

THE COMPLETE SALES KPI STRATEGY GUIDE

For Field Sales Teams

Do you ever feel like you're not selling enough, especially in comparison to your investment in CRM and your sales team?

Sales activity management helps sales teams unlock maximum revenue potential by engaging salespeople in the behaviors that matter.

In our [first Sales KPI Report](#), we analyzed 1,500+ sales activities that are being used to manage and motivate 100+ sales teams. Now, we're presenting you with a complete guide to launching your sales activity management strategy based on our sales KPI research and catered to your specific type of sales team.

WHAT YOU'LL FIND IN THIS GUIDE:

1. Today's Field Sales Rep

2. Most Common Field Sales KPIs

3. Expert Recommendations

4. Interesting KPIs

5. KPI Timeframes

6. The Activity Based Selling Methodology

Select to go
straight to
that section!



About LevelEleven

LevelEleven is for sales leaders who want to sell more. We have the industry's leading sales activity management system, which lives right within Salesforce and unlocks maximum revenue potential for companies including Paycor, Ryerson and Comcast. LevelEleven engages a sales team in the behaviors that matter, allows managers to course correct in real time and creates a true culture of performance.

[learn more here](#)

Just to ensure we're on the same page about the role this guide is addressing, here is our basic definition of a field sales rep...

TODAY'S FIELD SALES REP

The field sales rep is a quota-carrying salesperson who works out in the field. They do also work in offices, but they're often out in front of customers. They likely have larger, more complex deals, but less frequency.

MOST COMMON FIELD SALES KPIS

Below are the most common sales KPIs used by field sales teams. *Wins* is the number one, with 29% of sales teams using this KPI. Second on the list is *Calls* (22%), and third is *Opportunities Created* (20%).

KPI	% of Sales Teams Using this KPI
Wins	29%
Calls	22%
Opportunities Created	20%
Meetings	9%
Demos Completed	6%
Activities Completed	5%
Proposals Sent	4%
Meetings Scheduled	4%
Emails Sent	4%
Outbound Activity	3%
First Meetings	2%
Face to Face Meetings	2%
Contacts Added	2%
Talk Time	2%
Events	2%
New Biz Opps	2%

Leading vs. Lagging

During your KPI discovery process, it's important to distinguish between leading and lagging indicators:

LAGGING INDICATORS

They track how you're doing, but only in terms of what has already happened (and are, therefore, not real time).

Some examples include *Wins*, *Close Rate*, *Deal Size* and *Sales Cycle Length*.

LEADING INDICATORS

They are controllable behaviors that show you what's happening right now and whether you're on pace to hit your goal.

Examples include *VP-Level Conversations* and *Face to Face Meetings*.

For example: *Deal Size* is a lagging indicator. It's not a controllable behavior.

But there are leading indicators that would improve the likelihood of increasing that deal size metric, like VP-level conversations, ROI discussions and prospecting into larger companies. If increasing your deal size is a key company goal, then you'll want to consider establishing leading indicators that align with it, such as those referenced above.

TIP

A great best practice is to focus on 3 leading indicators and 1 lagging indicator as your team's main KPIs.

EXPERT FIELD SALES RECOMMENDATIONS

Our research revealed that field sales teams should start with these four KPIs as their main focus:

1 Face to Face Meetings



Face to face meetings with prospects.

2 VP-Level Conversations



Conversations with VP-level prospect or above.

3 New Opportunities



New opportunities uncovered.

4 Wins



Deals closed.

Field Sales Expert Spotlight

We asked field sales experts across various industries and organizational structures what they would recommend for teams just starting out with sales KPIs.

Here's what they said...



EVERETT HILL, PRESIDENT OF CATALYTIC ADVISORS

Management Consulting Firm



Everett emphasizes that sales KPIs have to be linked to the sales process. These are the top four KPIs he would recommend for field sales teams:



Everett said that *Win Ratio* is an important metric to keep in tandem with *Wins*, which only measures how much volume the sales rep brings in:

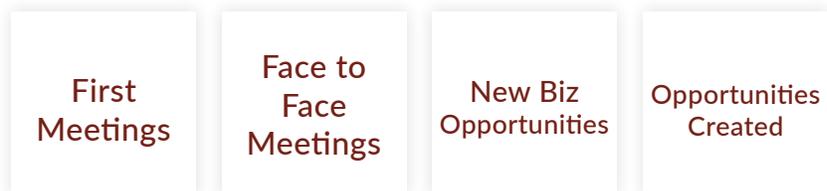
"You have to go to bat a lot to be a successful sales professional, but you also have to have a good batting average."

RYAN HULLAND, PRESIDENT OF NETFLOOR USA

Full-Service Design, Manufacturing, Sales and Installation



In his role as vice president of Netfloor USA, Ryan leads marketing and sales. Here are four sales KPIs he recommends for field sales teams:



"It's better to keep the goals for your team simple than to have a million KPIs, and make sure everyone in the organization knows what they are. The simpler the message, the easier it is for reps to follow."

INTERESTING KPIs

Need more KPI ideas?

Here's a list of the unique and interesting KPIs we discovered field sales leaders using:



KPIs should align with the current goals of your sales team. For example, if reps aren't making sure opportunities are getting most of the way through the sales process, then a KPI like *Bringing Opp to 90%* might make sense for your team. Remember to choose what works best for your team and that measuring KPIs is a constantly evolving process.

FIELD SALES KPI TIMEFRAMES

Perhaps just as important as what you're measuring is how often you're measuring it.

Below are the most popular timeframes for the most common KPIs of field sales teams. Reps are most often measured on a weekly basis, except for more long-term measurements like *Wins*.

SALES				
	Daily	Weekly	Monthly	Quarterly
Wins	5%	24%	44%	27%
Calls	30%	47%	20%	3%
Opportunities Created	7%	37%	37%	19%
Meetings	0%	50%	22%	28%
Demos Completed	13%	63%	25%	0%

TIP TALK

CloserIQ founder and CEO Jordan Wan recommends selecting timeframes for KPIs based on the length of your sales cycle.

Unless you have a very short sales cycle, it wouldn't make sense to look at your number of Wins on a weekly basis. But activities that reps perform on a daily basis, like *Meetings* and *Demos Completed*, are often quick enough to be measured on a weekly basis.

Now that you have the data, here's how to implement it in a way that will accelerate revenue...

THE ACTIVITY BASED SELLING METHODOLOGY

Activity Based Selling is built off the premise that sales is a cascading chain of controllable behaviors that lead to a defined outcome.

Salespeople and sales managers often get lost in day-to-day distractions, which results in missing on the fundamental actions that drive long-term results (e.g., live conversations, creating quality opportunities). While companies have historically only monitored lagging metrics (e.g., close rates, deal sizes, quota attainment), and steps within the sales pipeline, there is a need to monitor and manage the activities that lead to sales using technology that already exists. This helps sales leaders unlock maximum revenue potential by engaging salespeople in the activities that matter, and creating a culture of performance.

We've broken down the KPI management process into four simple steps:

1

Define



2

Align



3

Calibrate



4

Accelerate



1. **Define** your key sales metrics.

- Define your sales organization's structure.
- Develop your own hypothesis of the right metrics & activities for sales reps.
- Interview salespeople, managers and executives to see what they think are the right metrics.
- Identify metrics vs. activities vs. process.
- Assess CRM readiness and adjust as needed.
- Define weighting across key activities to enable a composite score for SDRs.

Expert Advice:

“Too many sales managers focus on just the numbers, and they don’t focus on the big picture. And they never communicate the big picture. You can have all the metrics in the world, but if you don’t have a good sales manager who can pull it all together, then all of these numbers don’t mean anything.”

- RYAN HULLAND, VP OF NETFLOOR USA

2. **Align** your sales organization.

- Review operating metrics with sales managers for buy-in.
- Develop personalized scorecards for salespeople and managers.
- Create buy-in by reviewing metrics with salespeople and discussing how it helps manage their business.
- Display performance metrics publicly.
- Review daily and weekly progress to date and pacing to goal.

Expert Advice:

“Sales metrics have to align with the executive team’s approach. If your sales organization is reporting in subscribers or closing, but your executive team is talking about total contract value, then you have a misalignment there.”

- MICHAEL COX, VP OF FLEETMATICS

3. **Monitor** and course correct.

- Inspire collaboration via accessible stack rankings.
- Run consistent one-on-ones using objective data as your guide.
- Ensure managers monitor KPIs daily to course correct where the teams is falling behind and celebrate success.
- Use contests/incentives to rally the team around lifting a metric, or for a special initiative.
- Assess data monthly/quarterly to identify any goal misalignment, and adjust as needed.

Expert Advice:

“When a sales plan fails to deliver the results needed for sustained growth, the number one contributing factor is lack of follow-through and tracking of the metrics that were defined in the plan. Defining the metrics needed for success is only half the battle. If you do not inspect what you expect and monitor your results on a consistent basis, failure is inevitable.”

- DOUG DANOWSKI, VP OF BUSINESS DEVELOPMENT AND STRATEGY, INTELLIVERSE

4. **Grow** from a strong foundation.

- Use composite scoring to uncover best practices from the top 20% of your sales team, focus coaching on the middle 60% and train or remove the bottom 20%.
- Invest in training and technology to increase the output of individual activities.
- Hire and onboard salespeople against your established metrics to accelerate time to ramp.
- Hire sales managers who are capable of leading a modern sales organization.

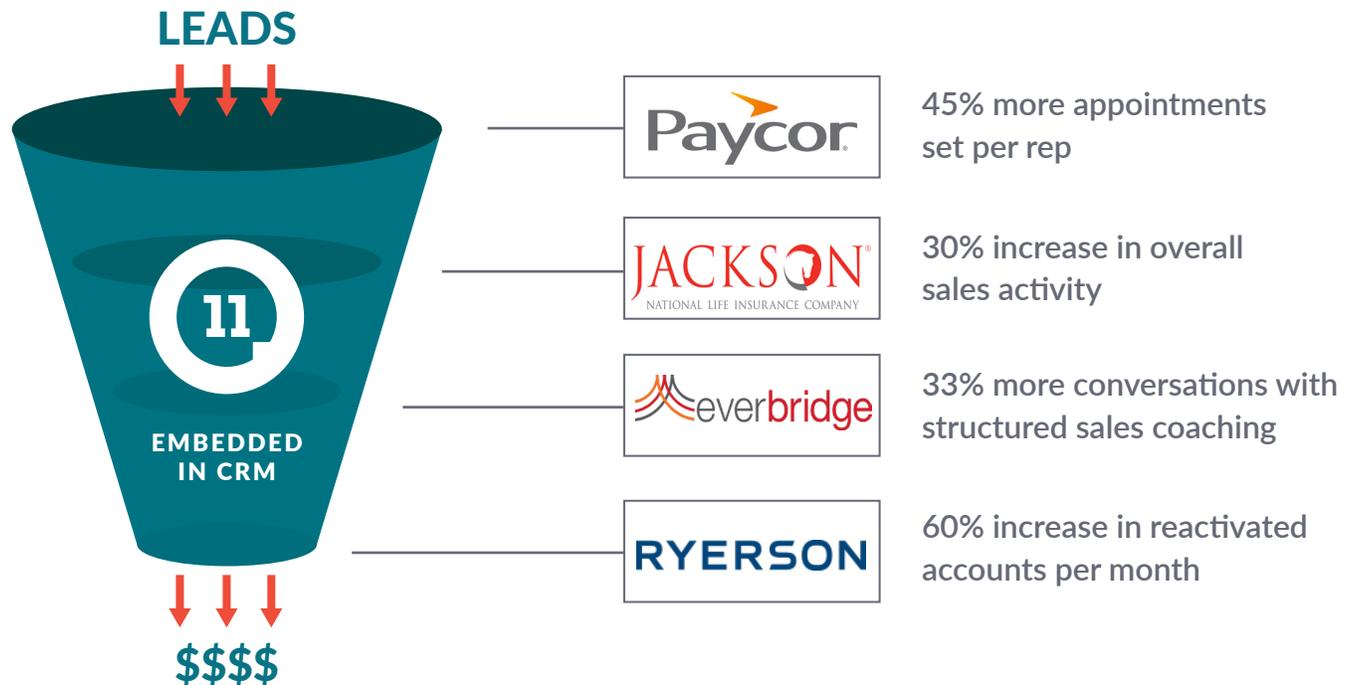
Expert Advice:

“Enable and reinforce the sales KPI process with technology. I can’t overemphasize the importance of field salespeople being mobile. I did an implementation of 500 salespeople, where the company put an iPad in each rep’s hands. We turbocharged that by having the KPIs presented to them and linked to their use of demos with the iPad. They were not-so-subtly encouraged to use the technology that we put in their hands because every time they made a presentation, they got one step closer to their KPI goal.”

- EVERETT HILL, PRESIDENT, CATALYTIC ADVISORS

Ready to Step Up Your Sales Activity Management Strategy?

With LevelEleven....



"We've seen a massive spike in activity and focus ... we're on pace to have more activity in 2016 than we did in 2015, with a smaller team."

DOUG MANTELLI, SVP of National Sales Development, Jackson

Special Offer for Readers of this Study

Free KPI Discovery Call

Talk to one of our sales performance experts for a free 1-hour session on identifying your team's main KPIs. Just click here and include "Free KPI Discovery" in the message box.

Already know what your team's critical KPIs are and ready to talk about managing and motivating them? **Request a demo.**