

# 9 REASONS YOU AS A BUSINESS OWNER NEED AN OUTSOURCED SALES MANAGER



**SALES PERFORMANCE  
TEAM**

**YOUR OUTSOURCED/FRACTIONAL SALES MANAGEMENT COMPANY**

## Attention Business Owners Looking to Triple if Not Quadruple their Annual Revenue:



**A goldmine is available to you... if you're open to seeing it.**

Running a sales team without a sales playbook is like a whole lot of extra money is lying around in your business, waiting to be picked up. Having seen inside many businesses, we know this to be true for those at your level. If you're following EOS or another kind of management program, the KPIs will show you when you've done this. You'll also see this revenue increase with regular accounting reports. But they won't pick that gold up for you.

Not only that, but as an owner, you're taking a tremendous risk in either leaving the sales manager's seat empty or having the wrong person in it. As you'll discover from this short report, it's crazy to leave things as they are and hopes they'll magically work out.

What would a moderate 18% to 28% bump in your annual revenue/turnover mean to you? With an organization the size of yours, this is a modest and achievable improvement led by an outsourced sales management professional. How? Read on...

Most business owners tell us, "I built this company." They, perhaps just like you, started out selling their services and products. They were the big deal-getters, especially in the early days. Nobody can sell like you and them. But as the company has grown, or if you want it to grow, you need to bring on salespeople. The problem is they need to be managed daily, weekly, and monthly. If you are not doing that or don't have someone in the sales manager role, you are not working on a key factor that can directly increase the value of your company.



### WITH EVERY SALESPERSON COMES ANOTHER SET OF PROBLEMS

**Along with each of those salespeople came a new set of problems, wouldn't you agree?**

Every salesperson working for you has a skills gap. Left to themselves, each salesperson will create and follow their own sales process. This results in every potential customer who speaks with someone at your organization having a completely different experience depending on who they talk to. Is that how you want your company to be seen by your customers?

That takes us to **Reason #1** to bring on an outsourced sales management professional:

## A high-quality outsourced sales manager brings a proven growth and sales playbook to your company.

If you have ever felt like you were hostage to your sales team, you know what I mean. You're dependent on these men and women to bring in the money you need every month to keep everything going and make a profit besides. But seeing inside their process? Diagnosing what's wrong? Giving them corrective direction? You don't have time for that. So you're a hostage to them.

For many small to medium-sized businesses (SMBs), a sales manager isn't in the budget. To bridge the gap, the SMB either uses a salesperson/sales manager combo, the owner acts as the sales manager, or the position is effectively left empty.

If you don't have a sales manager in place, being the driver of improvements in the sales process and salesperson development, you've highlighted a core issue stunting your company's growth.

It doesn't matter if your sales team is a highly experienced group or simply you as the owner plus another junior salesperson. If you want performance improvement, they cannot be left to manage themselves. Imagine a football team trying to operate professionally without a coach. Yes, the players play the game out on the field. But without a manager, as each player tries to win the game on their own, they'll exhaust themselves trying to do it all by themselves. They'll get frustrated with the other members of the team. There won't be an overall strategy, outside feedback, or practices to train on areas that need improvement.

Do you want this situation to continue? We'll dig into the reasons why it happens a little later on. Structurally, though, the picture behind the scenes is **Reason #2**.

## Many companies do not have a proven prospecting process, sales process, closing process, and accountability system. Sales managers create them.

This is like trying to build a house but not including the plumbing, electrical, and HVAC systems. If you had an outsourced sales expert working for you, this problem wouldn't exist.

You'd have a written-down set of sales processes, trustworthy data feeding into your sales tracking, managing the right KPIs, and an accountability system that has a dedicated mind overseeing it, so the system works.

## Want a reality check about sales systems?

- ▶ Only just over half, 54%, of companies have the skeleton of a proven sales system.
- ▶ For the remaining 46%, those without much of a process to improve on, we see everyone selling their own way. Their sales never follow a pattern or process map. Additionally, we find very low close/win rates, pipelines that are bloated and full of deals that will never close, and, most importantly, missed opportunity costs and revenue because deals that will never be closed are continued to be chased.
- ▶ Most of your other departments will have systems and processes, from marketing to HR. If you were a surgeon, you would have a system. If you were a manufacturer, you would have a system and processes. So why would you not want your entire sales team focusing on a Proven and Repeatable Sales Process?

The positive news for you is that once a sales process is created, tested, and followed, the sales team's performance often jumps up 18% (1) to 28% (2).

A study by Vantage Point Performance and the Sales Management Association showed that B2B companies using a defined sales process got 18% more revenue growth than companies that did not. HBR demonstrated that businesses with a standardized sales process and pipeline management saw up to a 28% revenue jump.

### HAVING THE RIGHT PERSON IN THE SALES MANAGEMENT SEAT MAKES ALL THE DIFFERENCE

"But I promoted our best salesperson to lead the department!" you cry. "Shouldn't they be doing this stuff?" The problem is that they likely came up through the sales career path with the same lack of training on these topics just about every person in sales suffers from. The fact is this is **Reason #3** to bring an outsourced sales management pro on board:

#### Promoting a high-performing salesperson to a sales manager rarely works.

It's not that they're bad people. But meeting the expectations is difficult.

If your sales manager was carrying a quota before and now is not, you lost that top revenue-generating dynamo. That income has to be replaced. Additionally, they frequently lack the skills for or do not like doing, the tasks required to be an effective sales manager. Even Harvard Business Review warned, in their article "Think Twice Before Promoting Your Best Salesperson":

Of course, many great salespeople can and do become great managers. But this is not always the case. Too often, when a super-salesperson gets promoted to manager, one or more of the following happens:

- He (or she) can't let go of his old role. He takes charge of customer relationships and jumps in to close deals, undermining salespeople's motivation and confidence and weakening their relationships with customers.
- He manages by results only. He expects everyone to produce the same results that he got as a salesperson but isn't good at coaching and giving people constructive feedback on how to get there.
- He avoids administrative responsibilities. He becomes frustrated by the many routines but important tasks that headquarters requires of him.

Then there are the limiting beliefs, skill gaps, and even friendships between your salespeople and that promoted-from-within sales manager. These will all get in the way of sales performance. And **Reason #4** to bring on an outside sales management professional is:



## Selling sales managers underperform vs. exclusive sales managers.

You need a specific, dedicated, focused expert to manage your sales team. No one else has the objectivity, time, and energy to make sure what needs to get done gets done—even you.

Second, suppose your promoted sales manager is still responsible for carrying a sales quota and is supposed to be managing the team...well, realistically. In that case, it's unlikely they have the time and energy for all that. In the experience of all the businesses we have seen inside, you can either do one or the other. They can sell, or they can coach. Not both.

So the truth is this: when you try to elevate a top salesperson to be a leader of their peers and expect them to keep selling, it just doesn't work.

## OWNERS WOULD RATHER BE DOING SOMETHING ELSE, MAYBE ANYTHING ELSE

Do you know **Reason #5** to engage the support of an outsourced sales management expert... this one?

## Owners hate sales management and avoid the necessary work.

We have noticed this to be the case in our work with so many organizations. Ask yourself: Are you ready, willing, and able to look at each salesperson on your team, identify their skills gaps, and coach them into improvement? Do you have the time, the energy, the inclination for this? Or does the thought of it cause you to heave a big sigh and roll your eyes?

A big part of being a successful business owner is figuring out your focus. How are you spending your time? Is it being spent on the highest use of your unique abilities, or are you splitting it up amongst activities of varying effectiveness? Are you tiring yourself out trying to be everything? You should be focusing on what you are individually best at and getting the biggest results for your company that way. Managing your sales team is probably not the highest use of your time.

The truth revealed by a recent survey revealed that a whopping 91.2% of owners believe they're putting less time into sales management than they should. But in another study, 90% of owners said they disliked sales management. Obviously, this leads to business owners not doing sales management work and feeling bad about it.

If you haven't put a sales management professional in that seat and neglect the role because you don't like the work and would rather be doing anything else, at least be clear with yourself that this neglect comes with a serious cost.

### AN OUTSOURCED SALES MANAGER CONSISTENTLY MOVES THE BALL DOWN THE FIELD AND EARNS YOU MORE MONEY

A persistent effort by a focused outsourced sales manager leads to more sales. With you trying to run everything, you're hopping from task to task. Firefighting does not typically lead to results: it leads to maybe putting out fires. Firefighting does not move the ball down the field.

Having a dedicated individual continuously and expertly applying sales leadership to your organization will give you serious results. Let's recall the ultimate goal of why we're talking: accessing that goldmine we know is there, just waiting for the proficiency to get at it. And **Reason #6** you want to bring on board an outsourced sales manager is that:



## A little bit of sales management goes a long way...in coaching, accountability, and pipeline management.

Each of these factors are levers that move deals forward to the close. Salespeople are easily knocked off track. Negative emotions caused by a temporary lack of success shut salespeople down.

That's when they go into a slump. And if this slump isn't noticed quickly, you'll start blowing the money for every lead you generate. How much is your Cost Per Appointment? This could bankrupt you.

By having an outsourced sales professional on the job, you'll see salespeople back in action and advancing deals through the pipeline to the close deals that were stalling before attention was put on them. But how much of their time do you really need? The curious factor about this is **Reason #7** for using an outsourced sales manager:

### 1/3 the time of a sales management pro yields better results than 100% of the time of an average sales manager.

Focus has been mentioned as an important factor. An average sales manager spends all their time with your organization. They see the same people day in, and day out. They're in the same environment all the time. They don't see anything else. And they get accustomed to the results the team gets.

"This is the hand we've been dealt," they'll tell you after a while. "I know the team. This is the best we can get out of them."

## AN OUTSOURCED SALES MANAGER DOES NOT HAVE THE LUXURY OF ACCEPTING THINGS IN YOUR COMPANY THE WAY THEY ARE

Not accepting things as they are, not buying into the story of why we got here and why things have to stay this way, is a key success factor in bringing in an outside sales management pro. We see other organizations, other salespeople, and other situations. We have a truly outside point of view, and that can be leveraged to make big changes in a short time.

Also, a sales management professional is educated and stays up to date on what's new and effective in the field...something we'll return to in a moment.

We've noted that many small and entrepreneurial-run companies do not commit to a full-time sales manager. Even when they do, that manager is often under-skilled. This is a mistake that will cost you a lot of ongoing money. The problem here is that hard work cannot make up for a lack of talent. This is binary: the sales manager can either do the thing or they cannot. They can either coach others or they cannot. They will either do the necessary administrative work or they will not. They will either keep up with new developments in the field or they will not. Promoting your best salesperson from within or hiring an under-skilled and under-invested sales manager and hoping things will work out is hoping for magical results.

## Let me share with you a couple of numbers relating to the rate of return on investment in sales managers:

**1** A sales manager earning **\$75000** or less returned only **58 cents** on the dollar.

**2** A sales manager earning **\$150000** or more returned **\$1.52** on every dollar invested in them.

The takeaway is clear: under-investing in your sales management talent results in hobbled sales performance. And that leads us to **Reason #8** to have an outsourced sales management professional supporting you and your sales team:

### Every salesperson, even a business owner, will sell more with a sales manager helping them.

"**Aut inveniam viam aut faciam**" means find a way or build one. Hannibal said it as he was about to come up with the idea of bringing elephants over the Alps. You will radically boost sales if you take Hannibal's advice. This is, in fact, how you built the company and grew it to where it is today. You are a doer, a builder, a producer. You find a way or build one. It's how most entrepreneurs run their businesses and build their companies. This is what we want to do with you to help you scale your sales team.

Take someone else along with you, every salesperson knows, and you'll perform better. Even a business owner will do better with an independent sales management professional giving feedback on what they do.

Speaking of the word "independent," let's go over a key factor to coaching related to it. Your salespeople are a little bit afraid of you. No matter how friendly you are with them, telling you the truth can always be seen as a career-limiting move.

With an outsourced sales manager, that employee can share exactly how they feel and what they think. There's no fear of a bad reaction. The employee does not work for the outsourced sales manager. This, too, will lead to more sales.

**Reason #9** that you want to bring on an outsourced sales manager might surprise you.



## You need an outsourced sales manager that has a team around them to constantly bring in new best practices and technologies from other industries, not the “same old same old.”

You’ve heard the phrase “state of the art.” Just like in the movie industry, the state-of-the-art moves on in sales management. What gave you the most leverage a few years ago is ineffective today, and if your sales manager is stuck in the past, they’ll be ineffective, too. Your outsourced sales management professional keeps up with new developments. They bring in new competencies. Their activity isn’t simply a retread of old ideas.

### To be clear, an outsourced sales management professional:

- ▶ sees inside other organizations and can bring you examples of high-functioning systems and processes
- ▶ has experience with how other salespeople perform to enable them to coach your team better
- ▶ witnesses the use of other sales management tools that are incredibly valuable, which, again, they can bring to you.

An outsourced sales manager cannot be myopic. They do not wait for things to fail and then passively sit there. They proactively bring what they see as effective from the outside world to you.

I’m sure you know the excitement a new strategy can bring to people who feel stuck. What would it be like to have best practices and technologies that make your people say, “Oh, wow!” instead of, “Here we go again”?

# In summary, the top 9 reasons why you need an outsourced sales professional are:

1

Without a quality sales manager, every salesperson is running their playbook.

6

A little bit of sales management goes a long way...in coaching, accountability, and pipeline.

2

Many companies do not have a proven prospecting process, sales process, closing process, and accountability system. Sales managers create them.

7

1/3 the time of a sales management pro yields better results than 100% of the time of an average sales manager.

3

Promoting a high-performing salesperson to a sales manager rarely works.

8

Every salesperson, even a business owner, will sell more with a sales manager coaching them.

4

Selling sales managers underperform vs. exclusive sales managers.

9

You need a sales manager that has a team around them to constantly bring in new best practices and technologies from other industries, not the "same old same old".

5

Owners hate sales management and avoid the necessary work.

Leaving all these factors to hope and chance instead of getting an experienced outsourced sales professional in place to handle them all for you is extremely risky. Also...

# ISN'T IT TIME TO GET AT THAT GOLDMINE?

Could you keep up with, learn, and do all of the sales management yourself? It's possible. But why bother struggling with this weighty mountain of problems when professionals are available to take this significant pile of problems off your hands and start digging into that goldmine for you? The value an outsourced sales manager brings you far exceeds the investment in their services. And when you add that onto the risk they eliminate by being in the role, you'd be crazy not to take advantage of having one working for you.

Let's speak about making your life as a business owner much easier and richer:

Call us today at [847-232-0444](tel:847-232-0444), or visit us on line at [www.salesperformanceteam.com](http://www.salesperformanceteam.com) to book a strategy call with us, or email me direct at [nick@salesperformanceteam.com](mailto:nick@salesperformanceteam.com)



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## Footnotes

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<sup>1</sup> "18% improvement"

<https://www.nutshell.com/blog/why-your-sales-team-needs-a-standardized-sales-process>

<sup>2</sup> "28% improvement" <https://www.superoffice.com/blog/sales-process/>,

<https://hbr.org/2015/01/companies-with-a-formal-sales-process-generate-more-revenue>