GTM Buddy | Pavilion

FIXING THE LEAKY SALES FUNNEL:

Improving Conversion Rates in B2B Sales

The Pareto Principle suggests that 80 percent of your revenue is generated by only 20 percent of your sales representatives. That implies that 80% of your sales team isn't living up to their potential.

Your top performers aren't equipped with any magic wand. They simply know the right course of action to follow in any situation or context. With this, they move deals across stages.

This is exactly what the bottom 80% of your team needs to be doing.

There's no question that sales reps are struggling. In Q3 of 2023, just **42.8% of B2B sellers hit their quota**, down from 53.0% in Q1 2022. This means a significant revenue shortfall due to this 10% YoY decline in quota per rep.

This shortfall in revenue and quota attainment is not due to an inability to fill the top of the funnel. Pipelines appear to be healthy. Instead, this shortfall is due to the loss of prospects as they move through the funnel - organizations are experiencing **leaky sales funnels**.

Leaky sales funnels are characterized by sharp drop-offs in conversion rates between stages of the sales cycle. These drop-offs happen because sellers are not proactively enabling customers past critical moments in the sales process.

Historically, this problem is thought of as one created due to lack of context or insufficient training. However, amping up the training has not proven to reduce these sales funnel leaks. So, how do you enable reps to be successful? What skills and resources are they going to need? What role can AI play in their enablement?

We interviewed revenue leaders with a track record of driving sales success on the pervasive problem of a leaky sales funnel and how they enabled their sales team to drive more conversions and win more deals through it. The observations and insights that follow are grounded in their real-world experiences and market-tested strategies.

Our 11 interviewees have a combined 80+ years of experience as sales and revenue leaders at the VP or C-suite level. They work at companies focused on successfully selling B2B technologies, and their insights are incredibly insightful for sales organizations of all sizes.

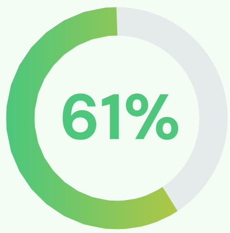
THE CURRENT STATE OF SALES:

Buyer Hesitancy Plus Overwhelmed Sales Reps Exposes Leaks in the Funnel

Efficiency is the main theme for businesses in 2024's uncertain economic environment, meaning buyers are putting a magnifying glass over all potential expenses. Today's buyer is hesitant and critical about every potential expense.

The clearest indicator of increasing buyer hesitancy is longer sales cycles. In 2023, sales cycles were **38%** longer than in 2021, and **61%** of opportunities were lost to "indecision". These longer sales cycles are indicative of sellers failing to educate buyers when the iron is hot. Sellers begin to enable customers to buy only after a painful bridge of waiting times on customer objections, during which the customer switches to evaluating other solutions or canceling the deal entirely. Sellers are failing to gain the trust of buyers by being indecisive and moving too slowly.

Seller indecisiveness is also making it harder to create stakeholder alignment on the buying team. Increased spending scrutiny by potential customers means more decision-makers are getting involved. According to **Spotio**, there are now an average of seven decision-makers for a B2B deal, and many deals have ten or more. This makes it exponentially harder to create alignment. "We have an under 10% win rate when we are only working with one decision-maker. Most purchase decisions are being made by committees, and if you can't expand into that committee early in the process, you're setting yourself up for failure," says Mark Kosoglow, former CRO at **Catalyst Software**.



of opportunities were lost to "indecision"

– B2B Sales Benchmarks, Ebsta + Pavilion

As the number of stakeholders increases, it gets increasingly difficult for reps to manage the complexity of deals. Top sales performers are quick to identity economic buyers, allowing them to focus on deals that have a strong indication to close at the evaluation stage. Again, it's critical that sellers avoid indecisiveness - stakeholder alignment success is correlated with the speed and effectiveness with which objections and information requests are handled by the seller.

None of the sales leaders we interviewed indicated that businesses are struggling to fill the top of their sales funnels. However, the process of moving buyers through the pipeline is becoming slower as more effort is needed on the part of sales teams to close deals.

According to RAIN Group, it takes an average of 8 touchpoints just to get an initial meeting with a new prospect, and 48% of qualified opportunities require four or more meetings just to reach the qualified opportunity stage, with 10% requiring 11 or more meetings.

The leading difference between top-performing sellers and low-performing sellers is the activity ratio throughout the entire funnel. Top performers are proactive in moving the deal across stages all the way until close. Bottom sellers show high proactiveness at the start, an overload sometimes – but that plummets the moment a deal stagnates.

> **“Most companies right now are experiencing a fragment between the discovery and demo phases. That is the stage where customers are deciding how much they want to invest in a real evaluation.”**

Josh Roth
VP of Revenue & Global Head of Presales at Pipefy

But leaks are still starting near the top of the funnel.

Josh Roth, VP of Revenue & Global Head of Presales at Pipefy, observes: “Most companies right now are experiencing a fragment between the discovery and demo phases. That is the stage where customers are deciding how much they want to invest in a real evaluation.”

Buyers are not only more reluctant to buy but also more apprehensive about investing time in learning about your product. Sellers need to engage in a new level of efficient proactiveness.

An uptick in buyer reluctance is forcing sales reps to slow down. Rather than be proactive, reps are spending more time researching in an effort to maximize the effectiveness of their next move. Reps are looking for the right content, trying to recall their training, and attempting to interpret sales plays that lack relevant context. They aren’t moving fast and buyers are losing interest as a result.

“A lot of times there’s too much information at sellers’ fingertips for them to focus. We want reps to spend the most time out in the market selling rather than internally reviewing our library of 5,000 pages worth of sales content,” says Laura Tormey, Chief of Staff and former CRO at VideoAmp.

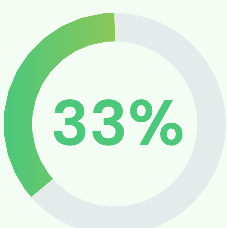
This inability to deliver the right information at the right moment is causing buyers to spend an increasingly limited amount of time with sellers. In fact, only 17% of the average customer’s buying process is spent interacting with sales reps, and 33% of buyers don’t want to

interact with a seller at all during the buyer experience. Why is this happening? It's because sellers are getting antsy to sell. They want to minimize time spent on understanding the context of the buyer's pain point in favor of attempting to move closer to closing the deal. Sellers are effective when they can identify buyer problems in context, rather than presenting a range of solutions that don't resonate with the buyer workflow. When the latter happens, the buyer is less incentivized to spend time with the seller as the deal progresses.

Different businesses are experiencing leaky funnels in different ways.

Dini Mehta, former CRO at **Lattice**, notes that the location of leaks can depend on the type of business: "A new aspirational product that is a category creator could see a ton of drop off post demo, but a replacement product in an established market may see drop off in the later stages of the deal." There's no one-size-fits-all solution because the location of funnel leaks varies greatly between industries and businesses.

Kosoglow is advising several businesses that are observing the biggest amount of leakage at the top of their sales funnels, but he doubts the accuracy of this data: "So many reps don't move deals out of stage one, they stop entering data into their CRM platform." Tormey confirms this suspicion: "We used to have a conversion goal for the discovery phase, but we got rid of it because sellers weren't trained on how to use that stage correctly in Salesforce. The lack of training meant we weren't getting good data on it."



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- The Future of Sales: Digital-First Sales Transformation Strategies, Gartner

Even when leaks appear to be occurring later on in the funnel, the problem might exist elsewhere: "If you're seeing a lot of your deals tank in stage three or stage four, I would go back to stage one and two and analyze if you're really doing a good job of qualifying and creating an opportunity," says Latane Conant, CRO at **6sense**.

The bottom line is that conversion struggles are happening up and down the sales funnel, and sales leaders are having a hard time identifying why.

Fixing the Leaky Sales Funnel

Sales organizations are facing an onslaught of challenges that are making it more difficult to close the leaks in their sales funnel.

First, teams are forced to work with constantly shrinking budgets due to increasingly challenging market conditions, making it harder to invest in sales enablement tools. Even when teams do have the resources to invest in training their reps, reps aren't sticking around long enough for the investment to pay off. According to **Hubspot**, the average churn rate for sales reps is a whopping 35%, meaning reps are leaving when they are about to hit their break-even ramp. Customers, on the other hand, are more investigative and inquisitive than ever.

When sales teams struggle, sales leaders react by investing more time and resources in training their reps. One method that is often used to guide reps through critical moments of the sales process is the construction and utilization of sales playbooks. Sales playbooks guide sellers on what to say, show, share, or do in different sales scenarios. This prescriptive guidance has the potential to unlock sales success, but the traditional method of building sales playbooks isn't working as sales leaders hoped. Here is why these strategies are failing to hit the mark:

1 Playbooks and content can quickly become overkill.

Reps aren't losing deals due to ineffective sales enablement resources. They are losing deals because they are not executing effective handoffs from one stage of the deal to the next. An effective playbook needs to be highly focused on the context of the sale, laying out clear steps to help reps in critical handoff moments. The resources that reps need are there, but it's overwhelming for reps to use these resources effectively at the right moments.

2 Lack of data hygiene creates silos that impede seller success.

To help sellers be effective, SalesOps teams need to deliver data that is enriched within the seller's context. What namedrops have proven effective? What data does a seller need for an upcoming meeting? How should a seller follow up? SalesOps teams do not have the right tools to deliver this data effectively.

3 Insights on past deals are a lagging indicator and often unhelpful.

Not only do these insights not account for the context of a current deal, but they also tend to be incomplete because they depend on information captured throughout the funnel of the previous deal without the benefit of hindsight. For sellers to be more effective, they must know the depth of enablement and coaching prep needed for the particular deal they are currently working on. This is a vastly more targeted insight that can be leveraged.

So how can sales leaders get their teams back on track and start improving conversion rates? A context-driven, highly specific sales play is a great way to guide reps to success at every step of the sales process. Organizations are starting to explore new tools, including artificial intelligence (AI), to maximize the effectiveness of their sales plays.

Tackling the Conversion Challenge – What's Going Wrong?

All the sales leaders we interviewed indicated that they take an analytical, data-driven approach to solving conversion challenges.

"The most important thing for us is being data-focused so that we can analyze where we are winning and where we are losing." - Laura Tormey, Chief of Staff and former CRO at [VideoAmp]

Mehta says her number one piece of advice to businesses looking to improve conversion rates is to "start with good data, drive alignment across your GTM team, and measure often to see the impact of the work." With the right data and an aligned team, organizations can optimize their sales training, content libraries, and sales plays to increase conversion rates throughout the funnel. Sounds easy enough, right?

Many businesses are struggling to accomplish even just the first part of Mehta's advice. The sales leaders we interviewed uncovered five key problems that are stopping sales teams from improving their conversion rates.

PROBLEM #1

Disarray caused by loosely defined sales stages and unclear exit criteria

> "You have to make sure everyone is on the same page about what constitutes a stage."

Latane Conant
CRO at 6sense

Let's say you are a sales leader who is unhappy that your reps are not closing more deals. Are they struggling to qualify the right leads? Are they delivering ineffective demos? Something else? If your sales process and customer journey are not strictly defined in a way that all your reps understand, it will be impossible to pinpoint the source of the problem.

"Once you define the stages of your sales process, then you can start to measure conversion from stage to stage," says Steve De Marco, former CRO at LeanData. Only then can you identify where in the sales process your reps are struggling.

But it takes more than just a CRO to define the sales process. Everyone across the GTM team has to be on board. "Most businesses' conversion metrics are misleading or inaccurate because while they may have established all the stops along the way, typically no one is holding their reps to the process and therefore you're not getting normalized data. You're just getting a lot of people who are logging data differently," says Kosoglow. Conant agrees: "You have to make sure everyone is on the same page about what constitutes a stage. This enables you to see where you have problems."

Alignment needs to extend beyond the sales team. Jim Koepke, CRO at Terminus, says that businesses need to make sure that departments have aligned goals. "If marketing is measuring conversions differently than sales and sales is measuring conversions differently from operations, it's going to fall apart," he adds.

It takes two elements to tackle this first problem: 1) The sales process needs to be clearly defined, and 2) All departments on your GTM team need to be aligned on this process from top to bottom. It's a challenging task for organizations of all sizes.

PROBLEM #2

Teams are not evaluating each stage of the sales funnel at a micro level

According to Conant, "The worst feeling is knowing that you're losing but not knowing why or where." Sales leaders who only focus on their reps' close rates miss all the variables that created the success or the failure. If your reps are qualifying the wrong leads but you're trying to help them improve their demos, conversion rates are going to stay low and leaks will continue to occur.

On the other hand, if you have a couple of high-performing reps with great close rates, how can you replicate this success to the rest of the team if you aren't measuring where in the process these reps are excelling? Lack of a structured process means a lack of data in each step of the sales process, which in turn makes it impossible to pinpoint the source of failures or effectively replicate successes. Problem #1 leads to problem #2. Mehta sees companies struggle with this exact problem: "A lot of companies tend to fly blind and don't have a clear picture of their funnel to truly diagnose where the leaks are coming from."

Kosoglow gives an example of how quickly an unstructured sales approach leads to ineffective sales enablement: "I was advising a company that was frustrated it wasn't driving more pipeline. The reason was that they oversimplified the conversion funnel. They had grouped two areas of conversion into one area and it caused them to work on something that actually wasn't broken."

"I was advising a company that was frustrated it wasn't driving more pipeline. The reason was that they oversimplified the conversion funnel."

Mark Kosoglow
Former CRO at Catalyst Software

To fix a problem, you have to make sure your solution is actually targeting the problem itself.

PROBLEM #3

Selling out of context after not going deep enough with discovery

Sales reps who aren't guided by a structured sales process end up cutting corners which reduces their conversion rates throughout the rest of their funnel. All our interviewees emphasized the importance of a thorough discovery stage. "Do discovery, understand their business," says De Marco, "If you skip stages, you can't pinpoint the buyer's problem and show the value of the solution." Sometimes sales reps lack the guidance necessary to qualify the right leads, which also leads to lower conversion rates down the road. "What you don't want is someone to work a deal and get to the end and it's not a good deal. Being really choosy with the accounts you work with to drive pipeline is super helpful," says Conant.

On the flip side, a thorough discovery phase provides a great opportunity to increase the likelihood of conversion to subsequent stages. "After a first meeting, if we ensure we have identified a quantifiable business problem and we know their goal around when they want a solution, this has a direct positive impact on conversion rate," says Koepke.

PROBLEM #4

Sales plays are disconnected from your product or your customer

Sales plays can be a very effective strategy to help your sales reps replicate the deals that have made your company successful, but effective sales plays are not simple general guidance for your sales reps. Koepke describes a sales play as “any unique and repeatable part of your sales process that you think will differentiate you from your competitors.” In other words, an effective sales play is highly specific to your organization. “A sales playbook should start with your differentiation, but it needs to be told through the impact to your customer or would-be buyer,” continues Koepke.

Sales plays are highly contextual. A sales play that works at one business is not transferable to another, and a sales play that worked a year ago might not work today. A powerful sales play will take into account where your buyer is on their customer journey and will create a clear distinction between your product and a competitor’s product. An inadequate sales play does not sufficiently highlight your product’s competitive advantages through the lens of your potential buyer.

PROBLEM #5

Reps struggle to unlock the full potential of enablement tools

Enablement teams spend a lot of time organizing content, developing sales training courses, and creating static sales plays filled with ‘if / then’ rules. Even after all this organization is completed, sales teams now have to remember where specific content is located and quickly access it when the right moment arrives. Content libraries often get so big that it becomes impossible for everyone to be knowledgeable of all the content. How can you find the right content if you don’t even know it exists? Training programs can be another great resource for sales reps, but the forgetting curve kicks in - reps tend to forget their training as time passes, and there’s a sharp drop off in retention right after learning.

> **There's too much off-the-cuff conversations and not enough preparation going into meetings."**
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> 
>
> **Jim Koepke**
> CRO at Terminus

"There is a challenge of too many resources needed to pull the data. Reps are typically overwhelmed with the information from multiple teams, which leads to low recall and adoption in the field." - Dini Mehta, former CRO at Lattice.

The same problem of low adoption exists with sales plays. Kosoglow notes that there is an element of "in-time delivery" for a sales play to be effective: "If I'm a manager in a one-on-one meeting with my sales rep and we're talking about a deal that has stalled, can I provide the right play to my rep right then and there when they need it?" If reps are spending too long trying to figure out which play in their playbook is most appropriate for a given context, their opportunities are going to stall. Buyers are moving too fast to wait for a rep to find the right content and figure out the right play.

Effective sales enablement tools need to be easily accessible in a variety of circumstances. Reps who can't quickly access the right sales plays and content often find themselves scrambling to figure out their next move at the last minute, sometimes during a meeting with a potential buyer. "There's too much off-the-cuff conversations and not enough preparation going into meetings," says Koepke.

When a sales rep can't find the right sales play, they are missing an opportunity to replicate a proven strategy for success. When they can't find the right content, they are missing an opportunity to engage a buyer and create differentiation from competitors.

Unlocking Ripple Effects With Effective Sales Plays

If an organization can overcome these five problems, sales plays are an excellent tool to boost conversion rates for all sales reps at every stage of the sales process. “Sales plays are a way to take the successes of our strongest deals and amplify them across the sales team,” says Tormey. Tormey and the rest of the sales leaders we interviewed are focused on developing data-driven sales plays that enable their reps to move quickly and be prepared in any situation.

Our interviewees indicated four key factors of effective sales plays, all of which combat the problems described above:

RULE #1

Sales playbooks are developed by the entire GTM team.

“Sales playbooks are best crowd-sourced,” says Kosoglow. This involves more than just your sales team. All of the sales leaders we interviewed agreed that revenue operations, sales enablement, and marketing teams need to contribute to maximize the effectiveness of a sales play. Each team has a unique understanding of your offering.

RULE #2

The efficacy of sales plays needs to be measurable so that plays can adapt.

Effective sales plays have a clear purpose and desired outcome that can be quantified. With this data, you uncover if your sales play is working as intended. “If it’s working, great, keep doing it. If not, tweak it. A successful play incorporates feedback and continues to refine,” says De Marco.

Successful sales plays can be pushed to the rest of your sales reps, whereas ineffective plays can be tweaked. Without a way to measure the efficacy of plays, “you’re just running a play and you don’t really know what you are trying to do with it,” says Conant.

RULE #3

Sales plays are highly specific.

Sales plays are specific in several ways. An effective sales playbook is not a surface-level guide that directs reps through the entire sales process. Sales plays hone in on critical moments in the sales process, such as when a rep is moving a deal between stages. The best plays guide sales specific actions, training, and enablement to reach measurable outcomes.

To combat problem #4, effective sales plays are also personalized to your product and your customer. Effective sales plays create distinct separation from competitors. “Having highly defensible differentiation from competitors is critical for an effective playbook,” says Conant.

RULE #4

Sales plays are easily accessible at the right moment to prepare your reps for any situation.

The best sales plays are useless if sales reps and managers can't easily access them. "There is a component of in-time delivery of what you need to do," says Kosolgow. Effective sales plays can be accessed and activated without significant disruptions to sales reps' workflows.

A good sales play makes sure that your reps are prepared for meetings, whether it's a discovery meeting or a demo. Managers can also use sales plays that help their teams tackle unexpected situations at scale. "Whether it's a worldwide pandemic or economic downturn, these curveballs force you to react and do things differently. It forces you to create a sales play," says De Marco.

Bite-sized, outcome-focused plays beat deal retrospectives.

Sales leaders develop playbooks by reviewing their strongest and most successful deals and devising strategies for reps to replicate these cycles. They also analyze deals that have failed and craft plans to avoid repeating any missteps. If deals are falling apart because reps are failing to garner interest from executive decision-makers, a play can be made that guides reps to success during this stage of the deal. If your team closed a strong deal recently thanks to a productive demo meeting, a play can be created that helps other reps replicate the performance of that demo.

Multiple sales leaders we interviewed mentioned that they record all sales meetings so that they can review and figure out what's working and what's not. "Front-line managers listening to recorded calls and meetings can allow an understanding of successful ways to ask qualifying questions, answer objections, handle pricing questions, and more," says De Marco. Tormey's team at VideoAmp does the same: "We recorded all the meetings we had and would then go through these recordings and use analytics to identify what was working and what wasn't working." After a sales play is developed, managers have to continue to measure and monitor the effectiveness of the plays to see if tweaks are needed. If a certain play isn't working, recordings have to be reviewed yet again to figure out alternative guidance. It's all a very time-consuming process.

The looming question in everyone's mind – **Is AI the answer to building and utilizing sales plays more effectively?**

The sales leaders we interviewed see tremendous potential for AI to help with the activation of sales plays. "I think AI can identify plays you've run in the past under certain deal conditions and monitor those conditions to suggest appropriate plays," Kosoglow asserted. "I think AI can be used to flag when a play is needed. And it might be able to analyze the results to see if the play is working," says De Marco. Mehta is excited about the potential for AI to help fine-tune sales plays in real time: "If there was a way to connect the enablement plays and programs to data in real-time, the feedback loop could be massively improved, helping us drive more progress."

Conant is hopeful that AI will be able to guide reps through specific actions within a play. Her company, **6sense**, is working on a capability to read and write and respond to emails with AI. Roth is hopeful that AI will help his teams learn about customers much quicker: "We can train AI on all of our case studies to maximize effectiveness. AI will enable faster account research, more accurate intent signals, and ultimately a smoother buying process."

AI appears to present an opportunity for sales teams to maintain the effectiveness of their sales plays while massively improving the efficiency with which these sales plays are executed, analyzed, and refined.

> **"If there was a way to connect the enablement plays and programs to data in real-time, the feedback loop could be massively improved, helping us drive more progress."**

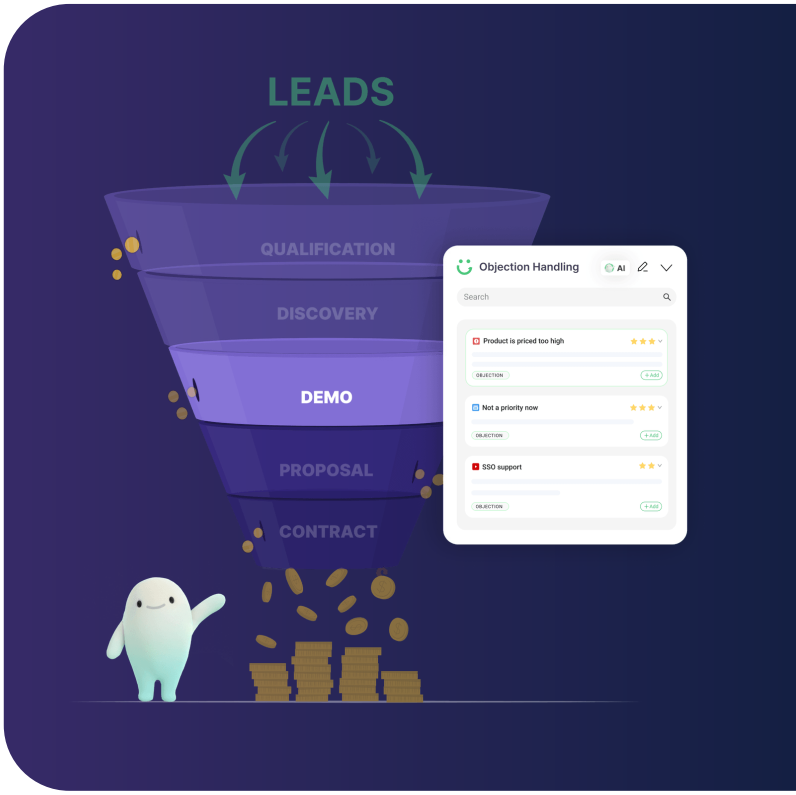
Dini Mehta
Former CRO at Lattice

GTM Buddy is already making this opportunity a reality.

GTM Buddy is an AI-powered sales enablement tool that creates alignment across your teams and streamlines the execution of your sales process through effective activation of sales plays. The result is AI-powered prescriptive actions for your sales reps that are effective and timely. In other words, problems #1 - #5 are solved with one revenue enablement platform.

GTM Buddy uses AI to power conversions at every stage of the sales cycle. The platform optimizes sales process execution by:

- Enabling sellers with contextually relevant content, sales plays, and guidance when and where they need it
- Encouraging team adoption with a platform that integrates with the team's workflow
- Track the performance of content and other enablement initiatives and optimize them based on data-driven insights



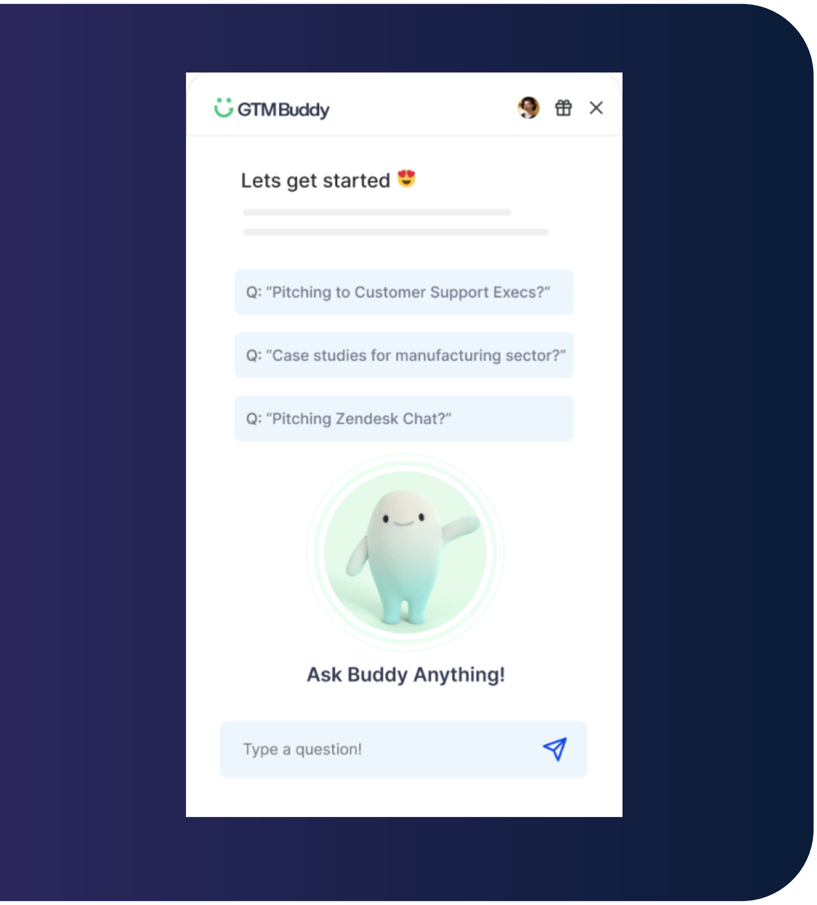
During the qualification stage, reps can skip hours of research and quickly find relevant information for the account to avoid starting down the wrong path. During the discovery phase, reps can use AI to make sure they are fully prepared for meetings and are asking the right questions to increase the chances for success later on. GTM Buddy also ensures a smooth demo phase by guiding reps toward effective content that will create competitive differentiation in the minds of prospects. GTM Buddy delivers relevant content and guidance at every stage of an opportunity.

AI capabilities within GTM Buddy help reps respond to emails, meaning reps no longer need to start from scratch. Sales plays are now dynamic, contextual, and relevant, and they are easily accessible within the workflow of your sales reps. The chances your reps are coming to any meeting unprepared are significantly lower.

With AI, it's easier than ever for sales reps to access and activate sales plays.

For example, GTM Buddy's **Ask Buddy** feature allows reps to use generative AI to get information and suggestions instantly and in a digestible manner. There's no longer a need to go searching for relevant information. The manual research that reps used to spend hours completing can be completed in a fraction of the time with the help of AI. Relevant case studies and product reviews are delivered straight to reps' inboxes. AI-powered competitive intelligence allows your reps to show how your product beats the competition without sales reps having to sift through lengthy PDF docs to find the most relevant bits to share during a sales conversation. The time-saving potential is massive.

Plus, GTM Buddy makes it easy to analyze data and identify trends at every stage of the sales process without the heavy lifting of manual analysis. Managers are provided with new insights into the sales process. You can see how content is consumed by your buyers so that you can maximize the effectiveness of the content your sellers are sending. You can see what content your reps are using most frequently, you can ensure that your sales plays are being used, and you can easily measure how plays and content are translating to revenue with clear dashboards.



Managers can also use AI to analyze the performance of their reps so that they can quickly observe execution at all stages of the funnel. It's a single source of true data that sales leaders need.

Businesses that use GTM Buddy are seeing discovery-to-demo conversions increase by 25%, win rates increase by 20%. Visit **gtmbuddy.ai** to learn more.

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CONCLUSION

Activate sales plays to maximize conversions at every step of the sales process

An effective sales playbook is a surefire way to close the leaks in your sales funnel, but creating effective sales plays is not so easy. Sales organizations are running into a variety of problems, including poor data, lack of internal alignment, and inaccessible resources. The sales leaders we interviewed uncovered that an effective sales playbook needs to be developed by your entire GTM team, its' efficacy needs to be measurable, and it needs to be easily accessible to keep your reps prepared.

The traditional method of activating effective sales plays is labor-intensive, so sales leaders are starting to look to AI to help accelerate the process. GTM Buddy is leading the way in helping sales teams utilize AI to successful activate sales plays that boost conversion rates across the entire sales funnel.

As a final question to our interviewees, we asked what advice they would give to readers on how to level up their conversions. Here is what they said:

Laura Tormey
Chief of Staff and former CRO at VideoAmp

"Simply put, analyze what is working and magnify the success across your team. Find those big whales that are generating the type of revenue you want, figure out what works, and teach the rest of your team how to do it. Replicate what is driving your company's success."

Steve De Marco
Former CRO at LeanData

"Get that sales process defined, lock it in, and make it mandatory that you follow that process. Only then can you figure out what's working and what's not. If you see a drop off against the standards, you are in a better position to understand how you are tracking."

Latane Conant
CRO at 6sense

"You get what you measure. It's in the drill down that you find the red and the green, which is what you're looking for. Just knowing win rates is not helpful."

Mark Kosoglow

Former CRO at Catalyst Software

"Build telemetry into your sales process. Make sure your reps are following your sales process by making sure your front-line managers hold reps accountable to the process. Then set up a singular source of truth that shows you all of the volume and value metrics as they convert from the top of the funnel through to expanding and renewing customers."

Jim Koepke

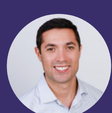
CRO at Terminus

"Define conversions at a stage level and make sure you are measuring against those finer points to get to an ultimate win. Most of the time, failure in conversion has to do with a lack of a solid definition around what conversion means at what stage, or simple poor execution - we are not measuring what we are asking our teams to do and we are not enforcing good preparation going into conversations."

Dini Mehta

Former CRO at Lattice

"Start with good data, drive alignment across your GTM, and measure often to see the impact of the work"



Josh Roth

VP of Revenue & Global Head of Presales at Pipefy

"Conversion rates are a by-product of your processes and execution. By qualifying (and disqualifying the right deals) and consistently pressure testing the execution of each deal, we focus on the right conversations which led to the right outcomes."

Eric Choronzy

CRO at DemandScience

"We need to be ruthlessly transparent and honest with your deal inventory and your emotions. More importantly, we need to understand that funnel metrics is a team sport, not just a sales sport. Everyone has to do their bit to move the needle."

Yair Areli

Senior VP of Global Revenue at Fingerprint

"Improving your win rate is the big thing. But waiting for the win rate to change is a lagging indicator. So, break it down to the stage progression and measure stage-to-stage conversion rates."