



THE CURRENT STATE OF SALES OPERATIONS

Neil Harrington

San Jose, CA | Feb 6, 2019

WINTER 2019

Sales Ops
Summit

Housekeeping



To join the conversation, download the Growth Ops App. Available at: <http://ow.ly/evLG50koAAL>.

Slides will be available on our website today at 5:00 pm. You can also access them using the Growth Ops App.



Video of today's sessions will be sent to you in the next few weeks.



Follow the conversation on LinkedIn and Twitter: @[fullcast.io](https://twitter.com/fullcast.io) using the hashtag [#salesopsgrowthsummit](https://twitter.com/hashtag/salesopsgrowthsummit).

Introductions



Neil Herrington
Senior Analyst, Topo
nharrington@topohq.com

TOPO

iCracked



sage
Intacct



Digital
River

The State of Sales Operations



Sales Operations will have immense buying power by 2019

A team infrastructure understands the importance of maintaining the sales motion and rhythm of the business, and controls the metrics that drive the business.

Top 2019

Sales Ops
Investment
Capabilities:

Activity capture and Sales Management tools

Sales workflow tools (including CPQ)

Business intelligence and AI

Planning and forecasting tools

Five Key Trends Have Changed Sales Operations Since 2009

1

Increasing Deal
Velocity

2

Point Solutions
Proliferation

3

Role
Specialization

4

Plague of Bad
Data

5

Revolving Sales
Leadership

Velocity of Sales Deals

Started around 2008

Natural result of better deal management tools

Main drivers: cadence management tools, call dialers, process automation and sales specialization

Three long term effects

I

Deal velocity is limited by human bandwidth

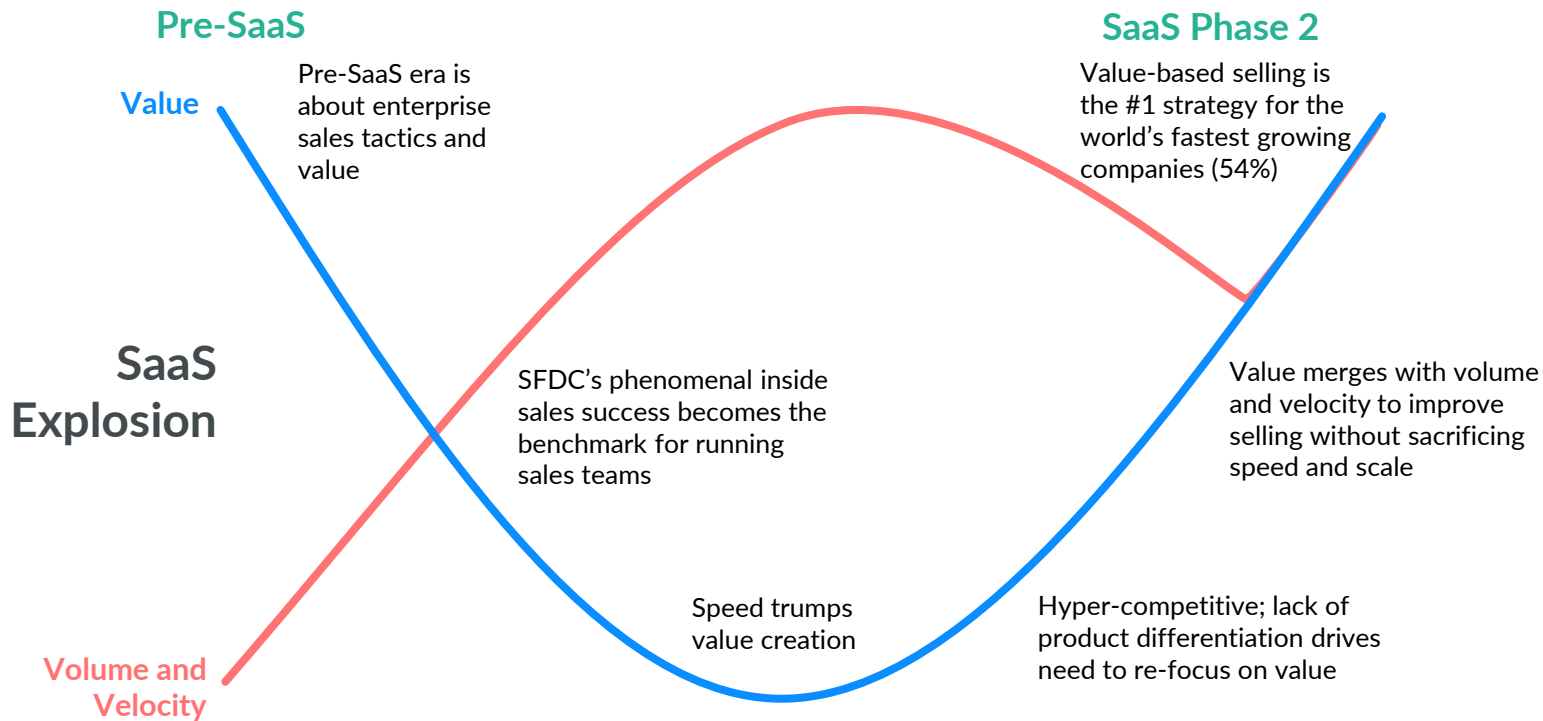
II

Speed trumps value creation

III

Product

Value Meets Volume & Velocity



Proliferation of Point Solutions

Started around 2012

Response to deficiencies in CRM configurations and need to handle more data

Each point solution needs to interact with the CRM, which is the natural domain of the Sales Operations people

Three long term effects

I

Sales Ops
pulled into
system
integration

II

Data
integrity
problems
getting
worse

III

Tool fatigue
for sales
team

Plague of Bad Data

Started around 2002

Result of relying on relational databases to store information

Compounded by many different sales tools – 22 different tools on average

Three long term effects

I

Data policy enforcement will govern all

II

Few companies will benefit from AI

III

All Ops will merge to single team

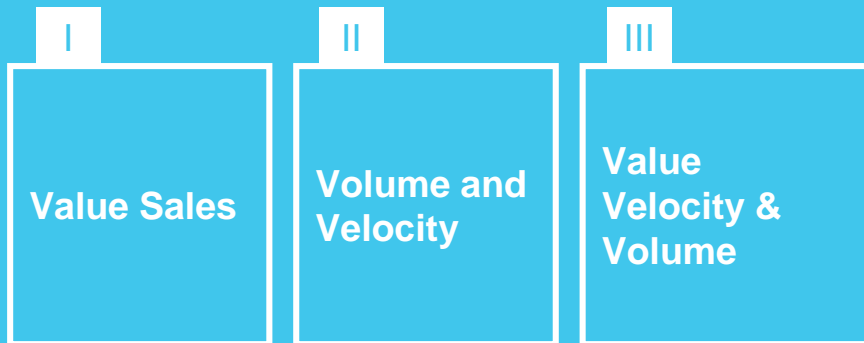
Role Specialization

Started around 2012

Response to each stage in deal needs a unique skill

Not uncommon for multiple individuals to be working a single deal. (*MDR, SDR, Account Executive, Deal Desk, Sales Engineer*)

Three long term effects



Revolving Sales Leadership

Started around 2006

Results from changing role of sales leadership to system managers rather than sell coaches

Compounded by proliferation of tools, sales specialization, and sales velocity expectations

Three long term effects

I

CRO will replace top sales leader position

II

Data consumption will be more important than sales skill

III

Leadership churn will slow organizational growth

Six Challenges of Sales Operations Today

1

View of Sales Ops as support role

2

Average Sales Ops tenure is 3 years

3

Tech stack debt management

4

Low Sales Ops investment - <6% of sales budget

5

Legacy CRM configurations

6

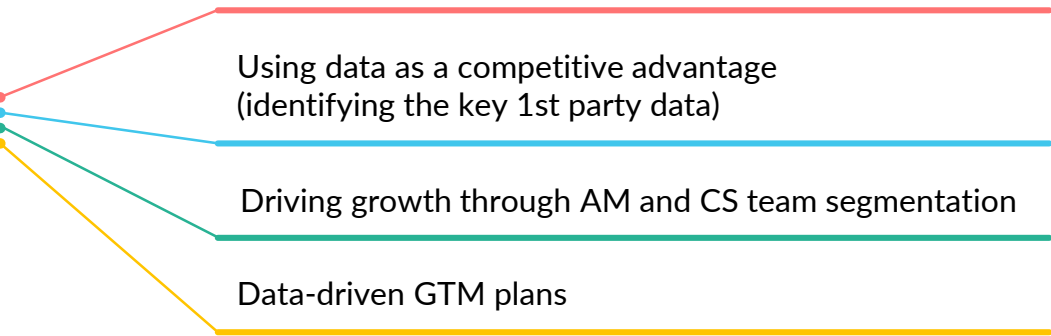
Poor data quality do to low sales compliance

What Is Coming In Future?

In the near horizon, high growth teams are investing in their sales persons at 3:1 ratio



In the long run, one single Ops department that covers Marketing, Sales, and Customer Support



Questions?





WINTER 2019

Sales Ops Summit