



DEAL REVIEW HABITS OF

Top Sales Managers

B2B SALES
MANAGEMENT SURVEY

akoону

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Executive Overview

Akoonu surveyed **400 sales managers** to reveal best practices across industries.

Key findings include that top sales managers:

- Expect, enforce and support rigorous sales management processes
- Dig deep on each deal
- Make time to focus on each rep
- Ask reps for input more frequently
- Prioritize individual coaching

THE SURVEY

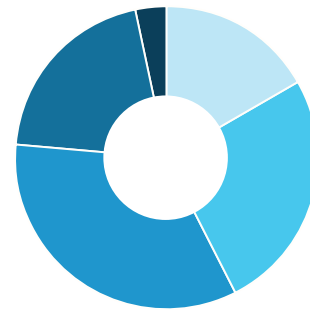
B2B sales range from complex to extremely complex

400

B2B sales leaders, sales managers and sales operations managers/leaders

Representing approximately 120k sales reps

SIZE OF COMPANIES



16.75% Greater than \$5B

25.87% Between \$1B and \$5B

34.00% Between \$250M and \$1B

20.23% Between \$50M and \$250M

03.15% Less than \$50M

100% ARE MANAGING COMPLEX SALES

49.63% with 3-4 buyers

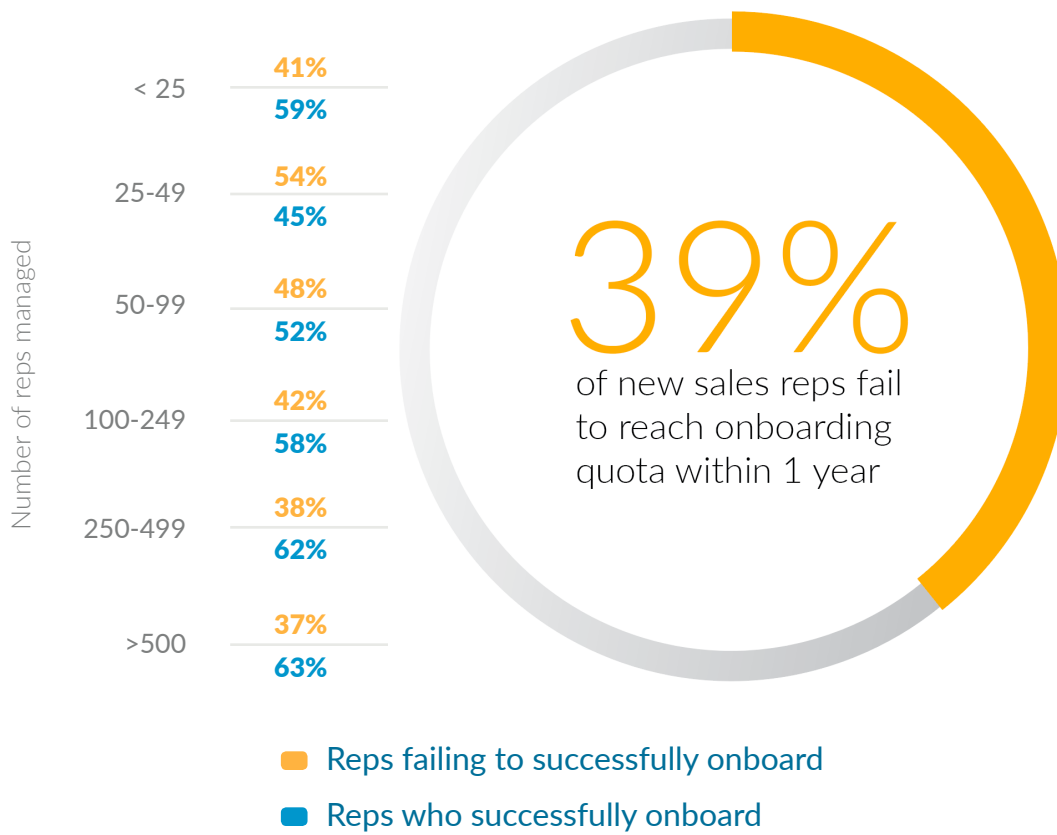
50.35% with 5+ buyers

Over 97% with a minimum 3 months in their average sales cycle

STAGGERING ONBOARDING LOSSES

With the direct cost of hiring reps and the opportunity cost of missed quotas, the financial impact of missed onboarding is enormous.

Additionally, smaller organizations are more at risk.



QUOTA ATTAINMENT

Just 12% of managers report that **9 of 10** of their reps **meet quota**

What is the top 12% doing differently?

Deal Review Habits of Top Sales Managers

10x

Top managers are 10x as likely to have 90% of their new reps meet full quota within 1 year

HIGHER EXPECTATIONS

There's a wide range of definitions of what it means to "successfully onboard" sales reps.

Sales Leaders with the highest team quota achievement are more than twice as likely to define "successfully onboarded" as achieving 100% quota attainment.

SHORTER, MORE FREQUENT DEAL REVIEWS

It's a well-known fact that the average sales manager doesn't spend a significant amount of time coaching; however, top sales managers coach more frequently, efficiently and consistently than their peers.

Frequency

5.4x Top sales leaders are 5.4x as likely to review deals with every rep daily

Efficiency

Twice as many top performing managers meet for 20 minutes or less

20
Minutes

Consistency

80% They inspect carefully; more than 80% review **50+ deals per week**

90%

of all sales managers surveyed agree that regular deal reviews build confidence in forecast accuracy

but there's wide variation on the definition of a "deal review." Top managers are more likely to view this as a one-on-one meeting, rather than a group meeting or simple CRM review.

Management Tip

It's too easy to let team pipeline reviews turn into ad hoc deal reviews. Focusing 1:1 with sales reps on their deals results in more coachable moments and high impact tactical plans.

Focused Time with Reps

55%

Top sales managers are **55% more likely** to hold deal reviews both one-on-one with the rep and in-person than other managers

Preparation by sales managers is universally consistent

Here's what managers typically review in advance:

- Review opportunities in the CRM, a standard deal review document or opportunity data in a spreadsheet
- Review notes from prior meetings
- Compare rep activity to sales process
- Develop questions in advance to ask rep

PREPARATION

Top managers are 4x more likely to expect their reps to invest 60+ minutes per deal

76% of top managers expect **30+ mins** of prep per deal

VS

54% of other managers

Most sales managers review all deals in the pipeline to determine which to include in deal reviews

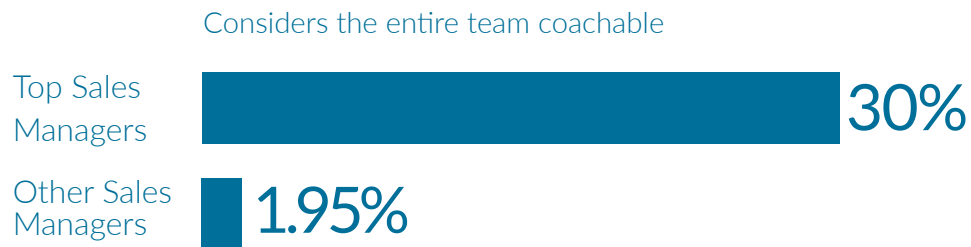
Top sales managers give reps more ownership

2x

These managers are twice as likely to let reps choose which deals should be reviewed

COACHING MINDSET

All managers consider a portion of their sales team coachable; however, top managers share a significantly more optimistic outlook.



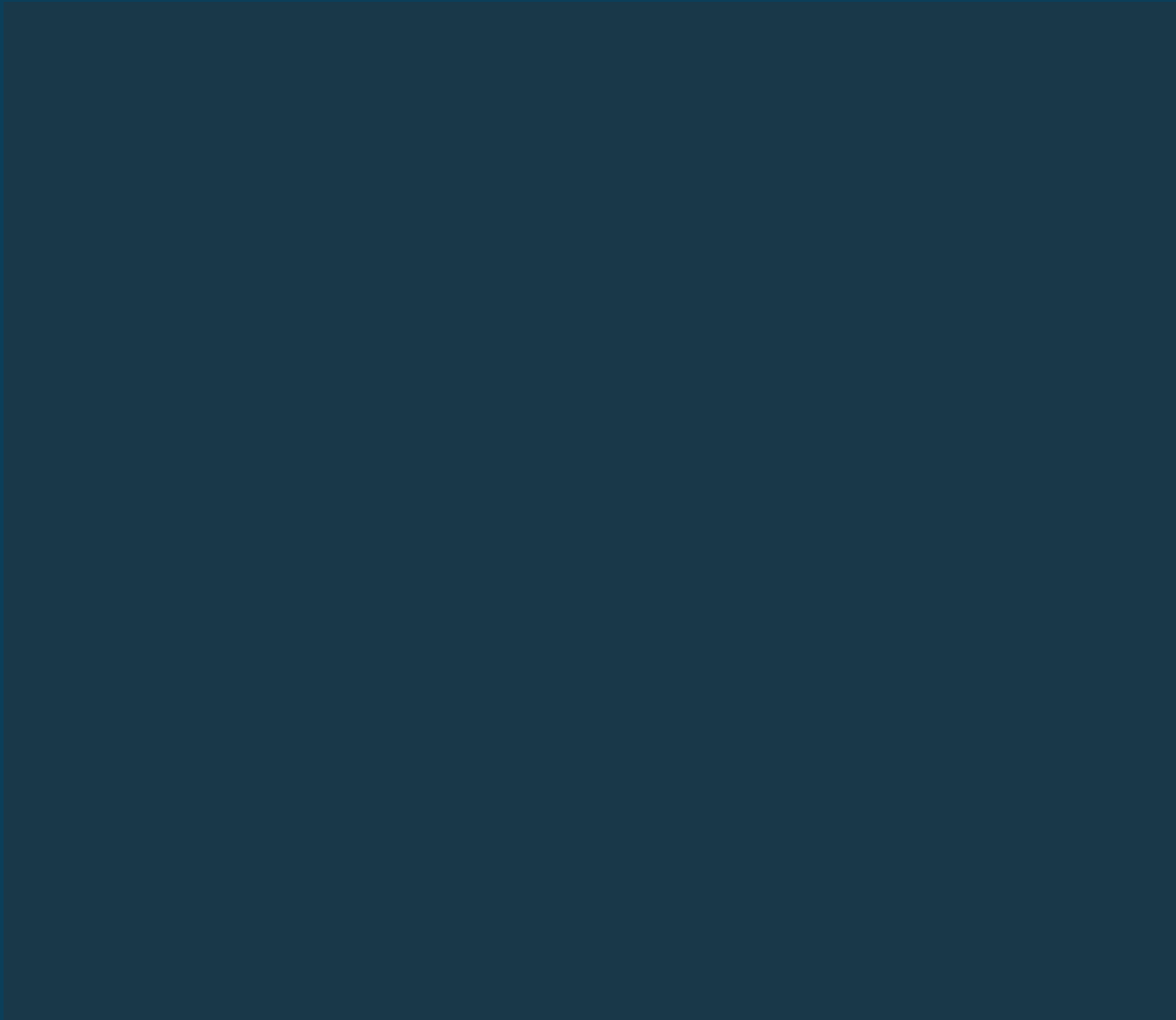
Top ranked improvement area across all sales managers:

Increase rep understanding of why our buyers buy and their buying process

15x
more likely
to consider
their entire
team
coachable

Checklist for improving deal reviews

- Maintain **high expectations** of sales reps
- Expect sales reps to **prepare**
- Establish a consistent **meeting cadence**
- Structure and conduct meetings for **efficiency**
- Give reps **focus** with a one-on-one format
- Identify **coaching** areas in advance and in the moment
- Deliver **individualized** and actionable coaching to sales reps
- Establish and track **specific** next steps



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