

Sales and Sales Management Section

SALES OBJECTIVES

What are our sales targets? By product? By SKU? By market? By quarter? Existing clients versus new business?

What is our sales percentage increase versus last year?

What market share are we trying to attain versus last year?

What is the relative importance of each of the objectives?

What are the Revenue goals? Revenue by product type? Revenue by customer? Revenue by territory?

TEAM STRUCTURE, OBJECTIVES AND EXPECTATIONS

What is structure of the current sales team? Is it led by the owner(s) or are there dedicated resources?

What are the current Performance Objectives for each member of the sales team?

Are the Objectives aligned with the financial goals of the company (ie. Is there emphasis on products with highest margins?)

What are the key sales activities that the team is asked to focus on?

Is there administrative support or Inside Sales support for the sales team?

Is there a CRM system in place? If so, which one?

Who has access to the data? Is everyone with access expected to input information on client contact?

Are you comfortable that you are getting a good return on your CRM investment?

What are the expectations of the team in terms of the behaviours that are to be demonstrated? Are they Needs Based sellers, Relationship focused sellers, Fast Close focused, etc.?

Has there been any sales training provided to the team in the past?

Are you satisfied that your sales people are truly sales people and not professional visitors?

Are Sales Team members also expected to provide after sales service and manage relationships?

Is the sales team expected to develop annual sales plans for their areas of responsibility?

What does the coverage model for the team look like? Is it based on client segments, Regions, or other?

Is there a client segmentation model applied that the sales team is able to leverage?

What concerns you most about the sales process or sales team at the moment?

What most excites you about the sales process or sales team at the moment?

TRACKING AND MONITORING

How are the activities tracked/reported?

What is the process to monitor the activities of the sales team? Are there weekly calls with team members? Is there a Monday sales meeting?

What are the consequences (positive or negative) of exceeding or missing time bound objectives?

What is the process for developing the annual sales plans? Is it top down, bottom up or a hybrid of the two?

Is there an annual (semi?) sales meeting with the team to develop the overall plan?

Who attends the annual sales meeting? Is there representation from Marketing, Product, Sr. Executive, etc.?

Is there a sales reporting system in place? How is it utilized and leveraged?

SALES MANAGEMENT

Do you have a sales management structure? If so, what are the expectations of the managers? Are they pure coaches or player coaches?

How do you measure the effectiveness of the coaches?

What feedback loops are in place to feed information from Sales to other parts of the organization (marketing, product, legal, finance, etc.)

How engaged is the Senior Team with clients? Do they travel with the sales team? Are there expectations that the sales team will bring executives out on the road?

Do the sales people have explicit budgets for Travel and Entertainment? Are there expectations about the ROI of the spend?

Are there any regulatory restrictions on spending that the team must abide by? That your clients must abide by?

How is the annual budget for T&E developed? Zero base or last year +5%?

When conducting sales meetings with prospects and clients, what are the expectations regarding meeting preparation?

At the conclusion of meetings with prospects and clients, what are the expectations regarding meeting summaries and follow ups? How are they measured?

What are the expectations of Sales Managers/Business Leaders regarding Annual or Semi-annual reviews for the sales team? What are the positive or negative consequences of these?

SALES CYCLE AND LEADS PROCESS

What does the sales cycle look like (fast close being days or weeks, medium close being months, long close being year)? Is it tracked and monitored weekly/monthly/quarterly? If tracked, what is the current time between first contact and close?

What is the current process for generating leads for the sales team? In house or 3rd party?

When leads are identified, how are they distributed to the sales team?

Do you use/attend events to generate leads? Do you have a sufficient ROI for those?

HUMAN CAPITAL AND COMPENSATION

How is the sales team compensated? Strictly base salary, base + bonus, base + commission, base ++?

Does the compensation model align sales activities and behaviours with the company financial objectives?

Are there incentives around penetration of existing clients? Around new clients?

How often is the compensation model reviewed relative to the market?

Is there a goal for compensating sales relative to the market (ie. At market median, top quartile, etc.)?

What has been the turnover on the sales team? Have there been exit interviews conducted to understand reasons for leaving?

What disciplines are in place for hiring sales people? Do you use any forms of testing when hiring (psychometric, IQ, etc.)?

Who is your best sales person? Why? Is the opinion metrics driven, personality driven, first hand observation?