

How much control do you really have over your sales?

EIGHT QUESTIONS FOR
MANAGEMENT & SALES LEADERSHIP

Introduction

Many companies invest heavily in marketing, sales tools, and additional headcount. Yet **revenue growth often remains unpredictable**. Forecasts change, pipelines fluctuate, and performance is frequently driven by a small number of deals or individuals. As a result, **leadership teams are forced to make critical decisions with limited transparency and control**.

The issue is rarely effort. In most cases, it is a **lack of structure**. Processes are not consistently defined, roles are unclear, and decision-making is not supported by reliable data. At the same time, marketing, sales, and service often operate in silos rather than as a coordinated system. Without a clear operating model, even the best tools and most experienced teams cannot deliver consistent results.

This guide introduces **eight key questions that reveal how structured, transparent, and controllable your sales organization really is**. They are designed to challenge assumptions, highlight blind spots, and provide a starting point for meaningful improvement. If some of these questions are difficult to answer, it is often a sign that the underlying structures for sustainable growth are not yet fully in place.



1. How predictable is your revenue growth?

Is your revenue growth predictable? Or does it depend heavily on individual deals, individual customers, or individual sales representatives?

Many companies find that their revenue growth is subject to significant fluctuations. Major deals can dominate individual quarters, while other periods show significantly less activity. This makes it **difficult for executives and management to reliably steer investments, workforce planning, or strategic initiatives**. Predictable sales emerge where the pipeline, forecast, and sales activities are transparently linked.

How to recognize predictable sales:

- Forecasts remain relatively stable over several months
- The pipeline and revenue trends are transparently traceable
- Opportunities are identified early and systematically developed
- Management decisions are based on reliable data

Typical signs of a lack of predictability:

- Revenue fluctuates significantly between individual periods
- Forecasts are adjusted multiple times at short notice
- The pipeline contains many unclear or overly optimistic opportunities
- Important decisions tend to be based on experience or gut feeling



2. How systematically do you acquire new customers?

Is your new customer acquisition structured and predictable? Or does growth tend to be opportunistic?

In many organizations, **sales success relies heavily on personal networks, referrals, or individual, particularly successful sales representatives.** This may work in the short term, but it rarely leads to a scalable growth model. Sustainable new customer acquisition occurs when **target customers, market segments, and sales approaches are clearly defined, and marketing and sales work closely together.**

How to recognize structured new customer acquisition:

- Clear definition of target customers and market segments
- Systematic pipeline development
- Coordinated collaboration between marketing and sales
- Transparent metrics for leads, opportunities, and closed deals

Common issues:

- Leads are generated irregularly
- Sales primarily reacts to incoming inquiries
- Marketing campaigns are poorly aligned with sales goals
- The pipeline is built only late in the sales process



3. How good is your deal-closing quality?

Are there clear standards for proposals, pricing, and deal management?

In B2B sales in particular, the **quality of proposals, pricing structure, and deal strategy often determine whether a project is won or lost.** Yet sales representatives in many organizations use very different methods. **A structured proposal process ensures that opportunities are developed systematically and deals are managed consistently.**

How to recognize high-quality deal closing:

- Clear proposal standards and structure
- Transparent pricing logic
- Regular deal reviews
- Structured preparation of key proposals

Common problems:

- Quotes take a long time or go through many internal loops
- Margins vary significantly between individual deals
- Sales reps create quotes in very different ways
- Important information gets lost in the quoting process



4. Does your sales team really use technology?

Is your CRM system a true management tool? Or more of a documentation system?

Many companies invest in **CRM systems, marketing automation, or analytics platforms**. However, the actual value of these technologies only emerges when they are consistently used for management and decision-making processes. **Technology should not only collect data but also create transparency and support management decisions.**

How to recognize effective use:

- Management has an overview of the pipeline and forecast at all times
- Sales processes are clearly mapped in the system
- Key metrics are readily available
- Data is actively used to inform decisions

Common issues:

- Data is not fully maintained
- Forecasts are created outside the system
- Key metrics must be compiled manually
- CRM is viewed primarily as mandatory documentation



5. How transparent is your sales performance?

Are key sales performance metrics visible and understandable at all times?

Transparency regarding sales performance is a **crucial foundation for informed decision-making**. Without clear metrics, it becomes **difficult to identify trends early on and manage them effectively**.

Important metrics may include, for example:

- Pipeline volume and pipeline quality
- Conversion rates between sales stages
- Forecast accuracy
- Average sales cycles

Common issues:

- Metrics are only partially available
- Different teams work with different numbers
- Performance becomes visible only late in the process
- Decisions tend to be made reactively



6. How efficient are your sales processes?

How much time do your sales representatives actually spend with customers? And how much on internal tasks?

Many sales organizations lose valuable time due to complex internal workflows, lengthy coordination processes, or manual tasks. This leaves less time for value-adding activities involving customer interaction. Efficient sales processes ensure that teams can focus more on customers and closing deals.

What efficient sales processes look like:

- streamlined and clearly defined workflows
- minimal internal handoffs and coordination loops
- reduced manual effort through automation
- clear ownership and responsibilities across the process

Common issues:

- long proposal and approval cycles
- frequent internal coordination and dependencies
- manual data entry or duplicate work
- unclear responsibilities within the process



7. How well do marketing, sales, and service work together?

Do marketing, sales, and service work together along a shared customer journey—or do they operate in silos?

To customers, a company always appears as a single entity. However, when internal teams have different goals, processes, or metrics, gaps emerge in the customer experience. Coordinated collaboration between marketing, sales, and service can play a crucial role in building long-term customer relationships.

How to recognize good collaboration:

- shared goal definitions
- coordinated processes along the customer journey
- clear handoffs between teams
- shared view of customers and data

Typical problems:

- Leads are not consistently followed up on
- Information gets lost between teams
- Different systems or metrics hinder collaboration



8. How effective is your sales team?

Does your sales team take responsibility for results—or mainly for activities?

An effective sales team is characterized **not only by commitment, but also by clear goals, continuous development, and transparent performance metrics.**

Managers play a key role in this: they create an environment in which sales representatives can take responsibility and further develop their skills.

Indicators of a high-performing sales team:

- Clear and binding target agreements
- Regular feedback and development meetings
- Transparent and understandable performance metrics
- Active development of skills and methods

Common Problems

- Focus is more on activities than on results
- Goals are unclear or not defined in measurable terms
- Feedback is provided irregularly or unsystematically
- Individual development is not sufficiently supported

Conclusion



The effectiveness of a sales team rarely depends solely on individual tools or measures. What matters most is the interplay of strategy, processes, data, technology, and collaboration.

If several of the questions in this guide are difficult to answer, it is often worth taking a closer look at your own sales structures.

Companies that consciously design their sales organization often achieve:

- more predictable revenue growth
- higher closing rates
- more efficient sales processes
- stronger collaboration between marketing, sales, and service

Specific need in mind? Discover our products and solutions.

Quick Wins

Proven Starting Points for Greater Sales Success.

Pipeline and Forecast Review

Establish reliable sales figures.

[More](#)

Sales Roles & Closing Standards

Optimize Responsibilities in Sales

[More](#)

Preparing your CRM Development

Prepare your architecture for growth

[More](#)

Long-term support

Managed Services to Help You Grow Your Sales Success.

CRM Operations as a Service

Integrate, manage, and scale processes

[More](#)

Sales Enablement as a Service

Ensure your sales team's performance

[More](#)

Robust Forecasting Frameworks

Build a really reliable revenue forecast

[More](#)

Revenue Operations as a Service

Understand your performance and priorities

[More](#)

About us

aconomis is a consulting partner for companies that want to turn strategy into measurable performance. In an environment shaped by market pressure, digital transformation, and increasing complexity, many organizations struggle not with ideas - but with execution. Strategies are defined, technologies are implemented, yet results remain inconsistent.

This is where aconomis comes in. **We work at the intersection of business strategy, operational structure, and technology.** Our focus is not on isolated initiatives, but on building integrated systems that make companies scalable, efficient, and resilient. **From business models and go-to-market structures to process design, data, and AI. Everything is aligned towards one goal: sustainable performance.**

Our approach is pragmatic and outcome-driven. We don't deliver concepts that remain on paper. **We design solutions that can be implemented, measured, and continuously improved, ensuring real impact on growth, profitability, and decision-making.**

We believe that performance is not a coincidence. It is the result of clear structures, aligned systems, and the ability to act decisively.





**Any Questions?
Don't hesitate to contact us!**

Email: contact@aconomis.com

Web: www.aconomis.com