



# Incentives that Accelerate Sales

## A Practical Guide

### TRADITIONAL SALES INCENTIVES ONLY REWARD THE DESTINATION.

Let's put modesty aside. As sales leaders, there is very little we don't already know about our own sales process.

Our knowledge of what is necessary to succeed runs deep. We've built our team to drive that success. We've constructed a sales incentive plan that focuses our reps on the most important sales KPI – closed business. So, we are all set, right?

Well, no, not really...

We know what it takes to successfully navigate the sales process. We understand the gold-standard profile of sales engagement at each stage of the deal lifecycle.

However, we seem to struggle to effectively drive our reps using these 'best sales practice' metrics. We drive them by one metric only. Closed deals.

The result is our sales reps get lost along the way. Their deals stall and become unhealthy because they haven't successfully covered the basics along the way. We are failing to capitalise on the opportunity in front of us.

Innovative sales leaders have realised the fastest way to increase sales is by **"maximising the middle"**.

### WHY IS THIS SO IMPORTANT?

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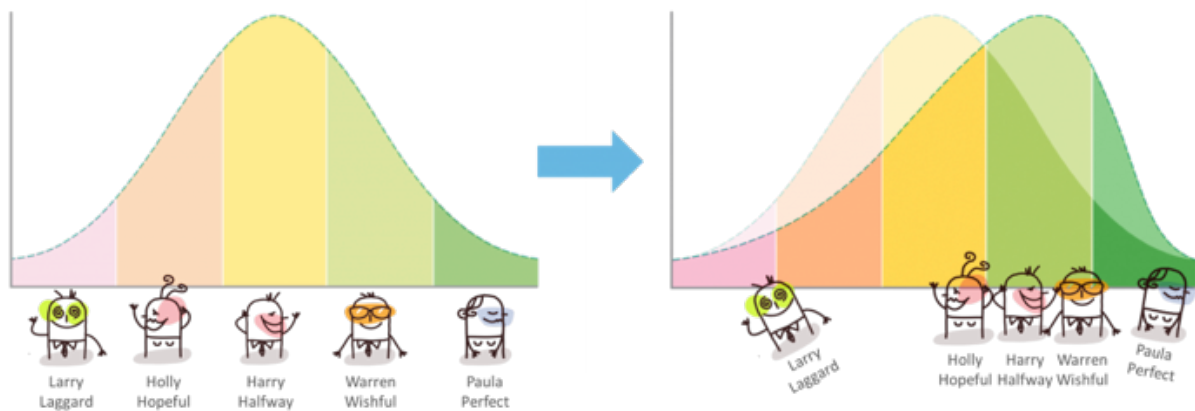
The "Sales Executive Council" call out that driving a mere 5% performance increase in the middle ground sales performers yields a whopping 70% increase in revenue.

As sales leaders, we know our sales process. We know what the right steps are to navigate it. Yet we persist in creating sales incentive schemes that reward only for the final step, for a single sales KPI, when we should be driving high-quality sales interactions throughout our deal lifecycle.

Driving an improvement across your team and sales process by breaking it down into multiple sales KPIs will deliver increased sales, faster.

## Your typical employee split

## After Maximising your Middle!



## REWARD MULTIPLE SALES KPIS & MAXIMISE YOUR MIDDLE!


Avoid the cost of firing your Larry Laggards and dodge the risk & time associated with the recruitment, training and ramping of a new set of sales hires. Instead, this innovative new approach focuses on coaching, motivating and rewarding sales reps across the end-to-end sales process to increase the chances of creating more Paula Perfects.

Modern sales incentive techniques focus on using data analysis to identify the frequency and timing of the activities exhibited by the most successful sales reps across the sales lifecycle. The activities that ultimately result in positive sales outcomes.

This series of sales KPIs or “winning way” can then be used to guide and nudge every one of your sales reps, across every deal. Reps are coached and motivated to exhibit the right sales behaviours at the right time and rewarded when they do. The result is accelerated deals cycles and increased likelihood of closure.

By breaking down your optimal sales process into manageable sales KPIs, you will be better placed to coach your sales reps and prompt them to follow best practices for every deal. This approach quickly enhances sales productivity & effectiveness. By reinforcing the “winning way”, you can quickly ensure your sales team grow stronger together.

*Avoid the common mistake of rewarding only for a single sales KPI – **closed deals**. Inspire your sales teams to achieve daily by rewarding for sales KPIs that span the whole sales process.*



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## MANAGE TO JOURNEY-BASED SALES INCENTIVES.

We have established that modern sales leaders have developed an alternative way of thinking about sales incentives. They are focused on motivating and driving the steps that make up the most efficient sales journey. They manage by metrics that span the sales process. And it's an approach that is driving significant results.

Let us expand a little...

Tracking, motivating and rewarding the Key Performance Indicators (KPIs) that span the sales journey is vital. It is only through these KPIs that we can be sure of the healthy progress of our deals.

### ..... 'Leading' vs 'Lagging' Sales KPIs .....

Here's where understanding the difference between 'Lagging' & 'Leading' KPIs is important.

Traditional sales leaders manage by **Lagging KPIs** alone (e.g. "the number or value of deals closed"). These are the indicators that tell us what has happened. They are the **final output** of our efforts. These KPIs are always rear-facing. They're easy to measure but very difficult to directly improve.

In addition to this traditional approach, many forward-thinking sales leaders are now directing their teams using **Leading KPIs** (e.g. "number of calls made", "number of meetings booked"). These indicators are **forward facing** and give a true insight into the health of our deals.

Rather than tracking end results alone, modern sales leaders measure the steps necessary to reach our destination. These are the steps that have the biggest impact on us successfully achieving the outcome we desire.

**To influence the performance of your sales team, you need to carefully track, motivate and incentivise your teams to achieve both.**

See them as part of an equation where action (leading) equals results (lagging).

# THE BENEFITS OF USING 'LEADING' SALES KPIS.

## 1. They're more immediate than 'Lagging' indicators.

For example, say your target for the next six months is £100K. By keeping an eye on Leading KPIs such as regular contribution to your pipeline, you will have a better idea of whether you're on track to meet your target or not.

## 2. They serve as great coaching prompts.

Asking a sales rep to sell more is a bit like asking a striker in a football match to score more goals. They know that's the aim of the game and the result that is desired. But they don't always know the best route to get there. Instead, teach them the steps necessary to reach their goal. Leading indicators will allow you to showcase the exact activities necessary to accomplish your Lagging targets.

Let's get away from the theory and talk about some specific examples of these sales process KPIs:

### Increase Pipeline



- Add new leads (quantity & value)
- Respond to a lead within 60 minutes
- 10 Meetings booked in a week
- 30 Meaningful calls per day

### Increase Revenue



- Future dated opportunity 'next step' created
- Meaningful call note added
- 5 Proposals issued per week
- Multiple products added to an opportunity

### Forecast Accuracy



- Next step regularly updated
- Contact roles identified
- Decision maker logged
- Close date decreased

Not all KPIs you will want to track will be aimed at motivating your team. Some of these KPIs will help you uncover sales process friction and wider team coaching opportunities



### Sales Ops Tracking

- Sales stage moved backwards
- Deals with close date in the past
- Deals with next step in the past

For a more exhaustive list of sales process metrics, [download our ultimate KPI checklist](#) which lists 70 of the more commonly used ones.



# IT'S NOT ALL ABOUT MONEY!

Modern sales incentive schemes should match this changing approach. They should reward for best practice sales activity covering the entire sales process. Thus, motivating the complete sales journey, right from lead follow-up through to closed revenue.

Moreover, cash rewards are proven to be not as motivational as we might have believed them to be. Often seen as part of the salary and not immediately obvious to our peers, they tend to get lost in the everyday shuffle. Consequently, these rewards deliver very little sentimental attachment or motivational value.

These modern schemes incorporate an extra intrinsic value to the sales rep's compensation. They use low-cost rewards that boost morale and motivate a much deeper engagement with your sales process. For example, rewards that are visible to peers such as a prominent parking bay or a well-publicised 'thank you' from the CEO are easy, low-cost and highly motivational.

It's high time we started thinking about "sales process incentives" rather than just "sales outcome incentives".

Let's get away from the theory again and look at some practical examples of everyday rewards that can be used to motivate and drive performance across the team.



## EASY PEER/COLLEAGUE RECOGNITION

- One-on-one time with the CEO or organisational leader
- A prime parking spot at the front of the building
- Upgrade employee's workspace (e.g. order them a 'winners' chair)
- Prominently place plaque engraved with the competition & winners name



## Some more unusual workplace rewards we have seen...

- Give the winner 2 hours off during the day to kick back and watch a movie (you bring the popcorn)
- Hire in a massage therapist to deliver a relaxation hour
- Pay for winner's lunch for a week (and for a special treat the winner nominates a team member to go and fetch it!)
- Lunch with the executive of the winner's choice



Not everyone is motivated by the same rewards, so build choice into your rewards. Some may be adrenaline junkies motivated by high-speed thrills. Others may prefer rewards that nurture and progress their career – such as access to self-selected training courses or the chance to be mentored for a month by a senior leader.

**Want more ideas?** Why not download our guide to 115 easy and fun reward ideas sure to thrill your winners!







# READY TO GET STARTED?

I want to monitor the health of my sales pipeline



Would you like to chat through which sales KPIs you should be tracking?

Do you want to learn more about the performance of your team?

Do you crave insight into why your top performers are able to close deals when your bottom performers cannot?

Are you keen to find the points of friction across your sales process that are holding you back?

If the answer to any of these is yes, then **SuMo Insight** can help you silently track & analyse your current sales performance. **Contact us** to get started!

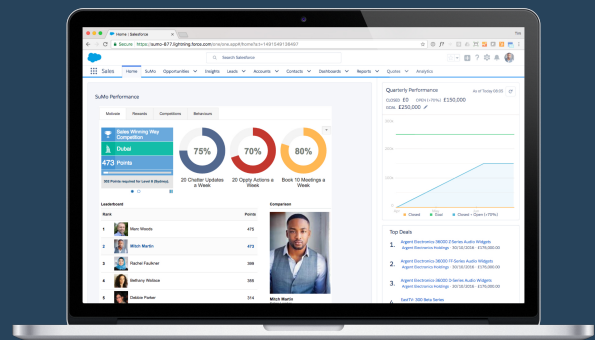
I'm ready to motivate more high-value sales behaviours in my team

Already know which sales KPIs you want to promote?

Looking for insight into sloppy sales practices to eliminate?

Ready to deliver real-time guided rep coaching?

Want to start predicting the health of individual deals?



If you've nodded along to that list then we recommend you give **SuMo Motivate** a go. **Contact us** to get started!

SixPack Shortcuts **doubled their average sales price**  
and **cut sales onboarding by 59 days**



WANT TO WATCH SUMO IN ACTION?