



ROSE
GARDEN

THE REAL
REASONS YOUR
SALES TEAM
IS MISSING
QUOTAS





Your sales team lives and breathes numbers. Their worth is defined by how many deals they close each month.

But if these numbers are so important, then why has quota attainment dropped drastically over the past decade? It was 64% in 2011, 50% in 2016, and less than 30% in 2020!

It's obvious these numbers were plummeting long before COVID-19, but many sales leaders continue to use the pandemic as an excuse. However, as a sales leader, you're paid to figure out how to meet quotas—not explain why you can't hit numbers.

Here are the real reasons your sales team isn't making quotas and what you need to do to turn things around.

Your Pipeline Isn't Big Enough

You don't have enough deals in your pipeline, and they're not weighted properly. You're relying on Mutually Agreed Action Plans (MAAPs) and one-sided deadlines without understanding WHY your prospects will move forward.

Your sales team wants prospects to buy, so your reps go in with an optimistic bias without looking at reality. But prospects will only tell your reps what they have to.



There's no need for them to share the truth with your sales team because they're not the ones facing deadlines.

Your sales reps think they have control. We've seen many teams with a forecasted pipeline of \$1 million and a weighted average of 70% not even come close to \$700,000 much less half of that. Most of the deals they think are going to close don't, and some random deals come out of the woodwork.

To improve your pipeline and make quotas, you must understand:

▷ ▷ WHY A PROSPECT WILL BUY—AND SELL TO THAT

▷ ▷ WHY A DEAL WILL CLOSE—AND NOT EXPECT IT UNTIL IT COMES IN



Your Focus Has Shifted

Your sales team can't be distracted. They need to focus on their ultimate objective: HOW and WHY they will hit their numbers. Anything else is a deterrent from creating a positive, growth-minded organization that's concentrating on the goals at hand. Your sales reps can't afford to waste their time and energy on matters they can't control.

Don't misunderstand—issues such as work-life balance, diversity and inclusion, and mental health are important. However, things can get blown out of proportion. Circumstances can always be better, but when business leaders act like something is the end of the world when it's not, that's when employees become distracted and take their eyes off the prize.

When your sales team's focus is not on the main objective, they don't improve. This starts a downward spiral of regression where your sales reps don't level up and their skills remain stagnant. As a result, quotas are missed. You need a return to intensity. You've stopped focusing on what's needed to make your team better and created an environment of entitlement, which is hurting everyone's growth.

1A001

2FL13





You're Making Excuses

Instead of coming up with explanations as to why your sales team can't make quotas, you should focus all of that energy on figuring out ways to achieve those targets. Maybe you're resistant to change. Perhaps you have no clue how to solve the problem and don't want to admit it. You'd rather fight against reality instead of accepting it. It's much easier not to face hard truths than to deal with them.

Yes, it's true—COVID-19 forced many restrictions on businesses in 2020. That's still no excuse. Why? We know it's possible to meet and surpass quotas under the worst circumstances because we have a client who did just that. The company's leaders were determined to adapt despite the pandemic, and they succeeded.

This client-facing business began by creating a contingency plan. They focused first on what needed to be done. Then, they pared down that list of projects to what could be done. The next step was narrowing down those tasks to what was profitable. Finally, they examined what talent and support they had to fulfill those duties and created a strategy.

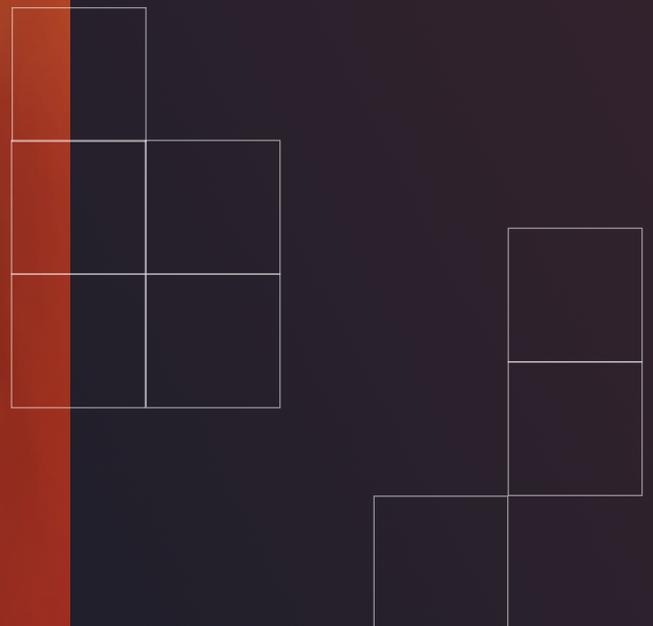
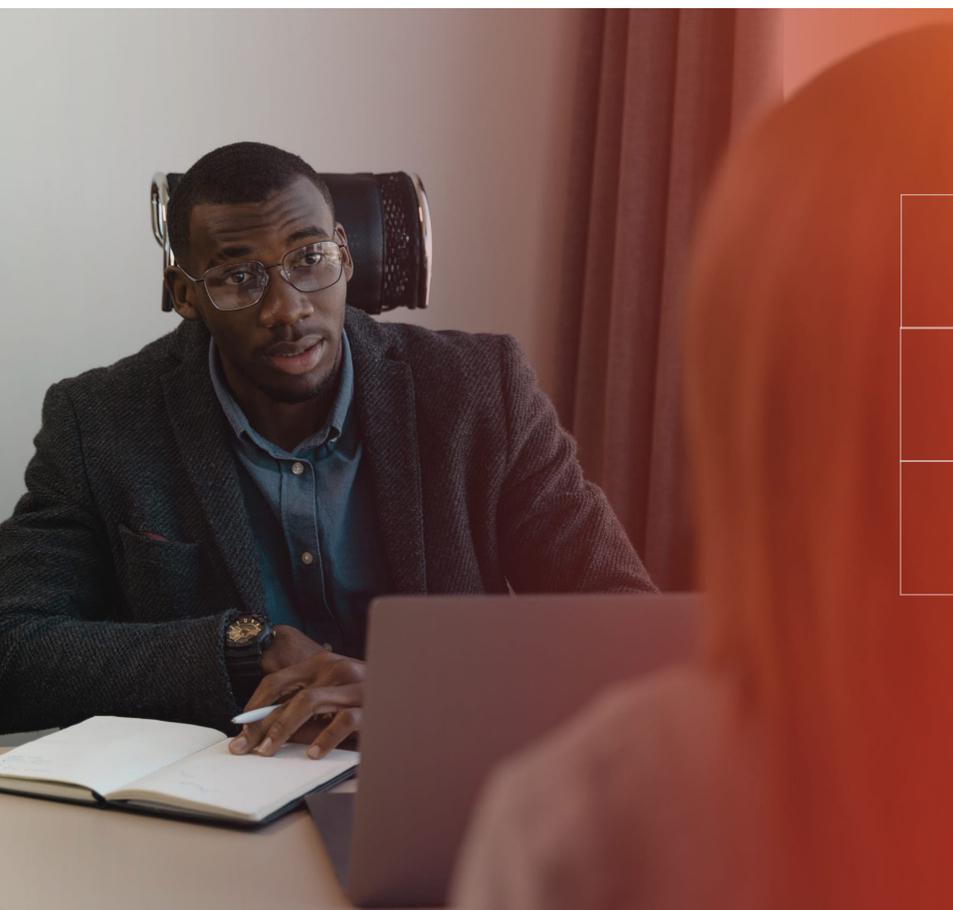
So if **this business** can exceed targets during a pandemic, why can't your sales team hit quotas under normal conditions?

Your Quota Is Too Low

When you raise the bar, you spark new ideas. What you've been doing up to this point isn't getting the results you want, because your sales team isn't making quotas. So why not scrap the whole process and start over? Thinking bigger forces you to realize the old strategy is not working, and you need to come up with a new one.

Consider this—if your sales reps are required to close five deals per month, what would it take for them to hit 10 deals per month? This number sounds impossible—if you use the current strategy—because the sales team can't even make five deals a month as it is. But, as you start to think creatively about what it would look like to make 10 deals a month, you begin envisioning other ways to reach that higher number.

Don't forget that existing quotas tend to be based on previous strategies and past performance. That data has nothing to do with the future. When you raise your quotas, you're compelled to change strategies, find new solutions, and create better results.



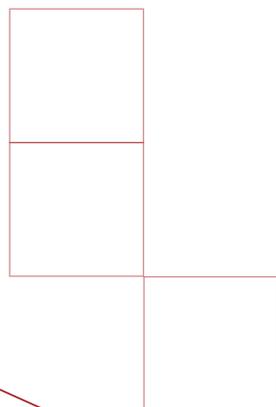
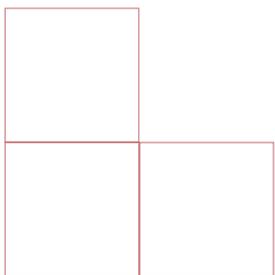


You Don't Have a Goal

Hitting quota is not a true measure of success because it's the minimum standard. Your company must bring in a certain amount of revenue to be able to pay salaries, provide benefits, offer support, and make a profit. This target is typically divided among the sales team into quotas. So your sales reps know from the start that quotas are the least amount of work they must do to keep their jobs.

Look at it this way—when you create a strategy to reach quotas, it's usually a best-case scenario. If everything falls into place, your sales team will hit their numbers with this process. But we all know nothing ever goes according to plan. That's why you need to set goals for your sales team 20-30% past their quotas. This is the difference between tolerable sales reps and successful sales reps.

When your sales team aims for goals instead of quotas, you'll get three outcomes: Your sales reps will push past their comfort zones and grow; they'll become more profitable, which improves your company's financial health; you'll create a culture of achievement instead of an environment of mediocrity.



What's REALLY Keeping Your Sales Team From Hitting Quotas

Now you know the real reasons your sales team isn't hitting targets:

▶ ▶ YOUR PIPELINE ISN'T BIG ENOUGH

▶ ▶ YOUR FOCUS HAS SHIFTED

▶ ▶ YOU'RE MAKING EXCUSES

▶ ▶ YOUR QUOTA IS TOO LOW

▶ ▶ YOU DON'T HAVE A GOAL

As a sales leader, it's your responsibility to make sure the revenue target is hit and every sales team member is contributing to it. To do this, you must create strategies, provide support, and train your sales reps. Everyone on the sales team should surpass their quotas—or else you've failed them.

You need to redefine your sales process. It all starts with the pipeline. When you're ready to grow, **Rose Garden** will guide you. **TELL US** about your sales challenge and we'll be in touch.

