Measure, prioritize and improve your sales function’s capabilities

This framework is based on the Gartner Sales Score, an interactive diagnostic assessment of the sales function, including maturity benchmark reports. If you’re interested in deploying that version, please contact your client partner.

Sales Operations

1. Account Planning
   We provide sellers with a standardized account planning approach used to assess both short and long-term account growth. This approach drives a proactive focus on known and emerging customer needs and incorporates information from beyond the core account team (e.g., operational, support, services).

2. Key Account Management
   We have a key account program to ensure the development and retention of customers critical to our organization’s growth. We strategically tier key accounts, ensuring that customers receive service commensurate with their importance to both short- and long-term company objectives. We also regularly up- and down-tier accounts.

3. Sales Development & Execution
   We provide guidance and support — in the form of processes, training and enablement resources — on sales development activities (i.e., prospecting, opportunity qualification, deal pursuit).

4. Early Pipeline & Lead Management
   We ensure a healthy sales pipeline by partnering with marketing to establish a common definition of a high-quality lead. We also track relevant pipeline metrics and conduct periodic pipeline review meetings.

5. Sales Support, Tools, & Technology
   We build enablement tools and resources around end-user needs aimed at reducing seller burden and driving productivity. These tools are often embedded in seller’s workflows and organized around the customer buying journey.

6. Commercial Messaging
   We provide sellers with standardized commercial messages and talking points that highlight the company’s differentiators and ultimately leads back to us as the supplier.

7. Managing the Sales Operations Function
   Our sales operations team is positioned as a value-added function that is responsible for leading initiatives and driving innovations that create sales success and strategic advantage for the sales organization.

8. Sales Analytics and Intelligence
   We actively capture essential customer and account data and quantitatively analyze it to understand past results, model possible future outcomes and make actionable, insight-driven decisions.

   Our sales process is extensively aligned to the customer buying journey and ultimately helps managers coach sellers, provides an ecosystem for sales enablement and frames the sales forecasting process.

10. Compensation Design & Management
    We design, launch and govern sales incentives in a way that rewards sellers for outcomes that drive sales strategy and enhances seller trust through stability and transparent expectations.

11. CRM/SEFA Management
    We ensure enterprise-wide system value by balancing ease of use with high-quality data and reporting (for leaders and sellers alike). This includes enabling a business-level view of the customer, execution of business processes, and reporting that supports seller guidance, pipeline health and forecasting.

12. Strategic Planning & Sales Transformation
    We have a clear timeline and systematic process for strategic planning and proactively identify business goals by surfacing root causing and prioritizing organizational gaps.

13. Sales Force Design
    We have a strategic, data-driven process — informed by customer buying behavior as well as market and organizational changes — for determining sales coverage, role design, sales force size and territory design.

14. Indirect Channel Management
    We provide support to channel partners in taking the company’s products and solutions to market (e.g., product updates, collateral, voice of the channel). We also provide tiered incentive programs as well as exclusive arrangements with key partners, such as private label, OEM, etc.

15. Talent Acquisition
    The recruiting and hiring process is governed by specific sales competencies that align with how the organization wants to go to market. These competencies are informed by the skills, behaviors and mindsets of high-performing sellers.

16. Onboarding
    Our onboarding program goes beyond teaching sellers day-to-day workflows to having them demonstrate key skills and behaviors in structured, experiential settings. We also set clear and verifiable performance expectations at key onboarding milestones.

17. Sales Training
    Our training program upskills sellers on critical sales skills in addition to product/technical knowledge. Training is incorporated into sellers workflows to maximize safe, experiential learning opportunities. We use formal certification programs to ensure seller proficiency in required competencies.

18. Talent Engagement & Retention
    We actively monitor seller satisfaction by employing a variety of methods, including employee engagement and job satisfaction surveys. We use this information to design a clear and widely accepted employee value proposition (EVP) that taps into accepted employee value to design a clear and widely

19. Sales Manager Effectiveness
    Our frontline sales managers invest significant time on skill-building and coaching. They also encourage team collaboration, leveraging the collective strengths of their sellers to drive sales creativity and innovation.

20. Coaching
    We facilitate ongoing, dynamic and job-embedded coaching interactions between sales managers and their direct reports designed to diagnose and correct or reinforce behaviors specific to that individual.

Account Planning & Execution

1. Account Planning & Growth
   New Customer Acquisition
   Sales Effectiveness & Enablement
   Sales Talent Management

   On the scale of nascent to master, where does your sales organization stand?

   The Gartner Sales Score self-assessment tool and report help you evaluate your sales organization’s maturity. With an accurate look at performance gaps between where you are today and where you want to go tomorrow, you can:

   • See how you measure up across six objectives and 20 discrete functional activities
   • Identify sales strengths and weaknesses
   • Build a fact-based case for resource investment and cross-functional planning
   • Define specific initiatives, across sales disciplines, to reach the next level of maturity

   For more information, contact us at salesleaders@gartner.com.

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   Sample Report Excerpt: Activity Maturity and Importance Scores

   Importance
   Indicates large gap between importance and maturity

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