

# Sales Operations Forum

## Sales Analytics – The Critical Other Half of Your CRM Solution

Challenging the title of this month's forum, Samuel Poozhikala, Forum panel member and Vice President of InfoSTEP, a BI systems integrator believes every company investing in CRM should consider analytics as an integral component that investment.

### When the Pressure is On – Analytics are Important

Chris Bermudez, Sr. Manager of Sales Operations at Affymetrix recalled that his organization's interest in Sales Analytics grew only after tougher market conditions pressured sales results. Although their CRM solution, salesforce.com, gave Affymetrix a 360 degree view of their customer, Affymetrix realized that salesforce.com did not have the analytics capabilities needed to deliver insights into the problems with their sales process or where they were meeting market pressure (and why.) The Forum audience agreed that companies reach an analytics "tipping point" when they realize they have different "versions of the truth" throughout their company and their CRM solution provides data, but not consolidated visibility.

### The Value of Sales Analytics

Affymetrix is early in their investment but expects their sales analytics solution, LucidEra, to pull disparate sources of data together in one view and provide greater business visibility. Affymetrix has deployed BI tools in other organizations – none specifically focused on sales data. Chris expects sales analytics to answer a broad set of questions his executive team asks about the results of their sales process and sales dynamics. To answer these questions, Affymetrix needs LucidEra to pull data into one view – consolidating data from from disparate sources such as CRM and financial systems. Executives increasingly demand Sales Operations teams measure a wide range of KPI's – so wide that the information is just not attainable without advanced sales analytics tools. The Forum audience discussed their need for sales analytics to quickly asses sales performance, improve forecasting accuracy and address sales bottlenecks.

*Sales Analytics from CRM systems are often inadequate to provide the insights Sales Operations must deliver.*

Top 10 Sales Reps by Booked Revenue KPIs				
1 Filter in use   Showing all time periods				
Sales Rep	Bookings (Gross)	Average Days to Close (Won)	Average Days to Close (Lost)	Average Deal Size (Won)
Nicholas Tucker	\$8,603,291	113	233	\$556,921
Walter Coleman	\$6,064,296	0	58	\$449,842
Juan Graham	\$5,928,124	271	111	\$337,350
Douglas Washington	\$4,044,288	224	143	\$74,829
William Taylor	\$2,733,094	79	31	\$117,506
Chris Lawrence	\$2,728,883	290	243	\$74,276
Edwin Soto	\$2,683,171	178	297	\$90,994
Dale Mcooy	\$2,663,464	404	302	\$68,093
Joan Freeman	\$2,663,462	146	126	\$40,332
Rebecca Torres	\$2,623,763	242	134	\$291,708
<b>Grand Total</b>	<b>\$40,735,836</b>	<b>206</b>	<b>158</b>	<b>\$124,302</b>

LucidEra Sales Analytics

### Finding Sponsorship is a Big Challenge

Sponsorship for sales analytics often grows over time as the information consumers see the value in the information received; if is very difficult to find a single, strong sponsor for an analytics investment. This provides its own challenges making it difficult to determine a starting point, to clearly pinpoint the best metrics to track and audience to serve. Moreover, consumers of the analysis are often looking for a broad set of data. Chris and Samuel agreed Sales Operations teams should focus first on those insights that have the biggest impact on sales effectiveness. Chris found that a recent executive management change provided the needed perspective shift to justify the investment in sales analytics.

### Devil in the Data – The Other Big Challenge

The Forum audience was quick to call out another challenge – data quality. Samuel's organization has worked with many companies deploying Business Objects analytics, stated that a company must start with a baseline and build, which is why most organizations start with an investment in CRM and a strong ERP.

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However, Samuel believes sales analytics needs to be a specific component of any CRM investment and organizations should not wait until their data is perfect to develop an analytics strategy. On the other side of the issue, many in the room found their IT teams to be “too deliberate” in their evaluation of business analytics and pointed out that Sales organizations need to be agile. Of course, this is one reason LucidEra would say the on-demand SaaS model is so attractive.

### Practical Suggestions

The Forum wrapped up with practical suggestions for improving the success of sales analytics deployments.

- Make analytics relevant by level. Determine stakeholders’ daily tasks and what makes them successful – make their life easier.
- Be practical. For example, many executives still prefer to receive information via email. Members joked that executive are very low-tech and they even insist on screenshots dashboards sent by emails. Accommodate those limitations.
- Drive data accuracy and reward appropriate behavior in the field. Some use SPIFFS, performance reviews and other rewards.
- Focus on leading – not lagging indicators. This is a practice most organizations do not follow.

### Sales Analytics Can Provide Answers

Few in the audience had invested in a sales analytics tool but were optimistic of the value the tools could provide to address questions like:

- What are we winning today and why?
- How efficient is the sales process?
- What is in the sales cycle?
- Are non-standard deals too long in the cycle?
- How to bridge the gap between internal sales people and partners?
- How are sales looking this year vs. last year?
- What is the trend?
- How much pipeline is being created?
- Days sales outstanding
- Lead to close analysis
- How do actuals look against goals?
- What’s changed in my pipeline and why?

### About the Sales Operations Forum

The Forum provides Sales Operations executives an opportunity to network, exchange ideas and share best practices.

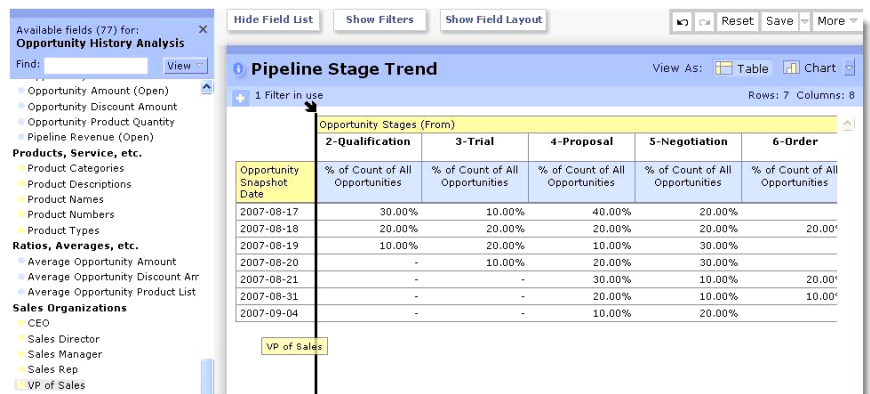
Quarterly meetings focus on topic such as sales effectiveness, sales methodologies, compensation, and CRM. There is no cost to join the Forum contact Alison Chandless at 650-315-7501 if you are interested.

### Meeting Contributors

**Affymetrix and LucidEra** – Chris Bermudez manages Sales Operations at Affymetrix, a fast growing biotech company in Silicon Valley. Affymetrix is a customer of LucidEra. LucidEra delivers focused analytic solutions that are built on an on-demand BI platform.

**InfoSTEP and Business Objects** is a global solutions company specializing in Business Intelligence, Data Integration, and MDM. Samuel Poozhikala, panel participant and Vice President, has over 15 years of experience. InfoSTEP is a Business Objects partner. Business Objects has helped thousands of companies turn enterprise data into meaningful information. Business Objects was recently acquired by SAP.

*Sales Analytics provides a single view of critical data*



### Price Burlington – Director Sales Operations, SAP

Price. panel moderator, is an accomplished sales professional with twenty years resulting in successful process improvements and business development. His background includes sales operations, alliance management, territory and sales management, and strategic account planning.

### Alison Chandless, Sales Manager, Centive

Companies use Centive Compel, hailed by CIO Magazine as the "most widely used choice for sales compensation management," to accurately model and forecast commission costs, calculate commission and bonus earnings and gain real-time visibility into sales performance metrics.