



# 21 Pro Tips for Sales Ops



A circular portrait of Archana Subramanian, a woman with long dark hair, smiling. The portrait is set against a light blue background and is decorated with green leaves and yellow flowers on the left side.

# Your seat at the sales table

**Archana Subramanian**

Chief Operating Officer, ANZ & ASEAN, Salesforce

Sales operations have grown enormously over the last decade.

The great value in this function is not just from knowing what the data says, but also being able to advise on how that information should be actioned. This is even more important in times of change.

Now, the very best sales ops leaders make data analytics a self-serve option with individualised, digital dashboards. They ensure everybody has a personalised, real-time view of all they need to make great decisions every time, from anywhere.

As sales ops leaders we are the glue that keeps sales teams together. We know how decisions impact people and where blind spots might be. We build trust as our advice and decisions come from a 360-degree view.

Sales ops is a fast changing field that provides positive change and empowerment for sales professionals and their customers. Perhaps the reason it's most satisfying is because, despite its data focus, it's actually all about relationships and trust.

Sales ops play a pivotal role in driving business decisions. It is now even more important to make strategic decisions based on integrated technology, systems and people.

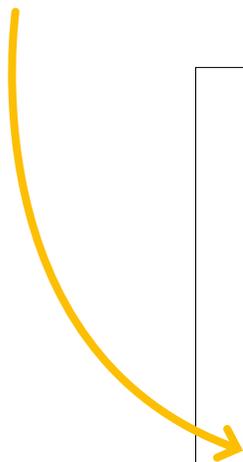
In this e-book you'll find powerful pieces of wisdom from top sales and ops leaders who inspire me, from across Australia and New Zealand. I trust they'll do the same for you.





# Busy day? Here are a few short cuts to help you navigate this e-book

Click on an industry expert to see their tips for sales ops.



[Back to experts](#) | [Skill up](#) | [Scale up](#) | [Speed up](#)

## The Industry Experts



**Cian Mcloughlin**  
CEO, Trinity Perspectives >>



**Miling Harpur**  
Head of Sales, SME Corporate,  
Flight Centre >>



**Archana Subramanian**  
Chief Operating Officer,  
ANZ & ASEAN, Salesforce >>



**Charmaine Keegan**  
Founder, Director & Lead  
Trainer, Smarter Selling >>



**Asheesh Chacko**  
Chief Operating Officer,  
me&u >>



**Abby McGrath**  
Direct Sales Manager,  
Trustpower >>



Head back to the list of **industry experts**.

Select which section you would like to go to.

Back to experts | Skill up | Scale up | Speed up

## 2. Miling Harpur

Head of Sales, SME Corporate, Flight Centre

“Sell the benefits of your digital transformation and have internal champions. Then use real-life examples of how those champions have improved their workflow by adopting the new technology.”

Tip #1 | Tip #2 | Tip #3

PREVIOUS << | >> NEXT

**Navigate to each tip** from your favourite industry expert.

**Select previous or next** to read other tips in this chapter.

# The Industry Experts



**Cian Mcloughlin**  
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**Asheesh Chacko**  
Chief Operating Officer,  
me&u >>



**Abby McGrath**  
Direct Sales Manager,  
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Back to experts

Skill up

Scale up

Speed up



**Leisa Epplert**

Group Sales Enablement Lead,  
Spark >>



**James David**

Associate Director of  
Enterprise Sales, Datacom >>



**Christian Gorton**

Senior Director, Sales Programs,  
ANZ, Salesforce >>



**Alyssia Tennant**

National Sales & Delivery  
Director, Simplus >>



# Skill up your team

These days sales ops has more influence than ever. They bring the right data, technology and processes to help sales teams make the right decisions and add value with each customer interaction. That way, sales teams can work smarter, not harder.

We spoke to sales ops leaders who offer their best insights on how to guide your sales teams forward.



1.

## Cian Mcloughlin

CEO, Trinity Perspectives



“The quickest way to identify gaps in the sales process and set about fixing them? Shadow a couple of sales cycles from the first point of customer contact, through to a closed sale. If you’re in sales ops, your ability to understand, and your capacity to influence, at each step of the selling motion is critical.”

Tip #1

Tip #2

>> NEXT



## 2.

# Miling Harpur

Head of Sales, SME Corporate, Flight Centre



“Sell the benefits of your digital transformation and have internal champions. Then use real-life examples of how those champions have improved their workflow by adopting the new technology.”

Tip #1

Tip #2

Tip #3



PREVIOUS <<

>> NEXT



# 3.

## Archana Subramanian

Chief Operating Officer, ANZ & ASEAN, Salesforce



“Think about upskilling in terms of your vision, values, methods and metrics. Stay true to these and ensure your team knows why you are introducing new ways of working.”

Tip #1

Tip #2



PREVIOUS <<

>> NEXT



## 4.

# Charmaine Keegan

Founder, Director & Lead Trainer, Smarter Selling



“Consider the relationship between customers and sales teams and make this inform your systems and processes. Too often ops focus on the business side instead of what tools your salespeople need to best connect with the customer. Talk to your reps.”

Tip #1

Tip #2



PREVIOUS <<

>> NEXT



5.

## Asheesh Chacko

Chief Operating Officer, me&u



“Different people learn in different ways. Make sure you provide opportunities for sales teams to learn in a couple different forums, it’s not one size fits all. We create incentives for learning with competitions and rewards which works very well.”

[Tip #1](#)[Tip #2](#)[Tip #3](#)[PREVIOUS <<](#)[>> NEXT](#)

6.

## Abby McGrath

Direct Sales Manager, Trustpower



“Never waste a good crisis. The global crisis has been an enormous catalyst to operate virtually, and we haven’t looked back. We made a decision to refine our digital processes, which paid dividends. With attention on recruitment, onboarding and training. How does your infrastructure complement that virtual experience?”

[Tip #1](#)[Tip #2](#)[Tip #3](#)[PREVIOUS <<](#)[>> NEXT](#)

## 7.

**Leisa Epplett**

Group Sales Enablement Lead, Spark



“Find advocates along the way that can become champions of change. So rather than doing change ‘to’ people, you do it ‘with’ people. This massively increases the chance of success.”

Tip #1

Tip #2

Tip #3



PREVIOUS &lt;&lt;

&gt;&gt; NEXT



8.

## James David

Associate Director of Enterprise Sales, Datacom



“Having a mindset of flexibility to move, change and pivot quickly is what separates the old school ops from the newer ones. Also seeing yourself as part of the whole sales team is crucial.”

Tip #1



PREVIOUS <<

# Scale up your processes

Digital transformation of your sales organisation is no small task. With changing sales climate, customer expectations and rapid developments in technology. To be innovative and make the most of change, your data becomes the key.

Here, sales ops leaders share their secrets of how to transform your business, and how to get your team on board along the way.



9.

## Miling Harpur

Head of Sales, SME Corporate, Flight Centre



“Explain the WHY of data quality when scaling up and undergoing rapid change.

If your sales team need more leads, explain that marketing can’t assist without certain data points in their contacts.”

Tip #1

Tip #2

Tip #3

>> NEXT



# 10.

## Asheesh Chacko

Chief Operating Officer, me&u



“There’s no silver bullet. Even when you take one action, it impacts something else. You need to have an open mind and be flexible, constantly reviewing and rechecking your processes, according to the insights you are getting from your data. You can’t set and forget.”

Tip #1

Tip #2

Tip #3



PREVIOUS <<

>> NEXT



11.

## Archana Subramanian

Chief Operating Officer, ANZ & ASEAN, Salesforce



“Prioritise change. Focus on one segment or region you want to tackle first, get your army focused and make sure the data is excellent first before scaling further.”

Tip #1

Tip #2



PREVIOUS <<

>> NEXT



# 12.

## Leisa Epplett

Group Sales Enablement Lead, Spark



“Be very clear on metrics and why each metric is there. Ask – what insights does this give and why do I care? What does it mean specific to my business and my customers?”

Metrics need to be useful and drive a subsequent action.”

Tip #1

Tip #2

Tip #3



PREVIOUS <<

>> NEXT



# 13.

## Christian Gorton

Senior Director, Sales Programs, ANZ, Salesforce



“Don’t use dead data in meetings. Dashboards you can dive into will always be more trustworthy than a view which has been created to make a point of view work. It fosters discussion, trust in accuracy and reduces a sense of agenda.”

Tip #1



PREVIOUS <<

>> NEXT



14.

## Abby McGrath

Direct Sales Manager, Trustpower



“Don’t be afraid to question your approach. We have had great results by challenging the status quo and thinking about solutions from a different perspective. Leverage your data and team insight to drive improvement. How we work and consumer expectations are shifting, being open to change is key in keeping up.”

[Tip #1](#)[Tip #2](#)[Tip #3](#)[PREVIOUS <<](#)[>> NEXT](#)

# 15.

## Alyssia Tennant

National Sales & Delivery Director, Simplus



“Sales is not an individual sport, it’s a team sport. To scale up, ensure communication and focus is aligned across multiple internal business units. Don’t just think of it as the sales process with salespeople; include your marketing and services teams and do away with silos.”

Tip #1



PREVIOUS <<

# Speed up your revenue

With so many channels for sales streams – whether it's improving your existing channels or launching new ones to meet customer demands – you want to choose the right model to transform your business.

That's why we talked to sales ops leaders from great brands to find out their tips on how to speed up your revenue.



# 16.

## Charmaine Keegan

Founder, Director & Lead Trainer, Smarter Selling



“The number one thing sales reps need is good organisation. Build systems and processes not for finance, not for the marketing team, but for your reps. Go out with the rep and make an effort to understand what needs to happen. The best thing ops can do is be in tune with the sales process.”

Tip #1

Tip #2

>> NEXT



17.

## Miling Harpur

Head of Sales, SME Corporate, Flight Centre



“To operationalise new revenue channels, start small to test the market. Start with a handful of customers and see if it works. Don’t over analyse, just jump in with an MVP, as it will likely need refining before rolling out.”

[Tip #1](#)[Tip #2](#)[Tip #3](#)[PREVIOUS <<](#)[>> NEXT](#)

# 18.

## Cian Mcloughlin

CEO, Trinity Perspectives



“In sales ops, the key is to ensure that sales teams have everything they need to engage their sales cycles. It’s not enough to say, here’s another thousand companies to chat to. Set them up for success by understanding the emerging technology that can give these teams an advantage in a crowded marketplace.”

Tip #1

Tip #2



PREVIOUS <<

>> NEXT



19.

## Asheesh Chacko

Chief Operating Officer, me&u



“Do your due diligence and assess risks. Operationalise, invest properly, and bring change to your mainstream systems.”

Tip #1

Tip #2

Tip #3



PREVIOUS <<

>> NEXT



# 20.

## Leisa Epplett

Group Sales Enablement Lead, Spark



“Rigorously segment your customers to the point where you can experiment. Then double down on your marketing and review the segment on a regular basis to see changes in customer behaviour and how your models need to change.”

Tip #1

Tip #2

Tip #3



PREVIOUS <<

>> NEXT



# 21.

## Abby McGrath

Direct Sales Manager, Trustpower



“Be willing to give new ideas a go. Sometimes the smallest trials are incredibly valuable in understanding the operations required to scale. Once you are confident, let automation do the heavy lifting. You can then work with the team to master those customer interactions and speed up sales.”

Tip #1

Tip #2

Tip #3



PREVIOUS <<



# Take your seat at the sales table.

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with Salesforce.

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