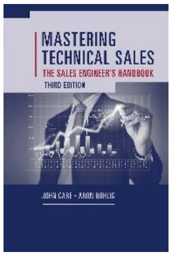

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The Metrics Of SE Measurement

What An Individual SE Can Measure .. And Why?

I spend a lot of time working with SE Leadership teams to help them determine some of the key metrics needed to run presales engineering as a business. Chapter 29 of the book is devoted to the subject and I've also written a few thoughts about organizational activity tracking. That's all great at a high-level for the Director or VP of Sales Engineering. But .. what can an individual SE do if your organization either doesn't track any metrics or if they are not meaningful to you?

Looked at another way – how do you know if you are any good? Do you know why that is and how can you get even better – and maybe help other SE's improve their game at the same time? Tempting as it may seem – it is not all about helping Sales hit their number. So let's look at a few things you can measure at an individual level.

1. Show Me The Money (Revenue)

Almost every SE is tied to revenue generation, so almost every SE has a "quota". Even if your quota (or revenue goal) is a team number, you should still calculate your portion of that number. So if your district goal is 10m and there are 5 SE's in the district – then your number is 2m. Now look at your attainment, either year-to-date or trailing 12 months and compare it against that number. How are you doing? That is your personal quota attainment – which you may or may not get paid on, but it's still your number

2. Now Break It Down

Not all revenue is equal. It may be in the eyes of your compensation, but not in your career goal to advance and get promoted. Broadly, the revenue you assist can be split four ways in increasing order of utility and value.

Type	Description
Zero	The deal would have happened without you. This may be additional seats/licenses for an existing customer.
Standard	A standard deal that gets set-up by the rep, you assist in closing it for about the originally forecasted amount.

Upsell	By understanding the business issues and matching them to your portfolio you have successfully sold additional seats/modules/services over and above that initially anticipated. (So if the deal was initially forecasted at 200k, but you grew it to 300k – that would be 200k standard revenue and 100k upsell)
Generation	You found and/or created the opportunity and passed it to the salesperson or partner who followed through and sold it.

My rule of thumb was always: (and you can vary the multipliers as long as you stay consistent)

True SE Contribution = Standard + 2*Upsell + 3*Generation – 0.5*Zero

3. Workload

How many deals can you simultaneously handle? If you assume that in the long run everything balances out so that quick and easy deals are counterbalanced by harder deals, POCs by reference sells and competitive fights by single sourcing – you should over the course of multiple quarters be able to handle an increasing number of deals. Again – this is a long term trend, but is a measure of your capacity to handle workload.

4. Win-Loss Ratio

Look at your historical win-loss ratio broken down by either sales stage or SE event/activity. For example you may end up with a table like this:

SE Activity	Win	Loss	No Decision
RFP	8%	32%	60%
First Demo	42%	22%	36%
Custom Demo	59%	18%	23%
POC	82%	12%	6%

This may help you detect your strengths and weaknesses in the sales cycle and where you should best spend your time.

5. Time And Activity

Many SE Organizations now ask their individual SE's to log all activities into a system like salesforce.com. This is incredibly useful information both for you and your manager. Even if your management doesn't ask you to track your activities – you should personally do it! Yes – I am promoting some extra bureaucracy – but it is well worth your time. Armed with simple information about how much time you spend each month broken down by salesperson (if you partner up with more than one), by customer and by activity you can optimize your time.

This makes it easy to “kill” time spent on non-core activities such as post-sales support, marketing events and unqualified opportunities. SE’s tend to be the organization of last resort, and we are pleasers so we want the customer to be happy. That means we enable bad behaviour on the part of others (support, services, sales, marketing) by doing part of their job for them.

6. Share Your Toys

Keep track of anything you do to help out other SE’s or even other departments within the company (excluding your regular sales-related activities). You may decide that educating salespeople or partners counts or not – your decision. Now look at the number of times that someone has assisted you. Are you a net importer or exporter of knowledge and assistance?

7. Red And Green

Finally – keep a list of things/activities/tasks that you are good at doing and enjoy (“the Green list’) and a list of those things that you don’t enjoy and/or don’t have skills (“the Red list”). It’s a really good input to both your personal career planning and to start a conversation with your manager. <Now just because you enjoy something doesn’t necessarily mean it is of use to your career or your company – but it is a start.>

Summary

Personal measurement can tell you many things about your strengths and weaknesses – and also of those people that you work with on a regular basis. Much sales activity is performed on an emotional basis so that having some data puts you way ahead of everyone else. Think of it as your own personal competitive advantage. There are many other metrics to examine – but now you can get started.

"There are two possible outcomes: if the result confirms the hypothesis, then you've made a measurement. If the result is contrary to the hypothesis, then you've made a discovery.”

Enrico Fermi (1901-1954), Quantum Mechanics Physicist

Talking Points is a monthly column authored by John Care, Managing Director of Mastering Technical Sales. For more information on this and other Sales Engineering topics visit the website at www.masteringtechnicalsales.com.

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