



The Dashboard to Success



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Art Waskey is a speaker who truly delivers. In addition to a 45 year career in sales and marketing, Art is the author of multiple books on selling and a monthly column *The Art of Sales*. He shares these insights as an in demand event and conference speaker as well as leadership coach.

Performance Measures

I was asked by a business professor at a local university to coach one of their recent high-potential graduates. His first job was with the local professional basketball team doing inside tele-sales. His mission was to sell mini-season ticket packages. We met monthly and the recent graduate reported that he was doing well. His sales manager checked in a couple times per week and praised him. When I asked what was being measured to determine performance he listed: number of calls, packages sold, new customers, and face-to-face meetings. The company's CRM was recording his results, but the sales rep had been given no goals. **He didn't know what was expected of him.**

Expectations

In order to see his accumulated averages in each area listed above, we built a simple dashboard spreadsheet together. We honed-in on his numbers, which he shared with the sales manager.

On the six month mark, he informed me the annual season ticket sales period was over and he had lost his job! He was told the company was only keeping the three new hires with the best results. Having been given no guidance on what results were expected of him, my mentee was caught off guard.

I have found in my career in sales management that most salespeople don't know what is expected for success. As Yogi Berra said, **"If you don't know where you are going, you'll end up someplace else."**

The Dashboard

As a consultant to distributor owners, one of the first things I suggest is to **set up a funnel for each salesperson, listing all of their prospects. Here are the disciplines that should be measured.**

Funnel Sales (Funnel \$\$)

– On a spreadsheet, list all prospective accounts along with a short-term next step, estimated annual sales, and net profit.



The Dashboard to Success

Closed new accounts (New Business, NB Sales) – On a separate tab on the spreadsheet list all account closures with the results above and closed dates.

Closed penetration(New Business, NB Pen) – Penetration is a measure of new business product/service sales in a category of an existing account, normally on the books for at least one year.

Units/services sold – In most businesses there are one or two specific products or services that are paramount to success. Note them.

Prospective calls – At the end of each month, record the total prospective calls.

From the list above, create a dashboard and list monthly results similar to those illustrated below.

After accumulating several months of data, analyze it and set goals. Then draw up an agreement between the sales manager and rep, which becomes a contract. At that point, there is no misunderstanding as to what constitutes success.

A Path to Success

The young graduate in the opening story was hired by another professional sports team in our local market. When he accepted the job, he shared his spreadsheet with the new sales manager. I was brought in to consult with the sales manager and his team of reps, and we established dashboards for all. Eventually, the young salesperson became the sales manager. Dashboards are still used with that professional hockey team. They recently won a Stanley Cup! Be sure to measure activities and create your dashboard to success.

[salesman]							
Month	Results						
		NB Sales	NB Penn	Units sold	Services sold	Prospective Calls	Funnel (\$\$)
	Monthly Goals	\$30,000	\$2,000	12	2	60	\$250,000
JANUARY	Totals	\$36,000	\$1,200	36	1	83	\$275,000
	Team Goals	\$30,000	\$2,000	12	2	60	\$250,000
	% of Goal	120%	60%	300%	50%	138%	110%
FEBRUARY	Totals	\$42,000	\$2,400	22	3	89	\$325,000
	Team Goals	\$30,000	\$2,000	12	2	60	\$0
	% of Goal	140%	120%	183%	150%	148%	
YEAR TO DATE	Totals	\$39,000	\$1,800	29	2	86	\$300,000
	Team Goals	\$30,000	\$2,000	12	2	60	\$250,000
	% of Goal	130%	90%	242%	100%	143%	120%

5 KEY TAKEAWAYS

1. In your job, know what is expected of you.
2. Set up a funnel for each salesperson, listing all of their prospects.
3. Measure all activities in a dashboard.
4. The sales manager and rep must be clear as to what constitutes success.
5. Your dashboard is your path to success.