

# Technical Sales Leadership: Run your business

Three simple steps to run a world-class technical sales organization:

## Step 1: Run your business as a business.

Presales play an instrumental role in delivering growth and driving millions of revenue for technology companies.



### Knowledge-How is your team performing?

Measure key metrics such as skill level proficiency, diversity and retention rates.

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### Process-What is your team working on?

Understand their activities around discovery, presentations, demos, evaluations, etc.

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### Customer-Are you earning their trust?

Check their sentiment using measurements like Net Promoter and trust scores.

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### Economics-What is the return on presales effort?

Measure the return on investment of your technical sales team based on growth, billings and recurring revenue.

Utilize the ROPE (Return On Presales Effort) to manage revenue, expense and return on investment of the presales team.

**“To effectively manage my global presales business, I need data on my organization from my own source of record.”**

- VP of Sales Engineering

## Step 2: **Develop and serve your people.**

Use **RADAR** to find, attract and retain good presales talent.



### **Recruit-How are you building your talent roster?**

Develop a pipeline of technical sales candidates that you will want to hire.



### **Attract-How do you get them into your organization?**

Put a plan in place to get them on board.



### **Develop-How do you build on their strengths?**

Identify existing technical, sales and leadership skills that need to be refined.



### **Advance-How do you develop their effectiveness?**

Develop their hard and soft skills with formal and informal training.



### **Retain-How do you keep your best performers?**

Reward your top performers and keep them challenged to grow.

The return on investment of presales talent can be recognized in the millions of dollars.

### Step 3: Manage your business.

Effectively leading the presales organization requires access to reliable data on daily business activities.



#### **Analysis-Continuously study your business.**

Get reliable data to track, measure and learn about your business.



#### **Insights-Remain intellectually curious about your business.**

Drill down on the things you know you don't know and stay open to new learnings.



#### **Gaps-Manage opportunity and growth blockers.**

Get data from the field to address solutions and product features gaps that block growth.



#### **Forecast-Share your technical sales point of view.**

Use your own source of record to express the probability of success in opportunities.



#### **Investment-Make data-driven decisions.**

Deliver quantifiable metrics that justify investments in people, processes and tools.



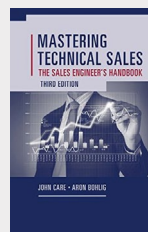
#### **Action-Make corrections based on leading indicators.**

Utilize data from your technical source of record to get opportunities back on track.

A dedicated source of record for presales can provide greater analysis, insights, understanding of gaps, visibility on forecast, improved data-driven investments and corrective actions.



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