

THE COMPLETE SALES KPI STRATEGY GUIDE

For Inside 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 Inside Sales Rep

2. Most Common Inside Sales KPIs

3. Expert Recommendations

4. Interesting KPIs

5. KPI Timeframes

6. The Activity Based Selling Methodology

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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 an inside sales rep...

TODAY'S INSIDE SALES REP

The inside sales rep is a quota-carrying salesperson who works from home or in an office. They prospect leads, host meetings and conduct demos over the phone and web. They may do a bit of travel here and there, but typically only for larger sales opportunities. Many of these teams are fielding leads that have been set up by a sales development team.

MOST COMMON INSIDE SALES KPIS

Below are the most common sales KPIs used by inside sales teams. *Wins* is the number one, with 29% of sales teams using this KPI. Second on the list is *Calls* (22%), followed by *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 *Calls*, *Meetings* and *Proposals Sent*.

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 INSIDE SALES KPI RECOMMENDATIONS

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

1 Conversations / Talk Time

CONVERSATIONS:

Conversations with prospects.

TALK TIME:

Amount of time spent on the phone with prospects.

2 Proposals / Pipe in Contract

PROPOSALS:

Proposals sent to opportunities.

PIPE IN CONTRACT:

Amount of sales pipeline in the contract stage.

3 Discovery Calls

Initial conversation with prospective customer to determine if there's a fit.

4 Wins

Deals closed.

Note: You'll notice that we distinguish between alternative ways to measure certain parts of the sales process, such as *Conversations* vs. *Talk Time*. While *Conversations* would measure simply the number of conversations your reps are having, *Talk Time* measures how long they are on the phone with prospects. In the same way, *Proposals* count the number of proposals sent to opportunities, but *Pipe in Contract* measures the amount of sales pipeline in the contract stage, which is an indication of how much reps are likely to sell.

Inside Sales Expert Spotlight

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

Here's what they said...

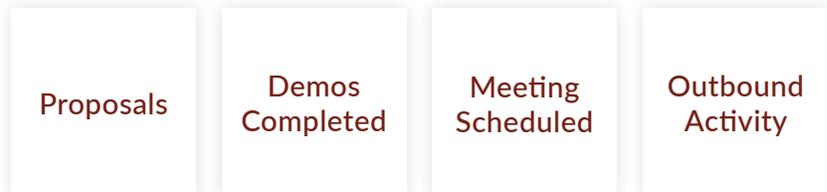


JORDAN WAN, FOUNDER, CLOSERIQ

Career Platform for Tech Sales Professionals



Jordan said it's difficult to make a general recommendation because every sales team is so different, but working backward from the end result of revenue, these are the four KPIs he would recommend:



"It's best to focus on metrics that are actionable - things you can train and coach around. There are a ton of metrics that could be interesting to track, but many sales leaders make the mistake of having too many metrics (10-15) without asking themselves what they can do about that information."

ALI CHOINIÈRE, DIRECTOR OF INSIDE SALES, FREIGHTCENTER

Full-Service Freight Logistics



Ali emphasized that every company is different, so KPIs need to be based on individual needs. Here are the four KPIs that are most important to her sales team:



"KPIs have to be changeable. As a company, your focus and needs will change. So when you put KPIs in place, they not only have to be consistent and relevant and measurable, but if your company's dynamic is changing, you have to go with the flow and change your KPIs to fit the new model."

INTERESTING KPIs

Need more KPI ideas?

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

New Logo	Pipeline in Contract	Advancing Opportunities	Assessment Completed	Senior Buyer Connect
Consultations	4+ Minute Conversations	Head of Sales Connect	Marketing Leads Created	Forecast vs. Bookings
Clearslide Pitch	Pulsecheck	Pipeline vs. Future Quarter Quota	Closing Calls	3+ Minute Conversations
	Apps Submitted	Bringing Opp to 90%	Clearslide Pitch	

Remember to choose what works best for your team and that measuring KPIs is a constantly evolving process. For example, if opportunities stall after hitting the first stage of your sales process, a KPI like *Bringing Opp to 90%* might make sense for your team.

INSIDE 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 inside sales teams. Reps are most often measured on a weekly basis, except for more long-term metrics like *Wins* and *Opportunities Created*.

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 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:

"The definition [of KPIs] is extremely important. I've joined teams where, if you asked someone what a Conversation was, it could be everything from 'I sent them a smoke signal' to 'I got an email response' to 'I sent them a LinkedIn request, and someone accepted it.'"

- CHUCK LOEHER, VP OF OUTSIDE SALES, G/O DIGITAL

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:

"Assuming you understand your conversion rates through all stages of the funnel then you can begin to define your key sales metrics by mapping the volume of activities that need to take place leading into revenue goals. I typically work this backwards, starting with revenue targets and ending with a volume of leads required by month, quarter or year."

- MATT LOPEZ, VP OF SALES, SKALED

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 team 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 it comes to measuring sales performance, it’s important for salespeople to keep a macro and micro perspective. Everyone on the sales team must monitor key metrics of the company, along with their own individual metrics. The best organizations provide access to company dashboards, but also encourage individual dashboards.”

- RALPH BARSİ, SENIOR DIRECTOR FOR THE GLOBAL DEMAND CENTER, SERVICENOW

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.

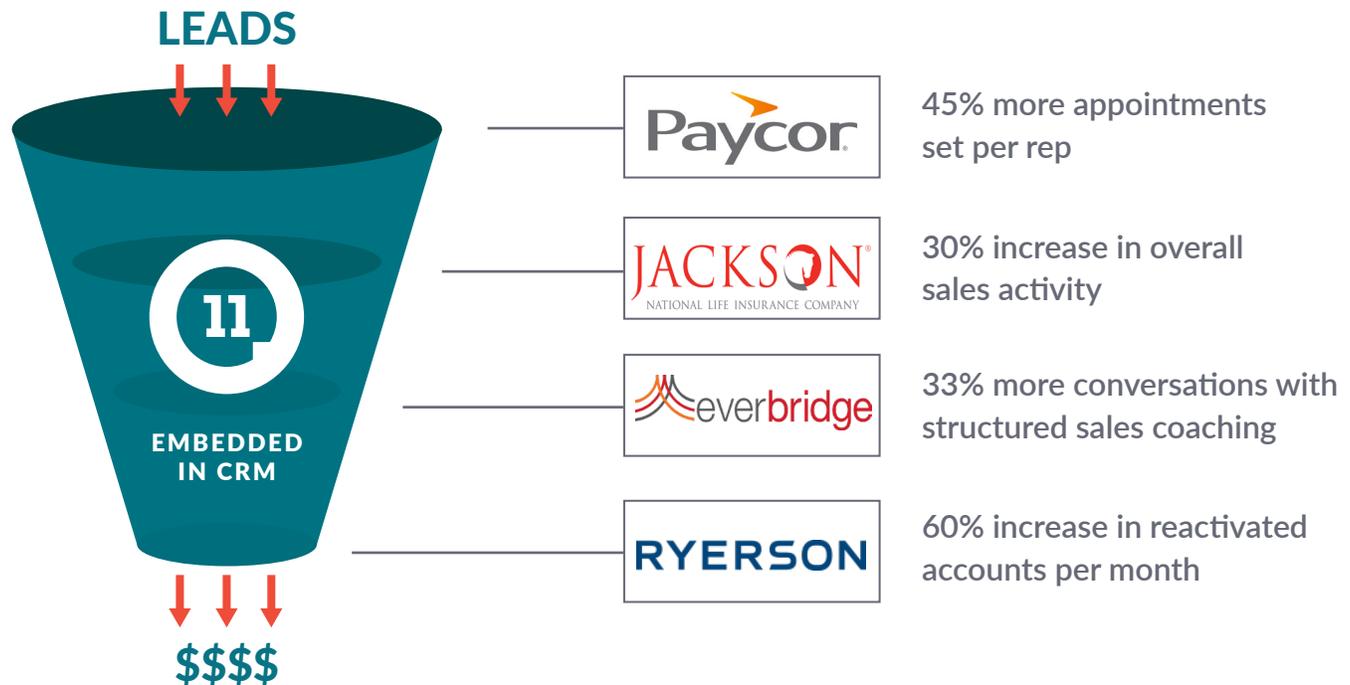
Expert Advice:

“While, at the end of the day there may be these big rocks that are not going to fundamentally change, one thing we definitely focus on doing is simplifying what the individual [sales leader] is looking to drive, because if everything’s important, nothing’s important to them.”

- ALEX STEPIEN, PRESIDENT, CAPPEX

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.**