



A New Perspective On Revenue Growth

7 Ways You Should Look At Your
Sales Performance Differently



A Harsh Reality

When it comes to growing revenue, every organisation has something by way of a sales process, methodology tools and systems.

They may have spent countless thousands on training and coaching their business development teams and investing in technology to support them. Yet, why are so many organisations experiencing difficulties in meeting or beating their targets for revenue growth?

Our unique assessment approach could pinpoint areas of significant improvement.



A New Perspective

In the ever-evolving landscape of business-to-business (B2B) sales, every organisation adheres to its own rituals – be it a distinct process, a unique methodology, a bespoke system, or a chosen training provider. These established frameworks promise to carve a pathway to success and turn strategy into measurable sales outcomes.

Yet, with the relentless pace of change, it's vital to constantly question whether these approaches are truly moving the dial.

Are the traditional metrics and burgeoning sales technologies leading to the uplift in performance that your organisation seeks?

This whitepaper introduces some new perspectives that have been proven to be successful in organisations selling high-value, complex engagements.

It invites sales teams to critically evaluate the effectiveness of current methods and consider seven critical areas that can have a measurable impact on performance, regardless of methodologies and processes.



1. Ecosystem

Do you fully understand your sales ecosystem?

The concept of a 'sales ecosystem' is a comprehensive framework encompassing all factors that contribute to sales performance. It is a confluence of client value, ways of working, management, leadership, enablement, and client conversations, all revolving around the nucleus of revenue generation.

A healthy sales ecosystem is akin to a well-oiled machine, where each component operates in harmony to drive the sales process forward.

For instance, leadership in this context is not limited to setting targets; it involves cultivating a Go-To-Market strategy that optimises the operating model and enhances organisational performance. Management, on the other hand, is not just about oversight but encompasses pipeline and coaching strategies, cadence, and performance monitoring.

Enablement, a vital component, combines content, training, and development with technology and operations to empower and support teams. At the core of the ecosystem is the art of client conversations, which should be structured to build rapport and align with client values.



2. Value

Do your teams really understand value?

Understanding value in sales is a multi-dimensional concept that goes beyond the superficial benefit of a product or service. It involves understanding what constitutes value **in the eye of the client** from the perspectives of business outcomes, solution requirements, provider attributes and individual needs.

Each of these perspectives requires different conversations and yields different measures of value, such as return on investment (ROI), the creation of internal champions or 'navigators', differentiation, and cost of inaction (COI).

Business value, for example, might be quantified in terms of improved revenue or reduced costs, while individual value might be reflected in enhanced compensation or personal development.

Solution value is often measured by time savings and usability, and provider value by service capability and expertise.

Truly grasping these layers of value can be a significant factor in differentiating offerings in a crowded market.

		Outcomes
B	Business Value: Business results the organisation values when seeking to solve current challenges or create different and better business outcomes in the future.	Create ROI/COI *
I	Individual Value: Factors that individual(s) might value from a personal perspective when sponsoring or facilitating a solution or change.	Create Champions
S	Solution Value: Specific elements of value that your solution might provide. How you deliver what you do (technical aspects).	Validate Differentiate
P	Provider Value: Factors that might be of value if they choose you as an organisation. These have nothing to do with your solution and are related to you as a business.	Validate Differentiate

* Return on Investment/Cost of Inaction

3. Differentiation

Does your team understand the simple things that they can do to behave differently in client meetings and produce clearly differentiated winning proposals?

Differentiation is the art of standing out in a way that matters to the client or prospect. In client meetings, it's often the 'simple things' that set apart a salesperson. These include demonstrating deep understanding of the client's business, being genuinely consultative, and offering insights and solutions that resonate on a level beyond a generic sales pitch.

Our experience is that clients struggle to differentiate between competing suppliers unless they can see and understand the difference in a way that is memorable, relevant and clearly contrasts differences that they value.

It involves positioning your solution in a way that aligns with the client's strategic objectives and presenting your company as not just a provider, but as a partner invested in enabling the client to identify and realise value.

Encouraging your team to bring innovative thinking and a bespoke approach to each interaction can transform client meetings from transactional exchanges to strategic dialogues, fostering trust and opening doors to long-term collaboration.



4. Conversations

Are your teams having the right conversations with the right people at the right time, focused on their needs?

The timeliness and relevance of conversations in sales cannot be overstated. Engaging with the right stakeholders at the right time with a message that resonates with their specific needs is a delicate dance that can make or break a deal. It requires diligence in preparation, active listening, and the agility to pivot the conversation as it unfolds.

Sales teams must be adept at diagnosing the client's pain points and aspirations, tailoring their dialogue and leading conversations to address these points, and providing solutions that create tangible value. The depth and breadth of these conversations will significantly influence the sales outcome.

Effective conversations are the currency of successful sales—they bridge the gap between client needs and your solutions. Ensuring that your team is engaging with the right people, at the right time, with the right message is paramount. It's about creating a dialogue where value flows in both directions, and alignment is achieved.



5. Sales Velocity

Does your team understand the sales velocity formula?

More importantly, do they appreciate the compound effect of a simple 5% improvement in each of the formula's components?

Sales Velocity is a critical metric that encapsulates the rate at which your team turns prospects into revenue. It is calculated by multiplying the number of deals by the average contract value and the win rate, then dividing by the deal cycle time.

This formula helps in quantifying the effectiveness and efficiency of the sales process and teams and identifies the potential to increase the contribution from each team member in a given time frame.

Understanding and applying the concept of Sales Velocity can guide teams to focus on the right areas for improvement. A modest increase in any of the variables - number of deals, contract value, win rate, or a decrease in cycle time - can have a compounding effect on revenue.

The concept of Sales Velocity brings a quantitative edge to performance improvement, showing that even small enhancements can lead to significant gains. It encourages a data-driven approach to sales strategy, focusing on key performance drivers that directly impact the bottom line.

$$\text{Sales Velocity} = \frac{(\text{Number of Deals} \times \text{Average Deal Value} \times \text{Win Rate})}{\text{Sales Cycle Length}}$$

A modest 5% increase in each of the top three variables and a 5% reduction in deal cycle time can drive a 22% uplift in sales.

6. Focus On Measurable Outcomes

Do you quantify measurable success factors for sales performance improvement initiatives?

For any new initiative to drive revenue growth, especially training or coaching, it is essential to move beyond abstract targets and establish suitable lead and lag measures that clearly demonstrate your team's uplift in performance.

Establish two or three specific, quantifiable lag measures such as increasing key metrics from X (current rate) to Y (desired rate) by Z (a specific timescale).

Simple examples could be increasing new customer acquisition rates, boosting average transaction value, growing qualified pipeline or improving win rates.

Then consider two or three simple lead measures that indicate changes in behaviour such as adoption of new tools and evidence of different approaches.

Finally, set a cadence to regularly review results and course correct by coaching as necessary.



7. Measure Engagement And Knowledge Retention

Do you have the evidence to know who needs help to raise their game?

In today's digital age, Artificial Intelligence (AI) provides unprecedented opportunities for analysing sales interactions.

Beyond analysis of sales calls, you can leverage AI to measure your team's knowledge retention and engagement on any given performance improvement initiative. This ensures that your sales team not only learns, but retains critical information about products, services, and sales techniques.

By integrating AI into your performance analysis, you can pinpoint areas of strength and evidence gaps in knowledge and engagement more effectively.



Final Thoughts

To drive exceptional sales performance, teams must reframe their approach to encompass a robust sales ecosystem, a deep understanding of value, a focus on differentiation, strategic conversations, and a keen appreciation of Sales Velocity with appropriate lead and lag indicators.

By looking at sales through these lenses, your team can identify opportunities for growth and efficiency that can significantly enhance their overall performance.

It's not just about working harder. It's about working smarter by considering how each of these seven perspectives can drive incremental revenue growth within your existing systems and processes.

Value-based consultative selling demands a new perspective. If you want to change your results, you have to change your approach.



We Will Invest In Your Success

We offer a range of diagnostic approaches to identify the critical changes required to increase sales productivity and accelerate revenue growth in your organisation.

We often start with a simple **Value Assessment** where we each invest time to quickly assess the value of any intervention that you might consider.


This simple 'no cost' approach enables you to see where the value is before you commit to investing in a more comprehensive programme to drive performance improvement.

Your organisation will benefit from a range of tools to conduct an objective, in-depth analysis of your sales operations, getting to the root cause of any inefficiencies, identifying untapped opportunities for growth and pinpointing those things you're doing well and need to do more of.

Should we have a conversation?



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