PSI MOBILE

HOW SALES LEADERS SUPERCHARGE PROFITS

Convert your field sales into ‘BEAST’ mode with **Field Force Automation**

Introduction

NAVIGATING THE SHIFTING LANDSCAPE OF SALES

The modern sales rep has a big job on their hands. And it's not a job that they can manage alone.

You might have cut your teeth in a world where all you had to worry about were your own abilities: where a touch of swagger and your world class persuasion skills could charm cash from the wallets of even the most cynical customers.

But the days of the sharp-shooting, silver-tongued "lone ranger" breed of sales rep are gone. They're long gone.

That's because today's customer is better informed, and more demanding, than ever before. They no longer rely on the word of the representative to give them all the information they need – they can check things out for themselves, tapping into readily available information on social media, forums, review sites and the comment sections of articles the world (wide web) over.

In fact, research suggests that up to 57% of the buying journey is complete before your agents reach out to the customer at all.

This means that, before you've even had the chance to deliver your pitch, there's every chance that your potential customer has been able to research your offering themselves, reading reviews and comments from previous customers and forming a first impression of your brand.

They've grown accustomed to an omnichannel shopping experience that makes no distinction between online and offline, mobile or face-to-face. A world in which companies use big data and analytics to get inside their customers' heads to understand how they think and how they buy

Customers are unlikely to verbalise their attitude to you in quite this way, but that doesn't mean they don't have the same high expectations of their utility or telecommunication companies company as they do of a run-of-the-mill retail outlet.

At the very least, they expect their experience with you to be consistent. If they've bought from you before, they'll expect you to know about it. If they've given information to a colleague of yours in the past, they won't want to give the same details over and over again.

What's more, they can tap into the opinions of readily-available previous buyers in seconds, tarring you with the same brush as any bad sales or customer care experiences that others have had.

And given that people are much more likely to write an online review when they're angry or disappointed than when they're happy, you might well have an uphill battle on your hands.

It means that, to make your sales team successful, you have to be agile and responsive, deftly tackling customer concerns and making sure that their experience with you is positive enough to overcome any prior reservations.
You can't leave things up to chance. You can't afford to keep sales channels separate, or to miss valuable insights that crop up anywhere along the chain.
You can't afford to let your sale become a drawn-out experience that gives customers time to lose interest or change their mind.

And you can't afford to let good approaches and initiatives slip through the net because employees see themselves as individual units, rather than a team.

You need to use top-notch technology to organise and co-ordinate efforts, disseminating best practice advice and making sure that you're growing and improving all the time.

Luckily utilities and telco companies are taking all of this on board.

> **The utility companies that are choosing this path are already seeing hard business results.”**

According to the Harvard Business Review, the industry is a leading pioneer in the mobility landscape, with the savviest companies deploying technologies that allow them to leapfrog over the competition.

So much so, in fact, that the Review calls this development a ‘win-win-win scenario’.

“By deploying mobile technology to their workforce, they can improve productivity and transform service delivery in the field. By deploying it to their customers and partners, they can rapidly analyse asset and service performance, better track customer consumption trends, and improve environmental stewardship,” the authors explain.

“Combining this information with the fast-growing array of mobile analytics will enable utility managers to more quickly target solutions and capital investments.”

And the utility and telco companies that are choosing this path are already seeing hard business results. In 2012, PA Consulting found that utilities that had adopted mobile technology had seen their field force productivity soar by 20%, while enjoying a 23% increase in service-level agreement compliance.

What’s more, the shift to a more mobile workforce shows no signs of slowing down. Navigant Research predicts that, globally, the mobile workforce in the utility sector is set to double, growing from over 1.2 million employees in 2013 to more than 2.4 million in 2020.

Why?

Because it makes solid business sense.

Utilities and telco companies typically cite reduced costs and greater efficiency as the most compelling reasons to invest in upgrades to the technologies and systems they use for mobile workforce management.

Put simply, mobile technology allows to sell more, and to process those sales faster, with fewer resources and personnel.

It helps them to prioritise jobs and allocate their workload in the most effective way possible, while putting in place solid back up plans for dealing with emergencies, on-the-spot issues and bottlenecks.

Add to this the ability to offer better, more tailored and responsive customer service and it’s easy to see why so many utility or telco company feel that, with mobile, they’re onto a winner.

But not everyone is keeping up with the pace of change.

In fact, as IDC revealed at their FutureScape conference in December 2014, while 60% of utilities companies will make 2015 the year that they transition their enterprise mobility to the next generation, the same number will "fall short" when it comes to implementing holistic, omni-channel capabilities.

This means that they'll miss out on opportunities to create an effortlessly streamlined customer experience, grappling with problems like misplaced or inaccurate data, inappropriate sales techniques and a poor understanding of the end user.

And they'll fail to make the most of platforms that can be rolled out across multiple devices, eliminating the fragmentation that can plague sales teams and, ultimately, leads to poor productivity, lost sales and lower margins.

In this book, we'll look at how a smart and results-focussed utility or telco company can use technology to get the absolute best out of an increasingly mobile workforce.

We'll explain how to implement a Mobile Field Sales Solution that helps you set and meet ambitious targets, increasing your win rate and building on the insights gained to keep honing your strategy, making you more and more successful in the years to come.

Contents

Part One

ANATOMY OF A GREAT SALES STRATEGY

How do you picture the sales process?

Is closing the sale the end goal – the end of the line? What happens afterwards?

Many sales reps – and their managers – have a tendency to fixate on the sale itself. This is understandable: after all, your mission is to sell as much as you can.

But here's the thing:

To be as consistently successful and profitable as you can be, you need to stop seeing the sales process as linear and to start seeing it as a cycle.

Let's break it down.

In order to develop a rock-solid sales strategy, you first need to figure out the value that different types of customers bring to your business.

Yes, it's tempting just to go after the big numbers and to plough your resources into winning a marquee client. But often, once you factor in just how much time and manpower you've dedicated into winning a major pitch, with face-to-face meetings, bid drafts and regular follow ups, you may find that a lucrative-sounding deal is suddenly looking a lot more time-intensive, and a lot less profitable.

On the other hand, all those small-potatoes clients that you were less concerned about attracting might just turn out to demand far less time and investment. They might be happy to deal solely with telesales staff, to use automated services, or to access after-sales care via online and app-based resources.

When you add it all up, you could find that shifting to a lower-cost sales technique to target one particular group allows you to improve your margins without putting off customers in the process.

Or, of course, you might find that the cheapest operations aren't the most profitable. That moving away from door-to-door sales, say, or shrinking your sales or admin support team, would actually impact severely enough on your performance that it would offset any savings you've made.

Either way, the key is to make sure your cost-cutting isn't costing you sales.

No one wants to lose out on high value clients for the sake of a few cut corners.

As McKinsey puts it:

"There's a simple, overriding principle for companies to follow when they reduce their sales costs: do no harm. Small changes can have large unintended consequences, so companies must walk a fine line between reducing expenses and maintaining resources sufficient to protect current revenue and future growth."

"The key to these cuts is to be systematic—identify the effective sales channels; and promote efficiency in the sales organization."

So how does this fit into your sales cycle?

Think about it like this: where do the insights come from that shape your strategy?
They come, of course, from analysing your sales performance. From making sure that you don't simply close the sale and move on – rather, your team is recording and relaying vital information back that helps managers to identify what works and what doesn't in order to refine their approach.

Once you've garnered these insights and laid down your strategy, you can put an end to scattergun or over-hasty behaviours by sales reps, which too often lead to inefficiencies and inaccuracies, as well as uneven, unpredictable outcomes - and which make it impossible for you to monitor, replicate and "scale up" the successful approaches of your best employees.

Instead, you can use your analysis to help establish a clear game plan for each sale or sales drive, based on "best practice" advice shared within your team.

In turn, you offer a consistent experience and more positive, productive interactions with customers, streamlining the way you handle the paperwork associated with the sale and giving you a clear benchmark for assessing individual performance and areas for improvement.

And, most importantly, you establish a tried-and-tested, continually improving approach that empowers your team to win more clients and more sales.

So how do you make the switch to a streamlined, cyclical sales strategy without having to take on more and more staff or run up higher and higher costs?

The answer is simple: with smarter technology.

By using a Mobile Field Sales Solution, your team out in the field can use their smartphones, tablets, PDAs or other devices to access and add to notes about clients, report changes to a situation and give real-time feedback on what's working, what isn't and why.

They can better take advantage of opportunities to cross-sell and up-sell additional products and services, responding to the specific needs and circumstances of customers.

And they can swiftly and systematically capture vital information on how they actually closed the sale, helping to inform the way you structure bids and pitch your products in the future.

This not only improves your win rate, it can also make these wins more profitable by helping you to find the perfect "sweet spot" for your pricing - and to find effective ways of sweetening a deal that aren't just about the price tag.

For example, if one of your team finds a great way to negotiate a sale without offering margin-bashing things like discounts or freebies, wouldn't you want your team to try their tactic first?

Plus, while manually keeping databases up to date is time-consuming and prone to omissions, linking your mobile solution to your CRM means you have an up-to-date, accurate store of valuable insights, helping your team to keep track of leads and serve customers more effectively, while preventing against duplicated efforts or awkward conversations with customers who feel you should already know what they're telling you.

“

..helping you to inform the way you structure bids and pitch your products in the future."

After all, today's customers can engage with your brand through multiple platforms, including your website and social media channels - and they expect the conversation to be two-way. If you don't understand who they are and what they want, you've got a problem.

Helping to make sure your team is informed and equipped with the most complete, reliable picture of the customer they're dealing with means that they're confident and well-supported to start the sale.

They can start the conversation with all the resources, guidance and background they need right at their fingertips, earning them more wins – and more rewards.

What's more, your post-sales process becomes a breeze.

This is because mobile Field Force Automation allows much of the admin to happen on the spot, while you're still with the customer, instead of being trawled through later when they're back in the office.

Field Sales staff can use a tablet app to check essential details, customer orders and credit history before placing the order there and then. Processing times are reduced from days to minutes, with an SMS or email confirmation delivered to customers straight away.

The best systems will even allow you to instantly generate and automatically email the invoice to your new customer, eliminating delays in the billing process and cut down debtor days.

Meanwhile support staff back in the office and managers monitoring progress are kept in the loop with real time reporting and live dashboards, keeping the team fast, responsive and on track to meet targets, as well as positioned to tackle any issues that arise in the field.

Post-mortems are far more straightforward, reducing the time it takes to put new lessons into practice – keeping your team agile, energised and performing at its best. The outcome of these dramatic improvements to your post-sales efficiency?

Better service at lower cost. Faster turnaround. Fewer sales lost as a result of delays or disconnection.

And, of course, more time freed up for your sales team to spend doing what they do best: selling.

Part Two

TAKING YOUR TEAM TO THE NEXT LEVEL

Okay, okay, you've heard it a thousand times. You've seen it on a zillion cheesy motivational posters. It's the cliché of clichés...

...There's no 'I' in team.

But how many sales agents actually believe that?

In a field that's so intensely focussed on commission – on fostering individual performance and competition – how many sales agents genuinely consider themselves to be operating as part of a team?

So what? You might think. So long as they're raking in the deals, what does it matter?

But it does matter.

It matters because it creates a conflict of interest. A big one.

Employees that are focussed on personal gain aren't interested in growing the company. They don't care about the size of the pie so long as their slice keeps getting bigger.

As a sales manager, your job is to grow the pie. And for that, you need to have everyone on your team pulling in the same direction. Using dirty tricks to foster Darwinian-style individualism among your employees will invariably backfire.

Fishbowl CEO (and enduring sales guru) David K. Williams has written extensively about how, while the 'lone wolf' attitude common in sales can be perfectly profitable for the 'wolf', it's often disastrous for the success of the company as a whole.

If sales managers want to surpass their overall targets, he argues, they have to get their team to think as a team, not as a collection of competing individuals.

“Luckily, there are tried-and-tested ways to help you establish a strong corporate culture – and they’re measurable...”

“I learned that it is essential for leaders to demonstrate, day in and day out, that they are committed to helping those who they lead to succeed,” he writes.

“I reversed my whole way of thinking from ‘If you can’t make it, go home,’ to ‘There is absolutely no way you’re going home. I’ve got your back. We’ll find a way to be successful together.’

“By shifting my focus from my own interests, glory, and gratification in order to help others become successful, I helped us all to achieve more than any of us could have done by ourselves. When we work as a team, no one should be left behind.”

Persuading your team to think in this way isn’t easy. It takes time and care to create a unifying corporate culture.

But it’s crucial.

A strong corporate culture means shared values and goals. It means loyalty between employees and to the company as a whole. And it means a workforce that’s totally clear on, and invested in, their mission.

But where, I hear you cry, do I start to build a culture from scratch?

And how will I even know if it’s working?

Luckily, there are tried-and-tested ways to help you establish a strong corporate culture – and they’re measurable. They really are.

Building a corporate culture requires fast and effective routes of communication between your team, facilitating collaboration and helping the company to stay agile and responsive.

It demands high quality, evidence-backed training and support that gives employees the confidence, support and tools to perform at their very best.

It requires ongoing innovation to ensure that employees are equipped to deal with the demands and realities of the job.
And it thrives on technologies, platforms and workflows that allow your stars to shine without being hamstrung by practical inefficiencies – and without making their peers feel eclipsed.

Things like Mobile Field Sales tools for data capture, which allow information to be easily recorded and stored into a central system, maximising selling time for the agent while making it easier for this to be accessed and picked up by the next person in the chain.

And Job Scheduling, which allows you to allocate tasks and alter them on the fly when necessary, keeping everyone in the loop and working alongside one another for a common goal.

Plus, when you're dealing with a workforce that's now dominated by millennials, you have to ensure you're in tune with what this young, increasingly autonomous, digital-native generation wants and expects from their workplace.

Aspects like flexibility, responsibility, opportunities to develop new professional skills – and making sure their work has a purpose.

Few things are more demotivating than duplicated effort and wasted work, and when you have multiple team members covering the same geographical location, you have to be extra careful not to create situations in which people end up fighting for the same sale.

This can cause resentment and conflicts to flare up, threatening your team's ability to work together for a common goal – and damaging their performance as a result.

Using innovations like Field Force Automation can be a major asset in tackling this problem in real time, before teammates start to clash.

Employees use mobile devices like PDAs, tablets or smartphones to capture and automatically transfer data, helping managers to track their progress and plan the next steps accordingly.

You can then rapidly schedule appointments and assign work to sales reps based on what is actually happening in the field, keeping up the pace and making the process as smooth and speedy as possible, without the risk of teammates stepping on each other's toes.

Plus, you can ensure that everyone's getting their fair share of leads, everyone's pulling their weight and territories are fairly distributed – while avoiding a situation where any one team member is left hanging around with nothing to do.

Not only does this help to make the working day more productive and efficient, increasing the chance of hitting your sales targets, it also helps you to swiftly identify, address and remove any stumbling blocks that employees report as barriers to their work.

...it's about
integrating technologies and processes
into your
day-to-day operations...

No doubt the majority of people on your team are mature, reliable, trustworthy and talented individuals (if they're not, perhaps it's time to follow Richard Branson's advice and review your hiring strategies).

But there's always the chance that someone will slip through the net. And, if they do, you'll need to have a way of sorting the wheat from the chaff without cracking down hard on the whole team in the process.

And it helps – it really helps - to have an easy and effective way to eliminate the most common problems well in advance.

It means that less conscientious employees can't simply hide behind excuses when their performance dips, if they haven't truthfully been pulling their weight. It means that your best employees aren't being held back from their full potential by easily solvable issues.

And it means that you can, reasonably and with confidence, push your team towards performing at their best, all of the time.

Crucially, too, you can make sure that when you do push your team to make more sales in less time, they aren't achieving this in ways that can get you into trouble further down the line.

Eliminating waste and promoting efficiency isn't about forcing people to do more with fewer resources; therein lies the path to poor results and miserable staff.

Rather, it's about integrating technologies and processes into your day-to-day operations that mean employees don't have to rush so much. That automate non-complex tasks, reducing your admin requirements and taking the pressure off to process fiddly paperwork that's often seen as a barrier to making sales and meeting targets – and which, as a result, can often wind up neglected.

After all, people have a tendency to cut corners in all areas of life, and sales is no different.

Plus, when they're under pressure, they skim over steps that don't help them get them to where they want to be in the short term – even when this can seriously harm the business in the long term.

When you're selling products and services to clients, you have a manifest responsibility to make sure that they understand exactly what they're getting and are never misled.

And if what you sell can have a significant impact on the buyer's safety, wellbeing or financial situation, the stakes can get a whole lot higher. No one wants a legal challenge on their hands.

In a heavily regulated, high-profile field like the utility or telco industry, you have to be especially careful to make sure that you're doing things by the book. That you're not making your clients feel short changed. That you're not courting bad press.

Of course it's important to train your team thoroughly, impressing on them why it's so essential that they impart all the details the customer needs to make an informed decision about their potential purchase. Of course it's important that they really understand the ethical and legal implications of their job.

But it's no guarantee that they'll always remember, or decide, to comply 100% with the recommendations they've been given. And, when something as innocuous as a bad choice of wording can land you in a heap of trouble if you're deemed to have misrepresented a product, is it worth taking the risk?

Digitising the process means that both you and your sales staff have a clear and reliable way to protect themselves against accusations of mis-selling, overselling or deceit, as well as external pressure to increase sales at any cost.

That's because, using a Mobile Field Sales Solution, you can set up the process to automatically prompt them to give vital information before closing a sale and to ensure that they've ticked off compliance steps as they go.

Provided they follow the protocol, it means fewer arguments with clients over whether they were told everything they needed to know and far less chance of running into any kind of legal trouble.

And, by setting out the sales agent's responsibilities in black and white, you make it clear that they are responsible for the fallout if they try to ignore this – discouraging teams from getting so carried away that they start taking unnecessary risks or making promises they can't back up.

Part Three

HOW TO BE THE BEST MANAGER YOU CAN BE

Think back to when you started your career in sales.

Be honest now. Did you think of yourself as a bit of a hotshot? Did you hate being told to wind it in? Did you always know best?

Of course, things look rather different from a managerial perspective.

Now you've moved up the ladder, with vital experience under your belt, you probably see things in a different light.

You understand the unique pressures and responsibilities that are shouldered when you lead a team. You realise that, back then, you didn't know everything.

But you also know from experience that when you're young and ambitious, these are not the things you want to hear.

So how do you reconcile this in your own team?

How do you strike just the right balance between giving star employees the space and autonomy they need to shine, while also making sure that you don't lose your grip on the process?

How do you stop employees from getting frustrated or resentful with you for keeping on the straight and narrow, when they want to do whatever it takes to make a sale?

And how do you avoid any accusations of favouritism or unfair treatment, when disgruntled staff imagine that your rules or expectations exist only for them?

Mobile Field Sales technology can clear up these issues.

Introducing digital data collection and Field Force Automation to manage the workflow helps to eliminate these kinds of arguments, while making sure that you're not the one who has to lay down the letter of the law.

After all, you can't accuse a computerised program of bias. And when you're guided through a strict sales process by the steps on your screen, you can't forget to say or do something that you have an ethical (or legal) responsibility to include – and you can't wriggle out of doing things the way they need to be done.

And you can't exactly argue with a piece of technology.

What does that mean for you, as sales manager?

It means you don't have to waste time arguing with staff over why they have to do things the "right" way.

You don't have to worry about stifling those colleagues that are bursting with energy and prone to take initiative, by giving the impression that you're overly intrusive and micromanaging.

After all, micromanaging isn't just an annoyance – it actually reduces productivity and harms profits by encouraging employees to focus on "presenteeism" and making a show of following protocol rather than actually getting great work done.

Plus, it's counterproductive: by trying so hard to make sure that employees can't make mistakes, you send out the message that you don't trust their decisions and that, ultimately, you take personal responsibility for the most minor of tasks. This doesn't promote accountability – it just means that employees stop making the effort to behave responsibly, increasing your workload (and your stress levels) in the long run.

And, of course, it pushes out the best and brightest salespeople; those who are the biggest assets to your team.

Research suggests that the companies considered the greatest places to work – and therefore have high rates of staff retention and their pick of the best candidates – are those in which the overwhelming majority of employees feel that they are given plenty of responsibility (92%), and are trusted to get on with work without managers "looking over their shoulder" (90%).

Why does this matter so much?

It matters because it hurts your bottom line.

Not just in terms of the high costs involved in the hiring process and training schemes but also because you want to spend as little time as possible bringing new recruits up to scratch, so that they can start hitting their sales targets.
And because employees that are planning to leave a company are often disengaged and focussed on finding their next role, rather than throwing themselves into the job at hand.

And, of course, because high employee turnover creates a bad feeling in a team, damaging morale and making it harder to keep everyone on track for success.

This means that finding ways to foster a culture of personal responsibility isn't just about making your office a more pleasant place to be, it actually impacts and reflects on your abilities as a boss – **and your value to the company as a whole.**

Plus, by reducing the amount of time you spend policing employee behaviour, you can focus instead on the leadership behaviours that really drive results: motivating and encouraging your team, rewarding their successes and guiding them towards better and better performance - without ever seeming to stand in their way.

Even better, if you're managing a Field Sales team, a mobile enterprise application platform that incorporates GPS tracking allows you to keep tabs on employee locations and progress without having to constantly ring them up or grill them on where they've been.

Your staff know that you know what they're up to, discouraging any slackers and putting your mind at rest that you're getting an honest picture of their working day.

But, crucially, you get this information automatically, without any awkward conversations that can feel more like accusations to your team.

"After all, micromanaging isn't just an annoyance – it actually reduces productivity..."

And this kind of data is gold dust.

Okay, so the short term benefits of this technology are pretty impressive. It makes it faster and easier to manage your teams, even remotely, in real time. It reduces the sleepless nights spent worrying about whether you're on track to meet your targets or whether your team will be able to deliver. But the really exciting benefits are in the long term.

By giving you an accurate and streamlined feed of information from the field or from the desks of your employees, automated and tracking systems mean that you can spot problems, worrying trends and bottlenecks appearing on the horizon, as well as identifying any unproductive individuals or teams early on.

You can test out a new approach or policy and figure out really fast whether it's working. You can even get a feel for which days of the week and times in the day customers are most receptive to a sales call.

The insights you amass can help you to plan and structure your sales cycle and game plan, ensuring that your team's energies are directed in the most efficient way.

And, because you've streamlined the management process, you have far more time and resources to throw yourself into making your team the best it can be – without ever losing control of the nuts and bolts of the sales machine.

In short, you transform your role from one that's in danger of slipping into "factory overseer" mode, where you fixate on quality control on the day-to-day sales production line, to one that's all about strategy and big-picture thinking.

You can focus on growing the business, fast-tracking new projects, product launches and sales campaigns.

You can use the tools at your disposal to showcase your competency and your leadership flair.

Making use of real time operational reports that create snapshots of individual and team success, as well as the company's overall financial and sales performance, you can impress your CEO with hard, incontrovertible data on success rates and improvement. Data that's presented in clear, measurable, transparent formats.

And by partnering with a top-notch provider, one that offers extensive support during the rollout of the technology and round-the-clock support thereafter, you can make sure you're focused on delivering hard business results, not troubleshooting technical problems or worrying about downtime if your team encounter teething problems.

All of which helps to make sure that you're using technology to leap over hurdles, not creating new ones, putting you in a great position to reap the glory for you and your team – and smoothing the way for the progression of your own career.

Final Thoughts

KEEPING UP THE MOMENTUM

Technology. Strategy. Cohesion.

These are the things that are going to help you make your sales team great.

The things that will help you to step into the spotlight as an inspiring manager and leader. That will make your leads more valuable, your sales pitches stronger – and which will finesse your technique.

We've seen how, to cope with the pressures of the modern sales journey and the expectations of the modern customer, it's imperative that you bring your team together in a common goal.

That you innovate, harnessing the potential of sophisticated digital platforms to help you capture and disseminate data as, when and where you need it.

That you find reliable ways to ensure that your employees honour their professional, ethical and legal responsibilities without becoming that most deadly of office creatures: a micromanaging boss.
And that you use the best mobility technology on the market to generate internal and external benefits, designed to improve operational efficiency for utility and telco companies. That help you to adhere to compliance regulations and make the sales process faster, simpler and hassle-free from the customer perspective.

But we started this book with a single objective: to make your sales process more efficient.

And this is key. Whatever you do, whatever policies, strategies and changes you implement, you have to keep sight of your primary goal.

You want to sell more.

It's all very well having sophisticated technology at your disposal, or having a watertight sales plan that guides your team through the process and leaves no stone unturned.

But you have to make sure that you're doing this in a way that allows your team to increase their sales.

However rock solid your research and analysis, to improve your chance of making a sale, you have to give yourself as much time as you can to focus on sales.

You have to make sure that you're not bogged down with paperwork and process.

A significant factor in making a successful sale is the rep's state of mind – whether they're feeling confident and convincing enough to inspire confidence and conviction in the buyer.

This means, of course, that the worst thing you can do is let your team fall into a lull. You can't give them a chance to slip into apathy. You need them on their game, psyched up for the next step, as much of the time as they physically can be.

And in order to keep up those precious energy levels, you have to work to make it as fast and easy as possible to get from one step to the next, allowing your team members to strike while the iron is hot.

And so, regardless of the extra perks and features, and more than anything else it offers, **this is what you need your sales technology to do.**
The best technologies out there will help you speed up the momentum without worrying about compliance issues or other risks, so that your team can focus on hitting sale after sale, target after target.

They cut down the paper trail, giving you fast and easy digital ways to get contracts approved, to capture signatures and to monitor delivery, letting you wrap up the process quickly, while proving great quality service to lay the groundwork for the next sale.

They communicate information and reports back to you in real time, allowing you to respond fast to circumstances and demand by allocating work to sales staff, whether in the office or out in the field.

They offer immediate, practical ways to approach each sale as efficiently as possible, while allowing staff to build on the work of their colleagues to make the customer feel valued and understood – increasing the chance of closing the deal.

And they give you, as the sales manager, effective, sustainable and measurable ways to boost your team's performance, developing stronger and stronger "best practice" models - making yourself ever more indispensable and vital to your company's growth and success.

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