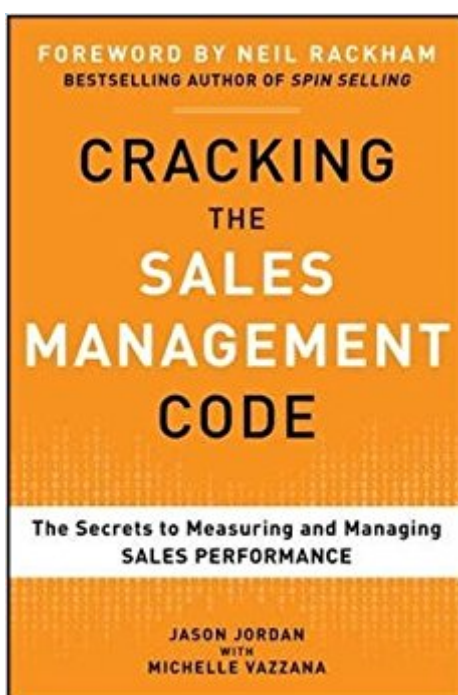


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Cracking The Sales Management Code: The Secrets To Measuring And Managing Sales Performance (Business Books)



Synopsis

Cracking the Sales Management Code is a groundbreaking book for sales managers and executives who want greater control over sales performance. Based on new research into how world-class sales forces measure and manage their sellers, it provides a best practice approach to identify and implement the critical activities and metrics that drive business results. It is not a book on organizational leadership, nor is it a book on interpersonal coaching. It is a book on how to effectively manage a sales force. Neil Rackham (bestselling author of SPIN Selling) states in his foreword, "There's an acute shortage of good books on the specifics of sales management. Cracking the Sales Management Code is about the practical specifics of sales management in the new era, and it fills a void." This book is effectively an operating manual for the sales force. It identifies the 5 fundamental sales processes that can be managed to create desired business outcomes, and it helps readers choose which of the processes are needed to achieve their own strategic objectives. It also provides examples of actual tools and frameworks for sales managers to use, and it gives straight-forward advice on how to change sales force behaviors while avoiding common pitfalls. This book will further help sales forces maximize the usefulness of CRM by defining 3 distinct levels of sales metrics - those you can directly manage, those you can influence, and those that you can only hope to change. Cracking the Sales Management Code is written in an engaging and narrative way that brings to life the extensive research and practical insights contained within its pages. It is a must-read for anyone in sales management or sales operations who wants to clarify the task of sales management and put in place the strategies, processes, tools, and metrics to proactively manage sales performance.

Book Information

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Customer Reviews

There are literally thousands of books on selling, coaching, and leadership, but what about the particulars of managing a sales force. Where are the frameworks, metrics, and best practices to help you succeed? Based on extensive research into how world-class companies measure and manage their sales forces, *Cracking the Sales Management Code* is the first operating manual for sales management. In it you will discover:

- The 5 critical processes that drive sales performance
- How to choose the right processes for your own team
- The 3 levels of sales metrics you must collect
- Which metrics you can 'manage' and which you can't
- How to prioritize conflicting sales objectives
- How to align seller activities with business results
- How to use CRM to improve the impact of coaching

As Neil Rackham writes in the foreword: "There's an acute shortage of good books on the specifics of sales management. *Cracking the Sales Management Code* is about the practical specifics of sales management in the new era, and it fills a void." *Cracking the Sales Management Code* fills that void by providing foundational knowledge about how the sales force works. It reveals the gears and levers that actually control sales results. It will add clarity to things that you intuitively know and provide insight into things that you don't. It will change the way you manage your sellers from day to day, as well as the results you get from year to year.

"There's an acute shortage of good books on the specifics of sales management. *Cracking the Sales Management Code* is about the practical specifics of sales management in the new era, and it fills a void." From the Foreword by Neil Rackham

"Sales may be an art, but sales management is a science. *Cracking the Sales Management Code* reveals that science and gives practical steps to identify the metrics you must measure to manage toward success." Arthur Dorfman, National Vice President, SAP

"There are things that can be managed in a sales force, and there are things that cannot. Too often sales management doesn't see the difference. This book is invaluable because it reveals the manageable activities that actually drive sales results." John Davis, Vice President, St. Jude Medical

"The authors correctly assert that the proliferation of management reporting has created a false sense of control for sales executives. Real control is derived from clear direction to the field, and this book tells how to do that in an easy-to-understand, actionable manner." Michael R. Jenkins, Signature Client Vice President,

AT&T Global Enterprise Solutions "When it comes to sales management, there is very little innovative thinking on the topic." "Cracking the Sales Management Code is a must-read for anyone wanting to bring their sales management team into the 21st century." Mike Nathe, Senior Vice President, Essilor Laboratories of America "Cracking the Sales Management Code is one of the most important resources available on effective sales management. Its clear, credible, and reasoned insights provide a compelling blueprint for sales force improvement, and should be required reading for every sales leader." Bob Kelly, Chairman, The Sales Management Association "Sales management too often equates measuring sales performance with managing it." This book cleverly pulls the two apart and illustrates how to manage the activities that lead to desired outcomes. The result is a must-read for managers who want to focus their attention to have a greater impact on sales force performance." James Lattin, Robert A. Magowan Professor of Marketing, Graduate School of Business, Stanford University

This book was a great read not only because of the information, but because of the layout and wording. The author was straightforward with the information adding on piece by piece every chapter. He thoroughly explained all the terms not too complexly, but also not too simple. The only thing I really found wrong with this book was the fact that it was repetitive. Though this was no problem for me; it made it to where it was an information refresher and I personally liked that. Though this can be a problem for others who do not like this style of writing. Anyone looking to gain a better understanding of sales management should read this book. It not only talks to you about managing a sales force, but more importantly what approaches to take to form a more effective sales force (such as processes and metrics). There are not too many books out there on sales management, so it is definitely nice to have one and people should take advantage of this opportunity to learn more about it.

This is a great book full of information but it's the style and overall way that information is conveyed to the reader that makes it great. This isn't just a sales guide book but an explanation to many of the ways sales are done. It's explanations on Metrics and other complex sales tracking within management give a much better understanding of why exactly management wants to accomplish certain sales goals and how they can manage to track the progress or lack there of. The book gives many great real life examples that are able to put the information into easily understandable sections. The only problem I had with it is it can be a bit wordy and drag on with the same info and its extensive use of new terms could get confusing. Overall I would definitely recommend this book

and after try a management oriented book because this book give enough information to make an easy transition between the 2 subjects.

This book is incredibly useful and thorough. Alas, it's also repetitive and often self-congratulatory. Yes, it was interesting to hear about the authors' discovery process for their "sales management code," and there's lots of very useful, detailed, and insightful material here. But if the book were edited down to about 50% of its length, it would earn much more enthusiastic praise, and five stars. I did go ahead and buy a second copy of the book for my boss, so that's certainly a strong endorsement.

Much of what this book covers are things we were already doing. The thing that makes it worth the read is how the authors categorized and connected sales activities with business results. All the pieces of the puzzle are joined together in a system that makes sense. It is built on a profound yet simple premise that we can not manage results but we can manage the processes that drive the activities most likely to achieve those results. This premise is the same one that drives success in other realms. A sports team can not guarantee a win but the coaches can determine a game plan, design the plays that fit into the plan and then let the players on the field execute it.

I recently got promoted to VP of Sales at a new company so I naturally wanted to take my "old" employer's metrics and funnel format and apply them at my new place. Wait a minute!....first you must read this book. It's an easy read, yet provides invaluable insight into what sales leadership can actually influence and control. The authors conducted extensive research evaluating the hundreds of metrics used in the real world. They parsed, sliced, diced and categorized them into 3 main buckets and proved that many metrics simply aren't controllable. Deeper down the stack, there are metrics that influence behavior. Finally, at the bottom of the stack are actionable metrics that leadership can control. The idea is that leadership must select metrics that directly measure sales person activities, which will influence outcomes, and ultimately the desired business results such as revenue growth or profits. Simple concepts, yet brilliant to put it in a book. I strongly recommend this book not only for the insight it provides, but for helping in the selection of metrics that will influence outcomes and ultimately results.

This book gets down the nitty gritty of sales management, and that might make you uncomfortable. This is not a lightweight sales book, it is a process orientated book that may take a couple of reads

before it sinks in. I plan on revisiting it in a few weeks but there were enough pearls of wisdom to justify your time/money and I recommend this to a intermediate/advanced sales management student.

Although the book is sales related, insights and concepts are easily related to other function and parts of any organization. It's tenets is basic: ie ensure activities are aligned to what the organization want to be. I also see how important enablement function is and perhaps in later books this would be a focal point of discussion as it was touched ever so slightly here.

We have an exceptionally strong sales team, but despite that fact we always felt frustrated that the team never felt in our control or on the same page with the rest of the company. If you feel that same way, this is the perfect book to show you how to take control and eliminate the chaos that can exist even with a high performance sales team. This book will show you how to take that high performance team even higher.

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