have a tendency to focus too much energy and time on bottom performers. It may seem natural to focus on the problems, but doing this alienates top and middle performers who are actually producing for the company. Too often, sales managers chase the squeaky wheel. Devote energy to the right group of performers, and encourage incremental growth.

- Many sales managers assume that all salespeople are motivated by money. This is not the case. It is important to realize that different people are motivated by different things, and it is crucial to recognize these factors when you nurture your top performers. Each salesperson needs something different from you and the sales manager must be able to recognize these differences.

- Many sales managers struggle in recruiting and hiring. Good sales leaders are always in a mode of recruiting and looking for talent. Those who struggle wait until they have openings to fill, which can lead to decisions driven by deadlines vs. quality.

- Sales managers often fail to spend enough time building credibility with their team. Sales managers must work hard to earn the confidence of their team by displaying not just their competence as a salesperson, but their competence as a coach and leader. A strong team with a trusted leader will ultimately perform better.

- A mishap that many new sales managers make is to change things before taking enough time to assess the landscape. Strengths and real issues that need to be fixed are often missed, which creates a plan of action that produces poor results and impacts your credibility as a leader.
- Sales managers who come from the ranks of being a great salesperson often believe that their way is the best approach to a given situation. Size up the strengths of each person on your team and recognize that there are many effective ways to win business.

Your Many New Bosses

As a sales manager, there are plenty of stakeholders counting on you to provide them with support, information and time. Who is relying on you? Use this chart as a resource to remind you of your responsibilities and fill in the blanks with specific commitments you need to fulfill.

Excitement, Motivation and Thrill

By now, I know I've made clear the challenges in sales management. But I also believe, for so many reasons, that sales management is one of the most rewarding positions you can have in a career. Sales is the most critical function in any organization. Profitable revenue generation for companies produces jobs, bonuses for employees, product development, increased marketing efforts and improved morale for the organization. As a sales leader, you get to play a key role in making a tangible impact on not just your team, but the entire organization.

We work in a business where success means that both parties win in the end. The beauty of being a good sales manager is that you get the added benefit of helping a salesperson help the client and all three parties prevail. Sales management is a career full of excitement, motivation and thrill. There is nothing better than hitting your numbers, helping your team cross the finish line, and at the same time helping individuals prosper, win, develop, grow, enhance their skills, and contribute to the greatness of the sales profession.

Very few professionals can look back at the end of the day, the end of the month, or the end of the quarter and see clear, tangible results in front of them. When you achieve success in sales, there's no fuzziness about it. You know when you win and you know when you lose. There is no grey area in between.

Sales Team

Coaching
Expectation Setting
Deal Support

Sales VP

Forecasts
Opportunity and Customer Reviews
Feedback from Clients

CEO

Supporting Company Strategy and Vision

Customers

Negotiation Discussions
Escalated Issues
Competent Reps to Work With
Review and Planning Discussions

Marketing

Client Testimonials
Feedback/Involvement on Campaigns or Marketing Materials
Insights on Client Segments/Industries

Product Management

Product Feedback
Client Feedback on Existing and New Product Ideas

Process Excellence: Inject Science into the Art of Selling

Standards and process permeate nearly every functional area in business, from accounting, finance and operations to IT, human resources and now, even marketing. And for good reason. Processes and standards enable management to control the controllable so they can focus attention and resources on the more difficult issues that stagnate sales and revenue and disappoint shareholders. Standard process drives predictability, consistency and efficiency, and when properly integrated across the organization, radically improves sales performance.

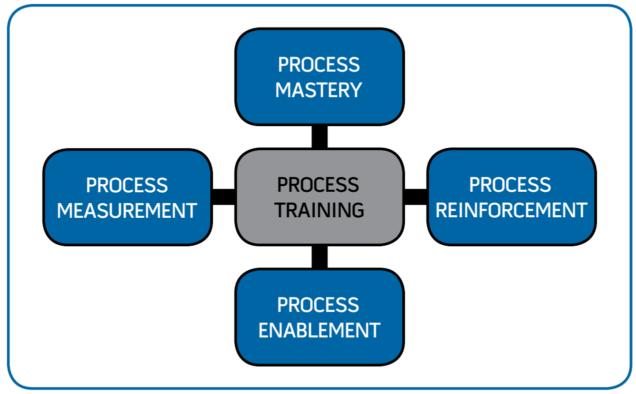
Despite the tremendous benefits that standards and process can deliver, sales organizations have been much slower than other disciplines to move down this path. Imagine how much better sales managers could manage if they had consistent, objective criteria to evaluate the status of opportunities and accounts in each sales rep's funnel. Or, imagine how much more efficiently account teams could collaborate on large deals if they used a common language. And how much better a CEO would sleep at night if he knew his sales force had a consistent, professional approach to interacting with customers! An improvement in these factors helps drive revenue predictability, reduces cost of sales and increases sales force productivity—all critical business objectives.

Our research clearly shows that "Winning Sales Organizations" take a much more scientific approach to selling and sales management than others. While there will always be a certain art to selling, it's an increasingly sophisticated business world. "Winning Sales Organizations" prove that sales process excellence creates a significant competitive advantage. However, the transition from "art" to "science" is not easy. It requires a sound foundation, strong commitment and precise coordination for widespread cultural adoption. That's the challenge.

Foundation and Elements of Sales Process Adoption

The following framework, which we've developed over time, won't entirely eliminate the hard work involved in successfully implementing new processes. But it's been proven to help streamline the effort. Our sales process adoption model offers strong parallels to the Six Sigma™ quality-control methodology adopted by many of the world's leading enterprises and consists of five key elements built upon an all-important foundation. With this model in mind, the change adoption process for a sales organization would have the following elements, each of which is essential for successful company-wide integration.

Sales Process Adoption



The Foundation: Executive Sponsorship, Organizational Commitment, and a Clear Plan

When we say "executive sponsorship," we don't just mean getting sales management's buy-in for the change initiative—although, of course, that's critical. In the best situation, solid commitment and support must come from the entire C-level leadership team in order to create a successful sales culture.

Our research indicates that when it comes to understanding what drives sales and revenue growth, there's typically a huge disconnect between a company's C-level executives, sales leaders and salespeople. Top executives may be out of touch with customer needs, current marketplace challenges and just how competitive their services and solutions actually are at any given moment.

At the same time, overhauling sales processes often causes a ripple effect that extends well beyond the sales organization and into finance, operations, customer service and IT. You're making changes that may substantially alter the way your company does business.

Getting executive sponsorship for process implementation, then, requires convincing your company's leadership that change is necessary, that your initiative is aligned with company strategy and that the entire organization stands to benefit from its successful implementation. For the CEO, the benefit might translate to "success" in hitting growth targets. For the CFO, "success" may mean better meeting financial expectations and reducing sales-cycle volatility.

Ultimately, the precise reason your company's leadership team buys into the effort almost doesn't matter—what's important is that their support is genuine, complete and visible all the way to the topmost position.

We strongly recommend securing the following commitments to build a solid foundation for a major process change:

- A respected executive sponsor, and in the best-case scenario, one who will go beyond sponsorship to coach, mentor and motivate those responsible for implementing and executing the new process.
- A vision that's crisp, clear and easy to communicate. It should concisely spell out where your organization is today, where you want to be, and what you need to do to reach those goals.
- A transition team to manage the day-to-day details of the change effort and a coaching plan to keep sales leadership and management on task and on message.
- A set of milestones that, like those used for any other project, allow you to assess your progress by asking some hard questions at key points along the way. You can figure out what's working that should be replicated across the entire organization—and what's not working that should be refined, revised or scrapped entirely.
- A disciplined review process to assess progress and to address unforeseen problems, questions and risks immediately as they arise; you can then adjust your course as needed to make sure the entire effort stays on track.

Finally, as you build your foundation and prepare your implementation team and plan, keep in mind that while it's best to begin integrating the principles of a new process into daily life as quickly as possible, it may take awhile—perhaps years—for the change to fully take hold.

Elements of Sales Process Adoption

Element #1: Process Training - At the center of successful sales process implementation is process training. Everyone across the organization using or supporting the new or revised process must be thoroughly trained in the new sales method. The more heavily the employee uses the process, the more intensive the training. For example, we've found that sales managers and sales reps almost always require live, instructor-led training to ensure that they understand not only the thinking behind the process, but how to apply it to their jobs and how they do business. The process must be a practical exercise, not just a theoretical one. However, someone in finance might only need an overview of the sales process delivered through an e-learning module.

New employees should receive the appropriate sales process training as soon as they come aboard; the existing team should receive occasional refresher courses and the opportunity to upgrade their knowledge as needed. At the same time, it's important to realize that training alone isn't enough to guarantee effective implementation and real improvement.

Element #2: Process Mastery - Any successful implementation of a new program requires developing "process masters"—cadres of insiders who value the process, understand it completely and are committed to making it a core part of they way they do business. Six Sigma™, for example, relies on "Black Belts" who teach the process and "Green Belts" who manage it on a daily basis. Similarly, Miller Heiman has programs to "train trainers" and to "train coaches" in our core sales processes. Developing internal coaches and trainers helps drive adoption and reinforcement, fully integrates the new processes and supports the sales team in using them correctly and for maximum benefit.

We have found the best "process masters" (sometimes called subject-matter experts) to be highly respected sales managers. These are people that have been in the trenches and have the credibility with sales reps, who will be the recipients of their coaching. High performing and high potential sales reps should also be considered, especially if they excel in coaching and mentoring others. Key to the success of change adoption is the development of those internally who are both business and sales process experts.

For practical reasons, your choice of process masters should also consider geography, product line and management roles. In any case, the ones chosen should display enthusiasm and emotional commitment before and during implementation, and they should be able to serve as "go-to" resources after implementation is complete. You may consider systemic ways of establishing and evaluating such expertise, such as specific training and certification for process masters.

Element #3: Process Measurement - No improvement initiative can realize its full potential—without setting well-established goals and without tracking progress toward these goals in a disciplined manner. Consider how industries using Six Sigma™ take baseline measurements of defect rates and track on-going improvement. Process measurement should take place at the individual level and the organizational level.

There are some very effective assessment tools which evaluate how effectively a salesperson is applying the process in his daily routine. For example, our *Sales Excellence Assessment*SM requires the salesperson to evaluate his perceived effectiveness on a number of dimensions of the sales process. Then, the sales manager rates that salesperson using the same criteria. The results of the assessment show not only how well the salesperson is executing the process, but also highlights disconnects with the sales manager. This information creates a credible foundation for dialog and coaching necessary for effective process implementation.

At the organizational level, both internal and external benchmarks should be used. We find many organizations benchmarking performance internally, tracking how well they are progressing against plan or other historic predictors of success. However, although using external benchmarks is a relatively new concept in sales, it gives the sales organization even more valid criteria with which to gauge success. Although success can be defined in many different ways, the success factors should create line-of-sight between the objectives of the process change and the overall business objectives. The key is in the next step: using—and, as necessary, refining—those metrics to determine how well your sales team is doing as it moves toward the process and business goals.

Element #4: Process Enablement - Sales leaders say that when the word "process" comes up in their organizations, salespeople sometimes cringe because they don't understand how the process will help them sell more and sell faster. And sales managers may worry that introducing a new process will add complexity, prolong the sales cycle and adversely affect the team's performance.

In truth, any successful change initiative includes tools designed to streamline the process and integrate it with existing systems, removing barriers to adoption and minimizing overall disruption. In Six Sigma™, that's accomplished by using Total Quality Management and Process Control Systems, which gather and process information in real time so problems can be detected early on and corrected as quickly and painlessly as possible.

In sales, Customer Relationship Management (CRM) systems are often associated with sales process implementation. However, there have been many instances where CRM systems are very unpopular with salespeople because they perceive them as data repositories that don't streamline the process or add value to the sales effort. Fortunately tools are now available, such as Miller Heiman's *Sales Access Manager*SM (www.salesaccessmanager.com), that bridge the sales process with the CRM system and add significant value to the salesperson.

The appropriate tools—combined with the all-important milestones included in the foundation—will help salespeople recognize that the new process ultimately makes their jobs easier, not harder. It should be clear to them also that as they embrace and utilize the new systems, they will become both more efficient and more effective, and their jobs will become more rewarding as well.

Element #5: Process Reinforcement - In any business process implementation, ongoing reinforcement is a critical—and often overlooked—component for success, especially as many such initiatives may span long periods of time. Reinforcement involves adjusting your culture—not just in the sales organization, but throughout the company. Keep the key principles in front of your people at all times to make sure the change becomes and stays part of how everyone does business every day.

Promote the new process implementation throughout your organization, and, in particular, communicate its successes. Make sure you bring new sales hires up to speed on the process as quickly as possible. Provide all team members with the chance to refresh their knowledge and further their mastery through additional learning opportunities. It may mean offering training to people who support the sales process even if they're not directly involved in selling.

And, revisit the process itself regularly by returning to the milestones, adjusting the process as needed and communicating the changes throughout the organization as quickly as possible.

Bringing It All Together

While all the elements of the foundation are important, remember that the success of any initiative ultimately rests on the foundation of executive sponsorship and commitment. And keep in mind that, whatever the level of sales management, each role is equally important.

Our research tells us that when employees are trying to decide whether a change-management initiative is a good idea, they frequently look first to their bosses to see what they think. If you believe in the process you're promoting, you must demonstrate it by example. To quote Harvard Business School Professor John Kotter: "Nothing undermines change more than behavior by important individuals that is inconsistent with their words." And, we're confident that those with the commitment and belief in a process that injects science into the art of selling will become a "Winning Sales Organization" and will substantially outperform their peers.

Sales Management Best Practices: A 60 Day Roadmap for New Sales Managers

By Bethany Schultz, Vice President, Miller Heiman

Welcome to sales management. If you haven't found out yet, you'll soon learn that much of what may have made you a great salesperson – independent spirit, the ability to close a deal no matter what and perhaps a tendency to prioritize individual goals over the team's goals – will not make you a great sales manager. To a big extent, selling and managing selling are two different disciplines with two different required skill-sets.

The purpose of this article is to provide first-time sales managers with a set of best practices they can learn right away and implement during the first 30 to 60 days on the job. Bear in mind, these best practices are just a start. Over the years, Miller Heiman has been researching what keeps the world's most successful sales organizations (known as Winning Sales Organizations or WSOs) on top, year after year. What we've learned is that organizations that consistently make the list do not rely on charm, luck or sales magic. Rather, they rely on a set of proven methodologies. These methodologies can be learned and, more importantly, replicated across any sales organization. If you have already passed your sixty-day mark, it's not too late to benefit from these best practices. Covering these bases can be beneficial at any point in your career.

First, let's get beyond title and explore the role of sales manager: there are three elements – leadership, management and coaching. They shouldn't be confused with one another. Leadership is about having a vision, describing it and directing people toward it. Management is about administering and organizing, not about creating. And coaching is an activity – not a title; anyone can be a coach – that involves helping others achieve a goal.

Considering those broad definitions, do you believe salespeople actually want to be managed? It's highly doubtful – especially if you're managing people who have more product or industry experience than you. That is why collaboration is so important. As a sales manager, you can bring a genuine process to the table. You can leverage your team's industry and product expertise. As a sales manager, you're going to bring process to sales. You'll have to get buy-in from your team because for you to be successful, they will have to participate in the process.

If you have been a successful salesperson – at your present company or elsewhere – you have figured out how to identify opportunities, manage relationships, get internal resources, how to get referrals, etc. If you do nothing else in the first 30-60 days, if you do nothing but replicate what you know works in those core customer-focused elements, you will have done more than most. But let's go a step further.

Take a Good Look at your Team

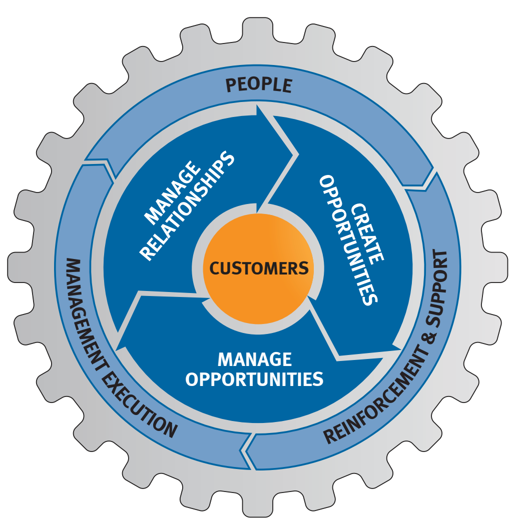
Early on, during your first 30 days on the job, take a look at your team. While it may be tempting to put it off while extinguishing whatever fires you've inherited, do not procrastinate assessing your team. Find out what is working for individual members and replicate it across the entire team. This could come from your own background as a top salesperson on the team (or on another team); it could be from your own top salespeople.

There are some great assessment tools available. Look for great service from the provider, ask about how tests are validated and make sure the assessments are EEOC-compliant. The results of the tests may encourage you to move people around, but it's not about firing them. Think of assessment tools as a way to help understand your people better. Behavioral assessments should be a part of the process, not the whole process.

Take Key Inventories

During those first 30 days, look at the sales system holistically. Who is on your team? What are their individual strengths and weaknesses? Who are your coaches? Keep in mind that anyone may be a coach as it's not dependent on title or status.

Miller Heiman Sales System™



Next, take a look at your customers. Know who they are – not just their names, but why they buy from you. Who are they? What do they do? Why do they purchase from you instead of your competition? Here's a great tip: Call your key customers and ask them why they buy from you! You might be really surprised when you begin to think less about how your team sells, and more about how your customers buy.

Consider establishing a "personal board of directors" – people you can go to – within and outside of your company, and your industry, to help solve problems creatively and think outside the box. This is by no means the end-all and be-all of your sales management role, but in the first 30 days, your team inventory should help you identify gaps in your sales system.

Within that 30-day period, think about metrics of sales effectiveness. Ask yourself what you should measure – close ratios, average deal size, etc. Decide what you need to know in order to measure success, and include what your boss needs to know – but what do you need to know to measure success? There are plenty of ways to measure your sales effectiveness other than revenue. Find a few and stick by them.

Establish a communication plan with your team in those key 30 days. Consider every possible way to communicate – face-to-face conversations, telephone, email, PDA, intranet, etc. – and ask yourself what role each can play in your team's communications. And don't do this alone. Rather, set an early example of open communication by asking around. Ask your people how they prefer to send and receive messages. Try to accommodate. It's better to over-communicate than under-communicate. Once you have a good sense of how your team best communicates, make a plan that outlines how important messages will be handled.

Forecasting and More

Now that you've got a good sense of who is on your team, of why your customers buy from you, and an intact communication plan, it's time to get a handle on your funnel management and forecasting. You have to find a way to get accurate forecasting of what your team will produce. There are many ways – and they need not involve high-tech solutions. You can keep manual records or use a simple spreadsheet. You can outsource the function or you can buy sophisticated tools. The point is: you must have a way to forecast sales. Every business is different. It may be quite simple or it may be a complex, expensive exercise. Either way, it's a must!

During your second 30 days on the job – once you've learned all you can about your team and your customers – you will begin to see how you can better align customer needs with internal resources. Having identified the highest impact gaps in your sales system, you will know how to use the resources at hand to close the gaps. You might find you'll need to go outside the team to close those gaps. Every organization is different. With preparation and knowledge, you should be able to determine what yours needs most in order to create opportunities, maintain a customer-focused approach (why do they buy from us?) and manage customer relationships more effectively than ever.

At the Six-Month Mark

Your six-month anniversary is a good time to take stock. Make a big list of what is working and not working. Solicit your team for feedback. If something isn't working, change it, then convey the change.

Take an opportunity to re-evaluate your communication plan. Look at the ways you communicate and consider each one. Get a read on what communication works best in your culture and which, if any, never seem to work. Rely on feedback from your team and from management for the answers.

Ask yourself: Am I leading, managing, or coaching? We tend not to spend enough time asking ourselves if we're helping people do a good job. Given what you know now about your team and your customers, ask yourself how you can capitalize on best practices – yours and others – and leverage it across the group. Are you coaching and helping people gain the competencies they need to close sales? Or are you stepping in and helping them close sales? In other words, at the six month mark, ask yourself if you are leading, rather than just being an advanced salesperson.

The bottom line for new sales managers: If you start with the basics – replicating your own best practices, assessing your team, getting to know your customers, communicating in ways that reach everyone, and applying proven methodologies to the sales process, you'll find the sales process is one of discipline, knowledge and creative thinking – behaviors you can replicate for better and better results.

Forecast Accuracy

The Importance of Accurate Forecasting: A CFO's Perspective

Jamie Miller is particularly well qualified to provide a CFO's view on sales-finance relationships and revenue forecasting.

As CFO of Seattle-based ePartners Inc., [Mr.] Miller oversees all financial matters for a fast-growing technology consulting firm with 350 employees in about 20 U.S. and U.K. locations. (ePartners, which experienced double-digit growth in each of the last three years, expects to reach $85 million in revenues in 2006). Previously, he held executive positions at several other public and private companies. From managing seven mergers and acquisitions, Mr. Miller knows first-hand how such massive transactions can change corporate relationships and processes. And, having raised $85 million in venture capital, he's something of a salesman himself.

Representing the *Sales Performance Journal*, business journalist Anne Stuart talked with Mr. Miller about strategies for building bridges between finance and sales—and reaping more accurate revenue forecasts as a result. Following are the edited highlights of their conversation.

Sales Performance Journal: How would you describe the traditional relationship between CFOs and their companies' sales executives?

Jamie Miller: Historically, the personality types that drive sales and those that drive finance and operations are very different. They tend not to spend time with each other. And that's a mistake. The entire being of any company—whether it's a start-up or an enterprise or at any of the states in between—is fed by its sales organization's ability to grow revenues.

SPJ: What's your own approach to that relationship?

JM: I've always made a special effort to bond with the sales folks. I'm still friends with the VPs of sales at many of the organizations I've been part of. And in our organization, every one of the executives is paired up with one of our four regional general managers. I'm paired up with the GM running our southern region.

SPJ: What's the most important factor in building bridges between the larger finance and sales organizations?

JM: The main thing is knowing that you're speaking the same language, especially when it comes to sales forecasting.

Salespeople want to tell you what's going on in their world. If you give them only one word [such as "forecast"], doing that becomes a problem. We use three. "Commitment" means "I guarantee you that this number is coming in." "Forecast" is more about what their expectation is.

And "upside" is the best forecast-able scenario. They only use those words, and when they use them, we know what they mean.

SPJ: How important is grassroots involvement in sales forecasting?

JM: Forecasts cannot be open to interpretation. The whole point of a forecast is that it's supposed to give you guideposts for what your actions are, how you allocate your resources, what you spend your time focusing on. At the very base of that, you need to involve the person who is out there actually driving the sale. So we include everybody who sells in that sales forecast.

Obviously, each person's interpretation of where they are in the sales cycle is different. So we've established milestones throughout the sales cycle—all the way from first contact to contract and everything in between. Those are the markers; there are about 10 stages that we look at. That way, there's no interpretation: We ask where they are, and they tell us what milestone they've reached.

SPJ: What are the potential consequences of inaccurate forecasts or missed expectations?

JM: You can argue about what killed the whole dot-com era, but at the heart of it was that [the failed companies'] sales didn't meet their revenue forecasts….They built these tremendous organizations based on revenue forecasts, and there was no synchronization between [sales and finance]. That's an extreme example, but any company that doesn't have a forecasting system will eventually fail. At some point, somebody has got to get a handle on spending and how much revenue is really coming in.

[At ePartners,] we have to be profitable in the short run to justify our existence. A lot of what we've decided to do has to do with our ability to forecast. Forecasts drive discussions like: Do I want to invest in Product A or Product B? Do we want to spend money on more consultants, another executive? Or do I want to invest in a new salesperson?

SPJ: You're currently CFO for a private company, but you've held executive positions for public companies in the past. How is forecasting different for them?

JM: With public company forecasts, you've got to be very careful about defining what terms you use for your audience. I can say to [ePartners'] board, 'Our commit level is this, our forecast is this and our upside is this.'

Public companies really can't get away with that. They're typically asked to provide a single number, the forecast. They're under a lot more scrutiny. So public companies are much more cautious about their definitions and making sure that they're on the conservative side of those forecasts.

SPJ: How does rapid growth affect sales forecasting? What practices and tools do you use to stay on track while you're expanding?

JM: When you've got new cultures being introduced to existing cultures, it's even more important to make sure that you're speaking the same language. That way, no one's doing freestyle.

As your company gets larger and larger, the managers become more and more distant from what's going on at the customer level. You need some proxy for that. A good CRM [customer relationship management] system can provide that by giving a glimpse of what's going on through the sales cycles. We definitely live and breathe off of our CRM system.

SPJ: How do you make sure people use such systems—and use them properly?

JM: Making the systems human-friendly is very important. Ninety percent of it is getting people comfortable with those systems [for which ePartners provides training]. But you've got to enforce consistency in terms of putting accurate information into that system. [At ePartners,] people are held accountable for updating their information. We've established penalties for sandbagging—putting in numbers that are too easy to meet—as well as for over-forecasting.

Ultimately, there's a lot of effort that goes into forecasting, but it's important. If the information is not valuable, not accurate, it affects everything else.

Company

Name: EPartners Inc.

Business: Consulting, support, service for Microsoft business products

Headquarters: Seattle

Founded: 1992

Revenues: About $74 million in 2005

Employees: About 350 in 20 locations worldwide

Web site: www.epartnersolutions.com

Interview Subject

Name: Jamie Miller

Title: CFO, ePartners Inc., Seattle

Previously: Senior Vice President of Corporate Development, ePartners; CFO/COO of Ernst & Young Technologies Inc.; co-founder, CFO/COO of Platform Inc.; COO, DBS Direct Inc.; CEO/CFO/COO of iCat Corp.; earlier positions with Intel Corp. and Wells Fargo & Co.

Education: B.A., University of Colorado; M.B.A., Pennsylvania State University.

Taming the Volatile Sales Cycle

By Bob Miller, Co-Founder, Miller Heiman

Many of the ups and downs of a company's revenue stream can be smoothed out. Doing so, though, requires a fundamental change in how the organization prioritizes its sales activities.The typical sales process is like a funnel: At the bottom are the deals that are nearest to being closed, in the middle are other prospects in the works, and above the funnel are numerous promising leads that need further investigation. Companies frequently run into trouble when they work their funnels from the bottom up, which all too often results in wild fluctuations in the sales cycle. For a more continuous — and predictable — revenue stream, firms should prioritize the three areas of the funnel in the following way: bottom, above and then middle.

Many companies experience wild fluctuations in their revenues. During one quarter, new offerings are selling faster than proverbial hotcakes. But in the next quarter, the sales force can't seem to give those same products away. "It's either feast or famine," is the all-too-familiar refrain. To exacerbate matters, these fluctuations are often unpredictable as evidenced by the countless companies that miss their revenues projections, unleashing the wrath of Wall Street. Many corporations have watched their stock price plunge because of a missed sales target. And bad sales projections also wreak internal havoc. Few things infuriate the manufacturing division more than ramping up the production of an item that only ends up sitting on shelves.

Of course, every sales cycle has some degree of volatility. A big customer could go bankrupt or a major deal could fall through because of management changes at the client's firm. Conversely, sales of a new product could suddenly skyrocket because of a serendipitous endorsement. And there are certainly seasonal fluctuations and many other factors, including customer budgets that affect the sales cycle.

Aside from these, there's another type of volatility that many executives seem to think is some kind of natural law. At the beginning of every quarter, sales tend to falter; at the end, they often surge. This continuous roller coaster can be a huge problem when big deals fail to materialize at the last minute (that is, near the end of the quarter), leaving a shortfall. Indeed, the fear of that happening has led many companies astray. Some have even tried to fudge their numbers by taking expected sales and booking them in the current quarter.

Obviously, cooking the books is hardly the answer, but can companies actually achieve a consistent — and predictable — revenue stream through better management? Contrary to the prevailing view of many executives, organizations can indeed smooth out many of the kinks in their sales cycles. Doing so, however, requires a fundamental change in how they prioritize their sales activities.

The Sales Funnel

The typical sales process is like a funnel: At the bottom are the deals that are nearest to being closed; in the middle are other prospects in the works; and above the funnel are numerous promising leads that need further investigation. Each of the three areas of the funnel requires different activities. At the bottom of the funnel, the company must remove all remaining obstacles to close those deals (for example, meeting with the final decision maker and ironing out the specific financial terms of the contract). In the middle of the funnel, it needs to do important background work (for example, identifying the people at the prospective customer who could possibly veto the deal). Above the funnel, it needs to screen the leads to identify which should be pursued (specifically, determining whether there's a good fit between the customer's needs and the company's products). And, of course, it also needs to continue prospecting to ensure a healthy supply of new leads.

Now comes the tricky part. Ask any executive, including those in sales, how to prioritize the three types of activities and the answer is likely to be that the funnel should generally be worked from the bottom up. At first glance, that strategy seems to make sense. Why not concentrate on the surest opportunities first and leave the less certain stuff for last? But this prioritization strategy is the fundamental cause of the sales roller coaster.

Here's what typically results from a bottom-up strategy: The sales organization closes important deals and is busy moving prospective business from the middle to the bottom of the funnel. This is arduous work and, pressed for time, people just do not get around to generating any new leads. At some point, though, everyone begins to realize they're in trouble because the funnel is drying up. This then results in panic and a flurry of activity. Unfortunately, a company can't instantaneously move a prospect from the top to the bottom of the funnel. Especially for big-ticket products, that process could take months, if not years. Thus, the company experiences a plunge in sales until it is finally able to move the crop of new leads down the funnel, which eventually results in a sales uptick. But then history repeats itself because, as people focus on the bottom and middle of the funnel, they again neglect to prospect and qualify new leads. And this is why many firms experience the wild ups and downs of the sales roller coaster.

Ideally, a company should have a continuous flow through its sales funnel, and the surest way to achieve that is to prioritize the three areas of the funnel in the following way: bottom, above and then middle. Note that the highest priority is to still attend to the deals that are nearest to being closed because they offer the quickest return on the future expenditure of a company's time and resources. And given the investment that a company has already made to move a potential customer from the top to the bottom of the funnel, it would be foolish to leave that prospective business vulnerable to poaching by a competitor. But the only way to ensure that activity above the funnel receives the attention it deserves is to prioritize it ahead of the work that needs to be done in the middle.

By doing so, companies can combat the numerous psychological factors at play. For starters, people in general don't like uncertainty and they prefer to concentrate on the surer things first. Related to that, people tend to focus on the short term at the expense of the long term, and the payoff for working above the funnel typically seems too distant. Lastly, the simple fact is that everyone dislikes the hard (and seemingly thankless) task of prospecting. In fact, I've only ever met two types of salespeople: Those who admit they don't like pounding the pavement for new customers and those who are in denial and say they do. Give anybody the choice of working the middle or above the funnel, and they'll always choose the former. It's easier — and so much more comfortable — to take an existing client out to dinner to discuss future business than to venture out into new territory to face the possibility of rejection after rejection. Thus, the only way to ensure that work above the funnel is done regularly is to formally prioritize it ahead of work in the middle.

But that's not to say that any company can afford to neglect working the funnel's middle. Prospects there must still be shepherded toward the bottom so that those deals can eventually be closed. Somehow, though, people will find the time to work on customer prospects in the middle of the funnel (even when other activities might have a higher official priority as decreed by their company), whereas they always seem to be much too busy to concentrate on finding and qualifying leads above the funnel unless they're absolutely forced to do so.

Toward Better Funnel Management

And that brings us to the basic problem: Telling salespeople how to manage their individual funnels is one thing; getting them to do so is an entirely different matter. To accomplish that, a company needs to implement various organizational measures. For starters, it needs to have salespeople regularly monitor and track the activity in their individual sales funnels. Of course, for any given week, different individuals will be allocating their time differently, depending on the status of their accounts. For instance, one salesperson might be spending 60% of her time at the bottom of the funnel, 20% in the middle and 20% above the funnel, while another salesperson might have a completely different breakdown. Neither is inherently better than the other and, in fact, the two salespeople could have entirely different ratios for the following week. It is important to remember that the desired prioritization (that is, working the funnel from bottom, above and then middle) is just the static overall goal. Companies have to keep in mind that each salesperson's time should be allocated in dynamic fashion, given the particular status of that person's different customer prospects.

That said, a company can uncover a number of problems by tracking the overall, combined funnel of its sales force. For example, a general lack of movement through the funnel suggests that people might be incorrectly classifying the different sales prospects (for example, thinking that a potential customer is in the middle of the funnel when it's actually above it). Or if very few prospects are making it into the funnel, the firm might be having difficulty using initial data to predict whether there's a match between its products and potential customers' needs, and the company might do well to consider devoting more resources to above-the-funnel activities.

Institutionalizing better funnel management is admittedly a difficult task. Many salespeople, for example, will claim that they're already too busy to spend precious time classifying and tracking their activities. But such a disciplined process is crucial, especially when a company absolutely needs to have a more predictable sales cycle.

Consider the operations of a large aerospace company that manufactures its products — all high-ticket items — to forecasts from the sales organization. Unfortunately its sales forecast had been all over the map, with an average accuracy of just 35 percent. Then the company's new senior vice president of sales implemented a program to teach everyone — including people in sales, marketing, manufacturing, and customer service and support, as well as the firm's dealers — the fundamentals of funnel management. Definitions were clearly delineated and codified (for example, a customer prospect had to meet specific objective criteria before being considered "in the funnel"), and formal funnel reviews were held each week. To ensure that everyone took the new program seriously, the SVP of sales appointed one of his top lieutenants to oversee the organization's entire funnel management. Within one quarter, the accuracy of the company's sales forecasts had improved to 60 percent. With additional work, that number exceeded 75 percent and the change has saved the firm millions of dollars a year because the manufacturing group now has a much better handle on future orders.

For companies that aren't paying enough attention to work above the funnel, a number of practices can help. A good rule of thumb is that, every time people close a deal, they must prospect or qualify something else. That's why many retailers teach their sales force to inquire about additional business immediately after making a sale by asking, "Is there anything else I can help you with today?" Of course, done clumsily, such practices are more likely to annoy than entice customers. But the truth (which is slightly counter-intuitive) is this: The most opportune time to prospect for new business is when someone has just purchased something because, at that point, the buyer is typically feeling good about the decision he's just made. Thus savvy companies teach their salespeople to close a deal by saying something along the lines of, "It was great doing business with you. Do you know of anyone else who could benefit from our products?" Another practice is to devote a pre-defined, regular amount of time to work above the funnel. For example, salespeople could reserve the first 15 minutes of each working day for prospecting and qualifying leads. Or, alternatively, they could discipline themselves to make five daily attempts to generate or qualify a lead.

At many organizations, the same salesperson follows a customer prospect from above the funnel until the sale is made, providing a continuous interface. But other companies have different groups set up specifically for above-the-funnel work, and that activity is sometimes even outsourced. The classic example here is telemarketing, which drums up leads that the sales force then pursues. That type of practice is common in the business-to-consumer arena, but it can also be used effectively for business-to-business sales. A firm might, for instance, segregate its sales force into those who work above the funnel versus those who concentrate on the bottom and middle. The former could be compensated by the number of "quality" leads brought in, which could be defined, for example, as a potential deal that has more than a 90% probability of closing (and such statistics could easily be tracked). The latter could be compensated in the standard fashion: commission based on actual sales. Such practices have two major benefits: They help ensure that work above the funnel is never neglected, and they are cost-effective, freeing experienced (and well-paid) sales professionals to concentrate on what they do best.

Even though revenues are the lifeblood of a company, many CEOs and other senior executives are ignorant of various aspects of the sales function. Some, for example, believe that landing a big customer is more art and little science. But the simple truth is that the sales function is a definable, repeatable process that can be tracked, planned and managed, and those that believe otherwise will continue to suffer the many volatile ups and downs of the sales roller coaster.

Talent Management

Beyond Passive Resistance: Motivating Salespeople To Adopt Change

The market constantly changes, and any agile, growth-minded sales organization recognizes the necessity of changing along with it. However, no matter how innovative and effective the projected change may seem, individuals must implement it in order for the initiative to be successful.

Research conducted by both the Sales Benchmark Index and Gallup indicates that individuals fall into three distinct groups when it comes to their attitudes toward change:

- 20 percent of people are early adopters. These are the people who immediately embrace change.
- 60 percent of people are "fence-sitters," as Greg Alexander, CEO of Sales Benchmark Index, puts it. These individuals resist change in a passive way, neither supporting the change initiative, nor directly acting against it.
- The remaining 20 percent are entrenched in their own methods and will not accept the change.

The reason that such a low percentage of salespeople are willing adopters of change, Alexander says, is that frontline management and executives have not provided a clear link between what the change means for the organization and what it means for the individual. In other words, salespeople wonder: What's in it for me? And, will the change really stick this time?

Common Mistakes of Changing Sales Organizations

Alexander cites the eight mistakes that companies make when effecting change, as detailed in Leading Change by John Kotter :

1. Allowing too much complacency.

Avoiding this mistake is crucial, if a sales organization wants to effect change. If an organization has had enough success in the past that it seems that change isn't necessary the sales force may become complacent. A lack of outside feedback also contributes to this mistake. Benchmark the sales force against competitors instead of against internal history to find out how your organization is doing relative to the market.

"It's an eye-opening experience to measure success and failure against your peers," Alexander says. "It either shows that you really are doing well, which inspires confidence—or it demonstrates how much better you could be, which spurs the sales force to action."

2. Failure to create a sufficiently powerful coalition.

If the VP of sales has a vision, rolls it out and simply hopes that people are as passionate about the change initiative as he is, it won't work. The frontline sales manager must drive change on a day-to-day basis.

The VP of sales should involve frontline managers in the change initiative by demonstrating to them that he's trying to solve a problem or embrace an opportunity. Alexander recommends that sales leaders engage managers by asking, "If you were me, what would you do?"

3. Underestimating the power of vision.

Use this rule of thumb: Whenever you can't describe your vision in five minutes or less, you're in for trouble. That means your process is too complex. If the sales force can't grasp how the change will help them retain and acquire more customers, they're unlikely to participate in the initiative.

4. Undercommunicating the vision by a factor of 10

Why would anyone change a process that seems to work? People won't accept change unless they believe the change will truly make a difference. It's important to explain to the sales force why the change is attainable and quantify for them what the benefit will be if they embrace the change.

5. Permitting obstacles to block the new vision

Alexander suggests that you prevent obstacles and passive resistance by communicating expectations around quantitative measurements that aren't up for interpretation.

If, for instance, a sales organization were to implement an opportunity management system, sales leadership could use forecast accuracy percentages as a quantitative measurement. The VP of sales could quantify the objective by requiring forecast accuracy to be between plus or minus seven percent after the implementation (when forecast accuracy was between plus or minus 15 percent before the change).

That way, "It's very clear. You're either moving toward or away from that quantitative objective."

6. Failing to create short-term wins

Change is difficult. It doesn't happen overnight, and it can seem to some that no progress is being made at all. "Sales leaders need to promote short-term victories. That allows momentum to build. When you highlight success, it raises the confidence level in the initiative, and those responsible for implementation realize it's attainable."

7. Declaring victory too soon

According to research conducted by Sales Benchmark Index, the average job tenure for a CSO is 19 months. Because they're not in secure positions, many CSOs will launch a change initiative, gather data to show it worked and explain how it's been successful—in an attempt to create job security.

But when that happens, errors and inconsistencies are overlooked. The sales force perceives that they need not adhere strictly to the change initiative and reverts to old habits quickly.

8. Neglecting to anchor changes firmly into culture

Sales Benchmark Index research shows that a change initiative isn't rooted into a company's culture until it has been reinforced, and performance numbers have been consistently delivered, over a period of six quarters.

Alexander recommends that sales leaders make a conscious attempt to show salespeople how specific behaviors and attitudes have improved performance. By making the change something that affects individuals, it becomes something that salespeople will do in their own self-interest. That's how a change initiative stops being something that people resist—and starts being the way things are done.

The Role of Leadership

"It is critically important that the entire C-suite is behind the change initiative," says Alexander, but he goes on to caution that the sales leader shouldn't engage the C-suite prematurely. Organizations that have made unsuccessful attempts to implement change in the past are often wary of new initiatives. Avoid associating a new drive for change with failed programs in the past by being prepared to show a game plan for execution.

The CSO sits in the middle. He has to communicate both downward and horizontally. Sometimes the C-suite is reluctant to get involved. The CSO needs to get his peers to participate by convincing them that the mission–critical component of the company is the acquisition of customers—and that this change initiative will drive that result.

The CSO must also work to communicate his vision completely and concisely, and get frontline sales managers on board, since they are ultimately accountable for propelling the process. Work with sales managers to define success and the way it will be incrementally measured over time up front: "Those that are responsible for executing the change must have come up with that definition. That way, they'll have to look in the mirror instead of pointing fingers."

When individual salespeople see that leadership is behind this initiative—from the top of the totem pole down to their immediate manager—it can act as the impetus for passive resisters to adopt change.

Real Life: Embracing the Change

People move the process and people are ultimately responsible for the success of the process. A successful change initiative begins with people—and building a coalition of leaders to help move the process.

Technology can also play a role, as a tool to automate the process. "If the process is tough to do, it's tough to get it adopted," Alexander explains. When technology eases transition pains, it can act as a boon to process adoption.

But, even if organizations have followed all of the guidelines and enabled the sales team to embrace change, results often aren't seen immediately, which can cause frustration. That's where data and metrics come into play.

Determine the basis of your objectives as you create them. Augment marketing data with customer feedback from the sales department to come up with metrics that are grounded in reality. For example, if the marketing department needs to determine the right promotional plan for a new product, it should confer with sales to attain real-life reactions to past product promotions. That feedback, combined with measurements from past promotions, will help determine which method will be most successful.

Alexander says, "If you're effectively benchmarking yourself, you'll understand what your capabilities are. Analyze past product releases, for example, to set objectives and see if your change initiative is having a positive effect, however incremental, on your current product release."

The Good, the Bad and the In-between

Sales leaders can take another step to make sure everyone is on board by positively reinforcing the good eggs—those 20 percent who adopt the process early—and by removing those who have demonstrated they won't change.

Sales leaders need to work within the process to keep the good eggs in early-adoption mode—and prevent them from falling into the 60 percent who passively resist change. Rewarding early adopters defends against a future change-weary attitude. Passive resistance is often borne of failing to see the results of too many change initiatives.

As Alexander says, "Show the 'fence-sitters' that they should emulate the behavior of the early adopters by highlighting and rewarding them when they have a success as a result of the new process.

"And, if you ask the bottom 20 percent—people who won't change—to leave, the middle 60 percent will realize there's equal consequence for not getting behind the initiative."

When sales leadership displays commitment and demonstrates to the sales team that change will positively affect them as individuals, it will make a difference. A successful change initiative avoids common pitfalls—particularly tolerating complacency and permitting obstacles—measures progress, creates accountability for individual salespeople as well as frontline management, and encourages executive sponsorship.

Seven Myths and Misconceptions About Top Performing Salespeople

By Sam Reese, President and CEO, Miller Heiman

If there's one profession that's plagued with myths and half-truths, it's sales. And no group is more subject to misunderstanding than your organization's top performers.

Let's examine seven of the most common misconceptions about world-class salespeople.

Myth One: Being a top-performing salesperson is easy; essentially, you're just taking orders. World-class salespeople are tacticians, not strategists.

Reality: Sales involves thought and action. Like their colleagues in other departments, good salespeople like to innovate, coming up with great ideas and strategies for turning those ideas into reality. But at the end of the day, top performers understand that sales is about execution and results—and they understand that their ability to do that job well affects everyone in the entire organization, not just the sales team.

Myth Two: The best salespeople are naturals; they just wing it.

Reality: World-class sales performers "train" just like world-class athletes do. Our research indicates that, when compared with average performers, the best salespeople are:

- 30 percent more likely to prepare for their sales calls.
- 30 percent more likely to rely on a well-defined approach to determining which clients to target
- 24 percent more likely to have a standard approach for reviewing existing opportunities

World-class performers in any field are big on discipline and routine. They're consistent. They're constantly developing new and better systems for getting things done. And they don't wait for breakthroughs—they make breakthroughs happen.

Myth Three: Top-performing salespeople are cutthroat competitors who want to see everyone else fail.

Reality: Like world-class athletes, sales stars don't tie their wins to others' losses. In fact, the best want everyone else to do well—they just want to do better! After all, in any field, it's more rewarding to beat competitors when they're at the top of their games than to breeze past them when they're down. There's little challenge—in sales or athletics—in beating someone who's a weaker performer or who's having a bad day. And there's no sense of accomplishment at all in winning when there's no competition.

Myth Four: World-class salespeople only care about making money—after all, that's how they get to the top.

Reality: Great sales careers are built on relationships, and great salespeople value those relationships above all else. Top performers think about more than selling a house or pushing a product; they genuinely enjoy helping their customers solve problems, meet needs or move ahead with projects. In a sense, they're "pleasers;" they truly like making customers happy—and they know that involves really understanding what their clients want to fix, accomplish or avoid.

Myth Five: World-class salespeople are intrusive and pushy.

Reality: World-class salespeople are curious. For that reason, they tend to ask a lot of questions. They're curious about what their clients are trying to fix, accomplish or avoid. In other words, they try to uncover the underlying challenge or problem rather than just make the immediate sale. So, without exception, top performers are good listeners.

Naturally, good salespeople are persistent. But they don't badger or manipulate people; Instead, they come back with one new approach after another. And they do care how people feel about them—after all, they're building long-term relationships.

Myth Six: World-class salespeople are, by definition, self-centered and egotistical.

Reality: Like world-class athletes, top sales performers sometimes appear self-centered or egotistical. Actually, in both cases, it's often more that they're highly efficient.

Average performers view time as uncontrollable. By nature, world-class people in any field take the opposite view, avoiding anything that removes time from their control. And they've typically got little patience for time-killing activities.

World-class people in any field tend to evaluate themselves honestly, harshly and constantly. In fact, they often feel they're lucky when they win and completely to blame when they lose.

Myth Seven: World-class performers are driven by rewards and recognition, and they know that, eventually, they'll be able to coast on their reputations.

Reality: Many superstars welcome a little affirmation, but they get uncomfortable with adulation or recognition.

As for resting on their laurels: The best of the best never rest. Like world-class athletes, as soon as they attain their goals, they immediately set higher ones. Not the next year, not the next quarter, not even the next month—but immediately.

Bottom line: World-class salespeople are afraid of complacency, of getting "fat and lazy." They strive for success, but it's hard to relax and enjoy it once they get there. Remember, top performers constantly strive to improve: It's all about getting better.

About Miller Heiman

Miller Heiman has helped thousands of companies, their salespeople, and executive teams overcome the most significant challenges that affect sales productivity and top-line growth.

We help our clients move beyond treating symptoms by applying *The Miller Heiman Sales System*™ and our world-renowned benchmarking database to diagnose the root cause of their issues. Because we have the tools, data and experience, we can move much more quickly than traditional consulting firms from diagnosis and validation through implementation and results.

Typical sales performance problems we solve include:

- Improving Sales Force Productivity
- Managing Sales Talent
- Transitioning from Product-led to Solution-led Selling
- Winning High-value, Complex Deals
- Shortening Sales Cycles
- Improving Sales Forecast Accuracy
- Evaluating and Integrating Sales Forces Pre-and-Post Merger
- Protecting and Growing Strategic Accounts

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We appreciate your interest in Miller Heiman. We would like the opportunity to discuss your organization's challenges and opportunities. Please contact us to schedule a free consultation.

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