

INDICATOR™

FIFTH EDITION

Mood of the Sales Leader 2022 Report™

The definitive annual report into the
New Zealand Sales Leadership Landscape



IN PARTNERSHIP WITH



Welcome

Welcome to the 5th edition of the annual Indicator Mood of the Sales Leader Report. Sales Leaders and Salespeople are uniquely positioned to bring timely insights about the current mood & sentiment of the marketplace and importantly about the year ahead.

We are very excited by what our contributors have delivered up this year, providing a real-time snapshot into the current sales landscape as well as the wider business environment. There is no doubt that 2021 served up another challenging year for all in business, and yet many respondents reported very successful sales and revenue results. The challenges of Covid-19 continue to linger but many businesses have used the 'opportunity' of Covid to innovate their business processes, systems and even business models; and are being rewarded with impressive growth.

This year for the first time we asked for contributions from Salespeople with a specific set of questions, providing another 'lens' to compliment the thoughts and insights from our Sales Leaders.

We would like to acknowledge the support of our partners in helping us to create this report, we are thrilled to welcome new partners BNZ and Salesforce who join our existing partner Consult Recruitment. Our partners recognise the importance of the sales landscape, and they provide insights in key areas of the Economy, CRM & Technology and Recruitment fields which are crucial to sales success. We would also like to thank the talented 435 individuals who have contributed to this year's survey and we trust this report is of value for you and your teams as you finalise your goals and chart your course for the year ahead

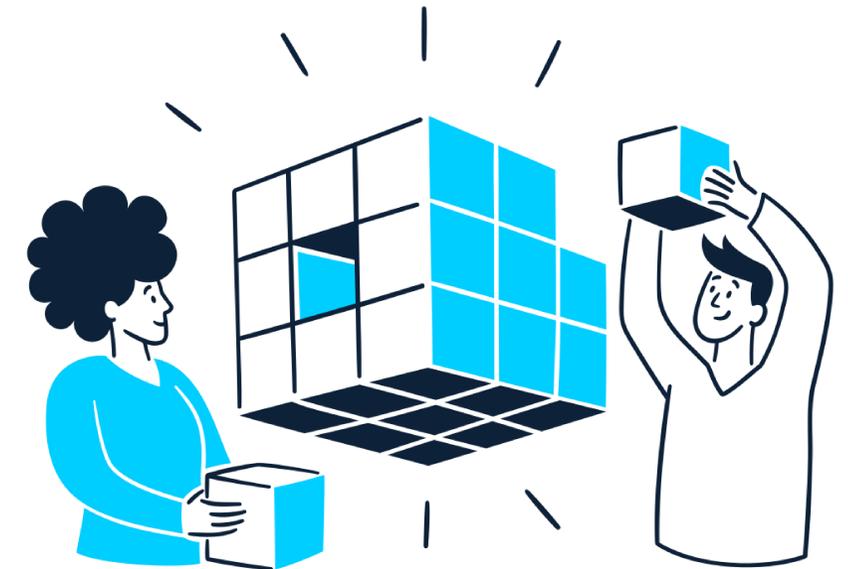


"Many businesses have used the 'opportunity' of Covid to innovate ... and are being rewarded with impressive growth."

Mike Stokes
CEO - Indicator

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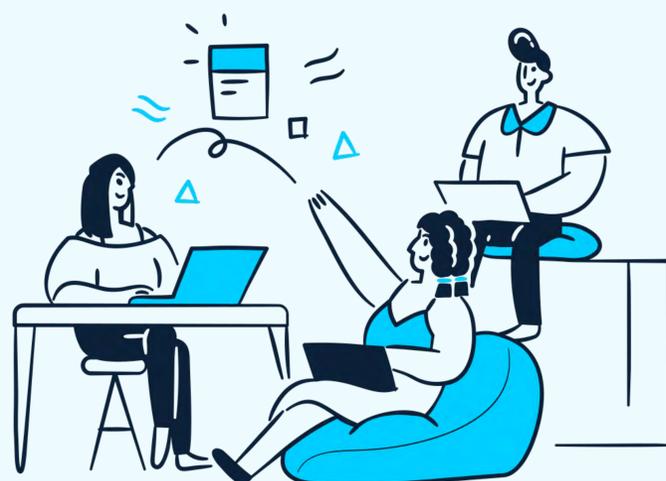
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Executive Summary

8 key insights from this year's Mood of the Sales Leader report:

The responses to all of the 59 questions in this year's survey are summarised in more detail throughout this report, however we have identified these 8 key insights as top line stand outs.



01

2021 was a surprisingly successful year for many

Regardless of the lingering disruption posed by Covid-19, almost 50% more companies achieved revenue growth in the last 12 months compared to 2020.

02

Sales Leaders are excited and bullish about the prospects for 2022

Only 3% are feeling pessimistic about the year ahead, a decline of 50% from 2021, which is the lowest since the 2018 report.

03

Resilience and general wellbeing were significant issues in 2021

Many noted that maintaining personal resilience and general well-being throughout the year was a real challenge. Encouragingly, most sales leaders and salespeople believed their companies looked after them well.

04

No surprises with future challenges

Most respondents list ongoing Covid-19 factors, Supply Chain constraints and finding & retaining good staff as the three biggest challenges ahead in 2022.

05

Finding and retaining good staff is a huge challenge

Companies will need to be more flexible & innovative if they want to retain their top-performers, with over 80% of salespeople being directly approached about another role during the last year and less than 9% wanting to work full time in an office

06

NZ companies are finally taking technology more seriously

Over 60% of respondents increased their investment in Sales Technology in the past 12 months.

07

Significant reduction in approval of the Government's Covid-19 response

Only 15% now consider that the Government has the balance between health & business priorities "about right" which is a significant drop from 40% in the mid-2020 Covid Impact report.

08

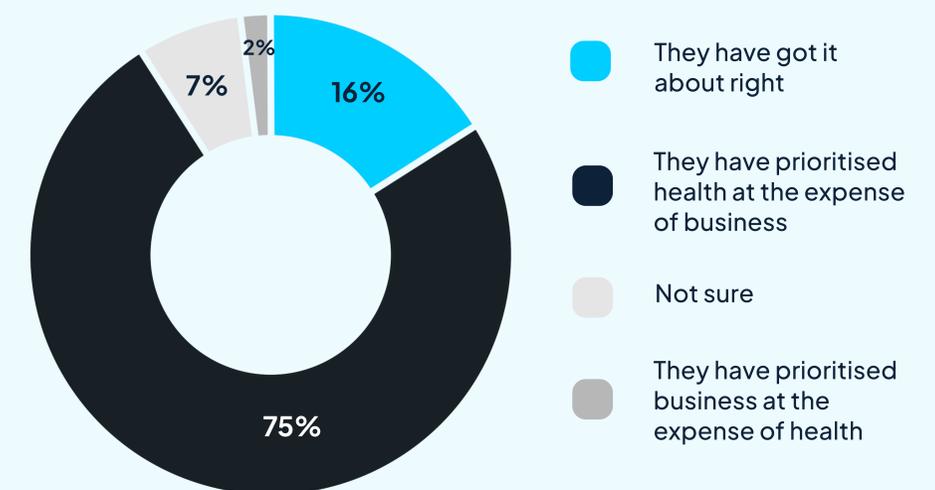
The importance of the sales and marketing relationship is key

Whilst companies stated that if capital was not constrained, they would first invest in marketing & brand to grow revenue, only 17% believe the relationship between their sales and marketing teams is 'excellent'.

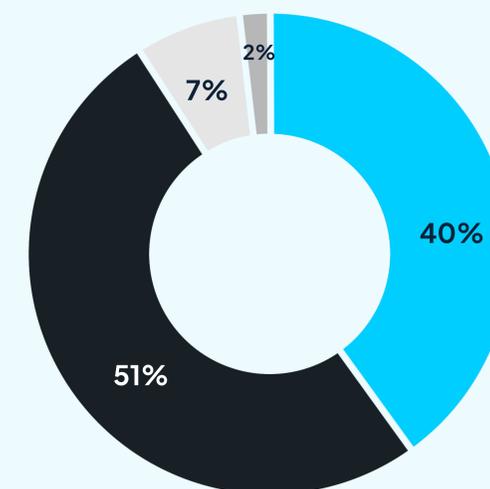
The Government's Covid Response

Thinking about the Government's response to Covid-19 how well have they balanced the health needs versus protecting the economy?

January 2022



June 2020



"In the Covid Impact report in June 2020, 40% of sales leaders felt that the government had the balance "about right" between health and business however 18 months later that has reduced significantly to only 15%"

Survey Demographics

435
Respondents



314
Sales Leaders



121
Salespeople

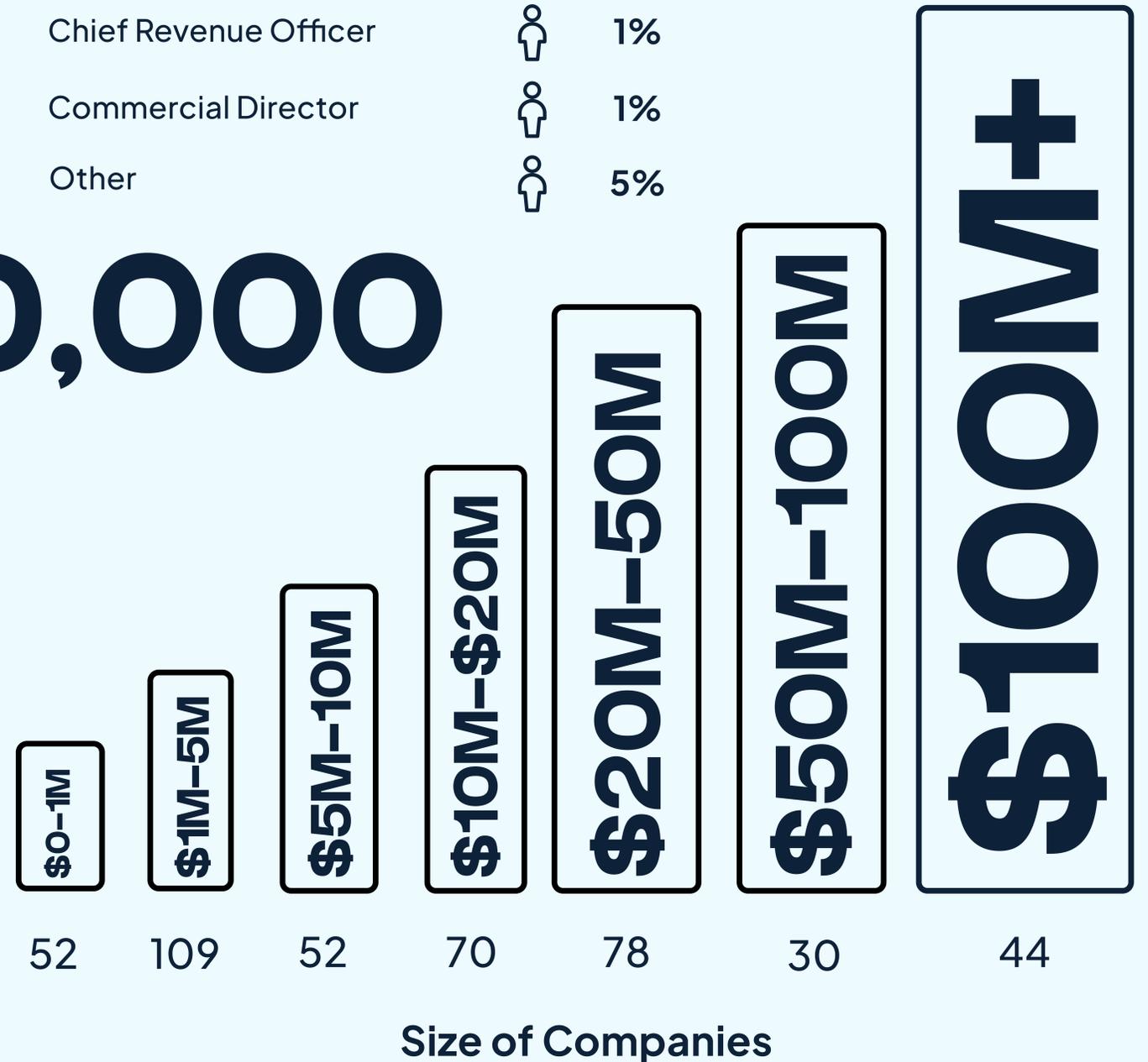
Role Type

Sales Director/Manager										27%
Salespeople										27%
CEO or Managing Director										17%
Sales & Marketing Manager										8%
Country or General Manager										7%
Business Owner										7%
Chief Revenue Officer										1%
Commercial Director										1%
Other										5%

\$11,589,390,000

Revenue these individuals are responsible for

Top Industry Sectors



*The number of companies who responded that were within these revenue brackets

01

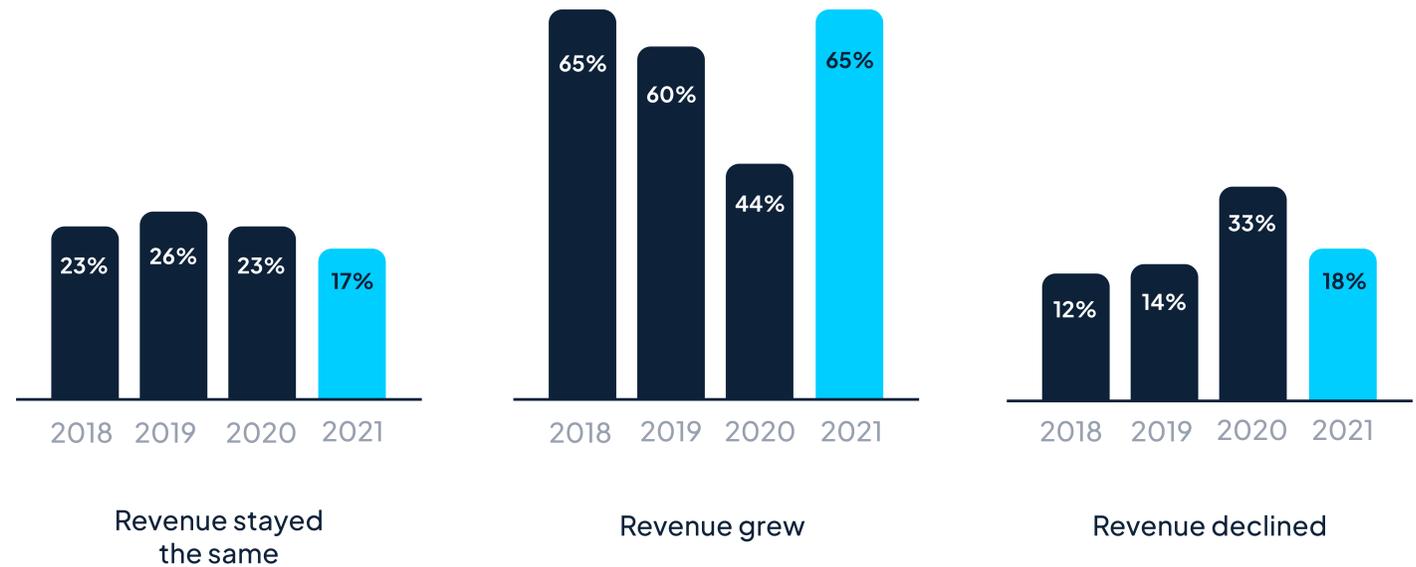
2021 Performance

What happened in 2021?

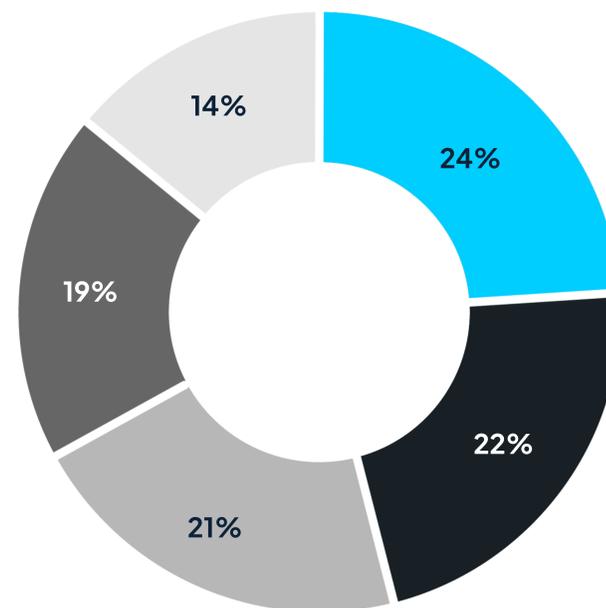
Following on from the significant business challenges experienced in 2020 the economy proved to be surprisingly resilient and strong for many. Businesses had already built the platforms to enable working from home and virtual selling and many seemed to thrive in 2021.

Almost 50% more companies achieved revenue growth in the last calendar year while about half as many as the previous year experienced a decline in revenue. Responding to the ongoing challenges of Covid-19 and Supply Chain constraints were overwhelmingly the two biggest challenges faced by businesses in 2021. The challenge of finding good staff hit the number 3 spot and this is already looming as a huge challenge in 2022.

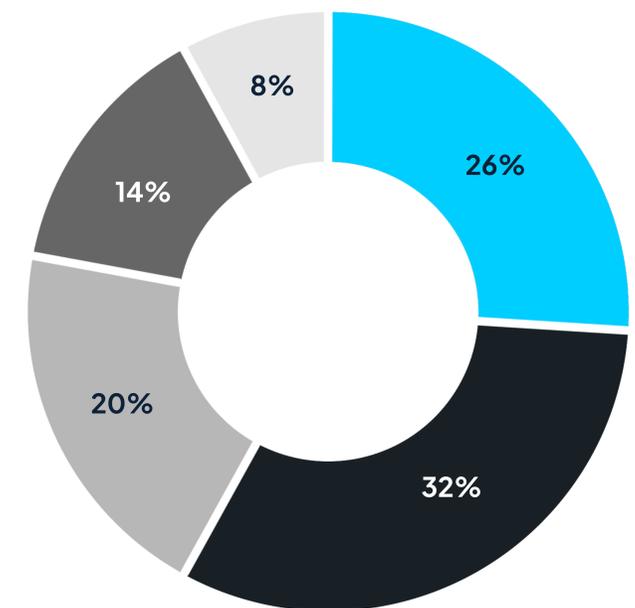
How would you describe 2021 (calendar year) in terms of revenue performance compared to previous year?



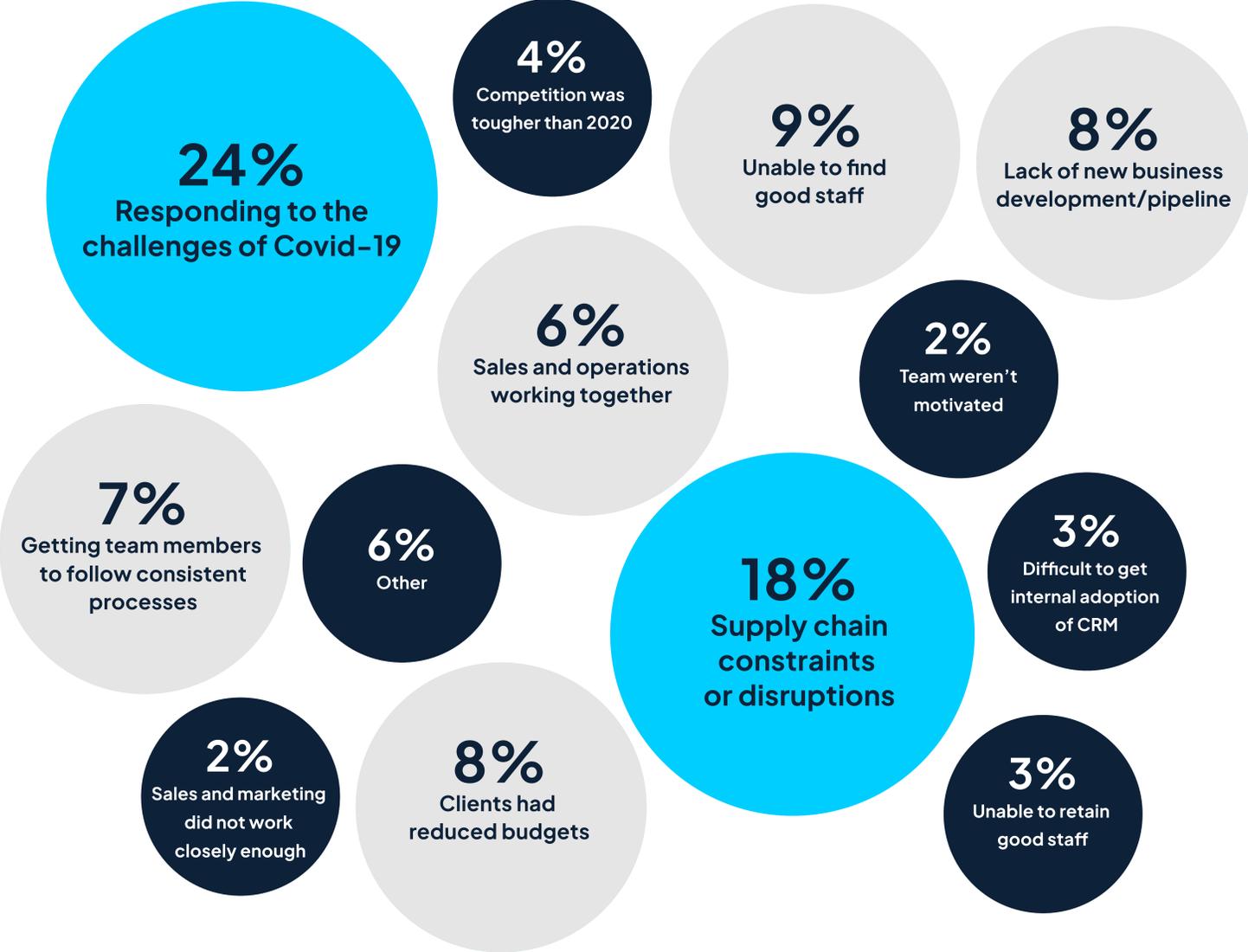
What % did your revenue grow?



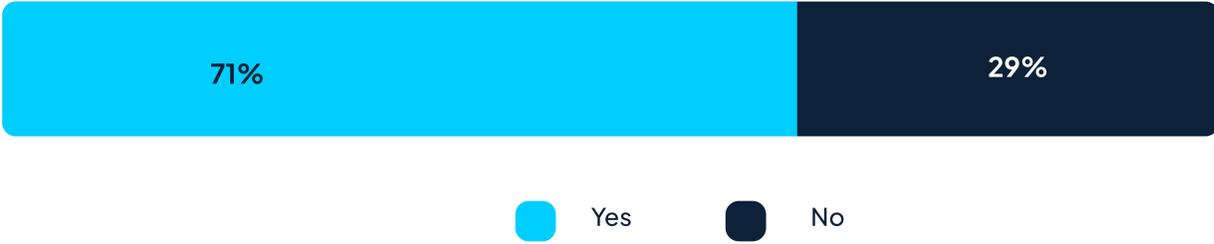
What % did your revenue decline?



What were your biggest challenges in 2021?



Overall did your company increase prices in 2021?



*Respondents choose their top 3 challenges

Questions

With the benefit of benchmarking your performance against this year's report, how did you compare?

If you were one of the 65% businesses that achieved growth, how much of your success was the result of market conditions versus your team's performance?

Quotes

"Businesses reported the largest year-on-year growth rate since the inaugural report in 2017."

"Professional Services and Technology sectors stood out as achieving the highest revenue growth in 2021 (more than 40% growth)"



02

2022 Expectations

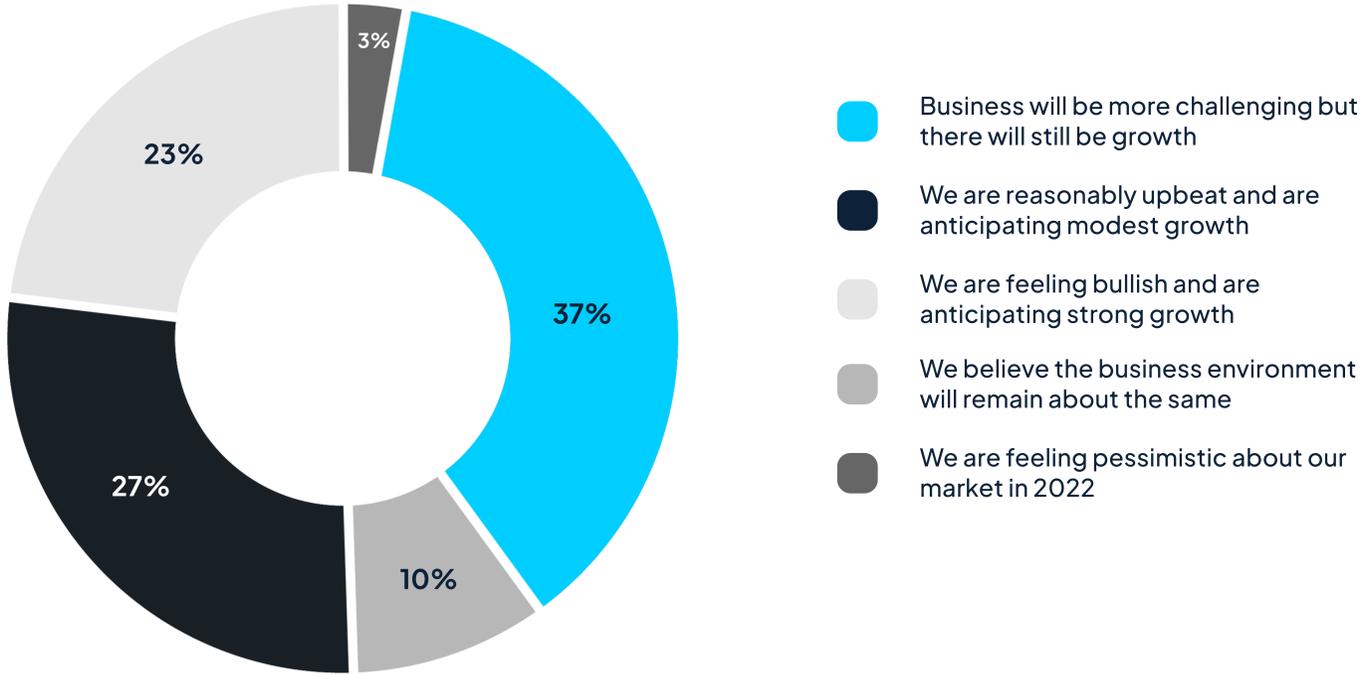
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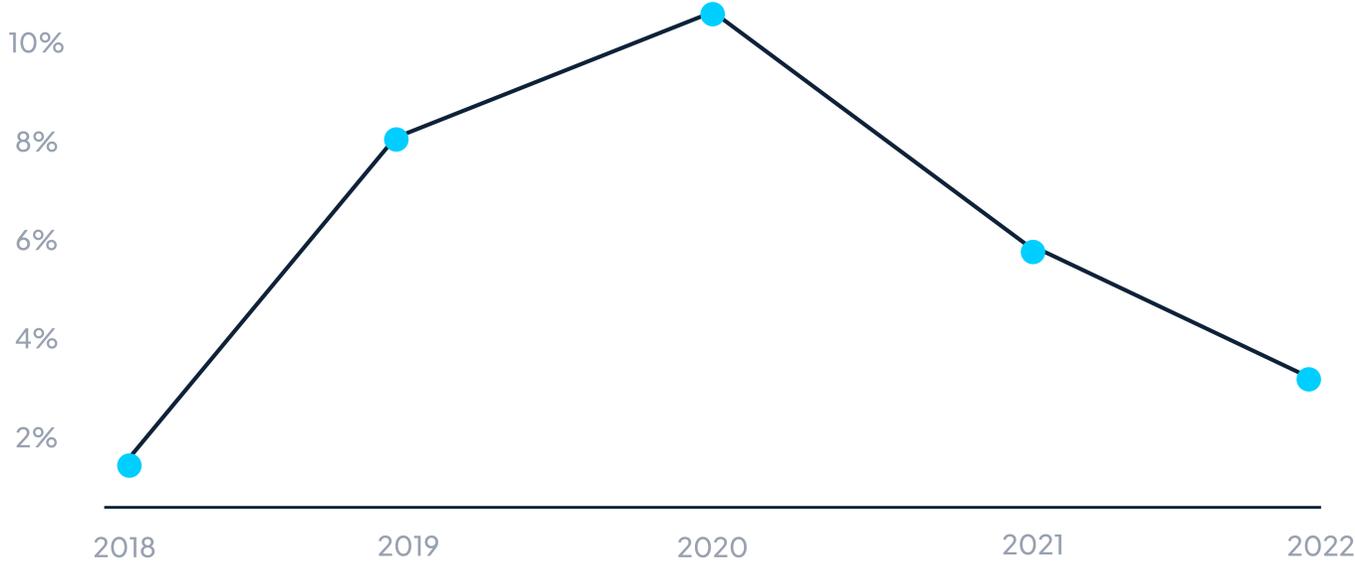
There is a level of optimism displayed in this year's report that we have not seen since we first surveyed Sales Leaders at the end of 2017, with 82% of respondents expecting further revenue growth in 2022.

Whilst this is extremely heartening it is also clear that 2022 will be a difficult one to predict with so many factors outside of our control. Finding and retaining key staff will be the major challenge of 2022, with a severely constrained labour market in the past 12-months with no signs of this easing anytime soon. As well as resourcing, Sales Leaders are once again predicting Supply Chain constraints and the lingering uncertainty associated with Covid-19 as major challenges and for the first time ever **inflationary pressures** is now being voiced as one of the biggest concerns.

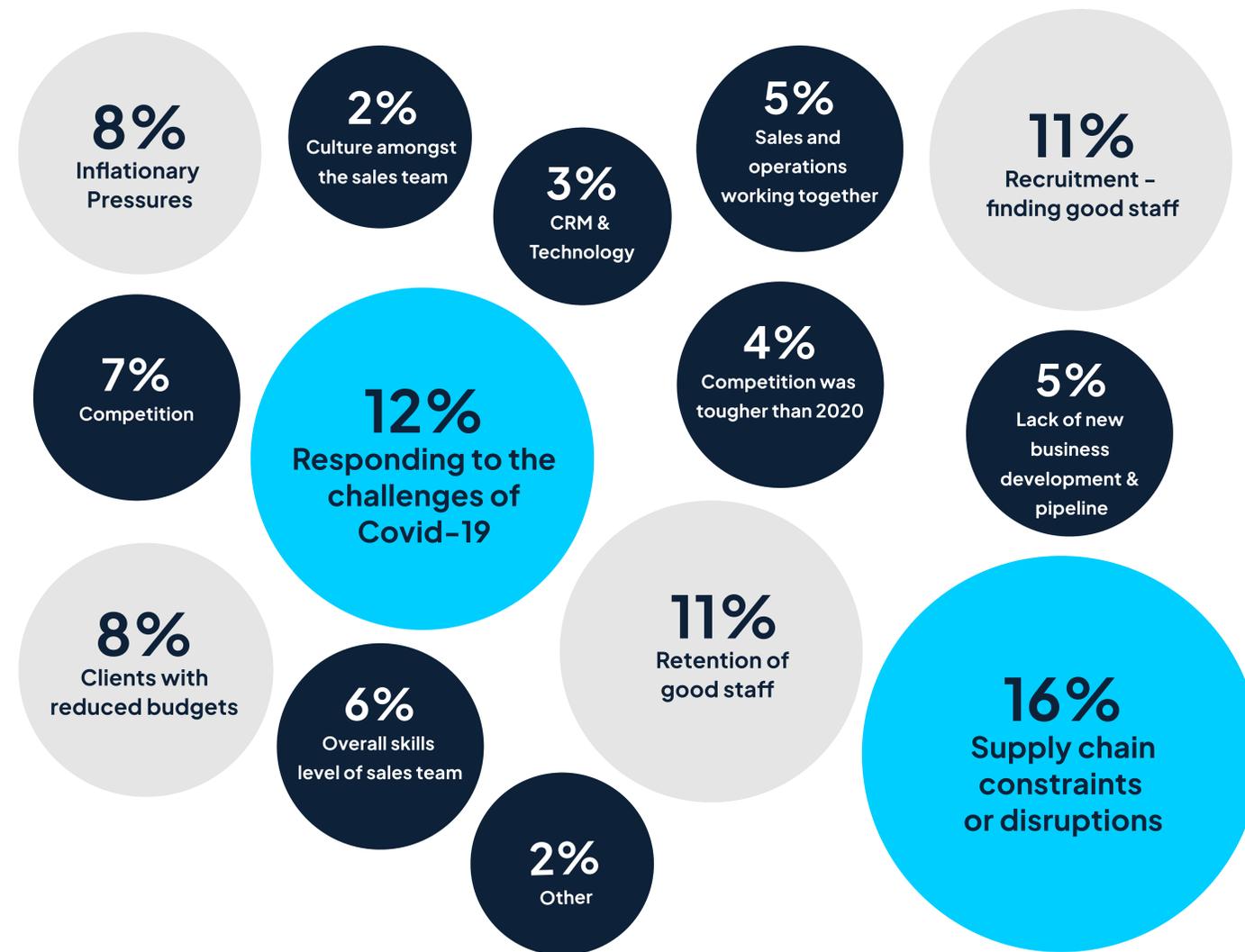
Thinking ahead to 2022 what are you anticipating in terms of your business environment?



We are feeling pessimistic about our market?



What do you believe will be your biggest challenges in 2022?



Thinking ahead to your Revenue/Sales Budget for the 2022 financial year are you planning a...?



- Revenue growth budget
- Revenue decline budget
- Flat based budget

If capital was not constrained what would you invest in to grow your revenue?



Questions

Is the level of confidence expressed for 2022 warranted or overly optimistic?

If inflationary pressures and clients with reduced budgets come to fruition do you have a strategy to combat these?

Quotes

“Just 3% of Sales Leaders are pessimistic about 2022”

“82% are planning for growth in 2022 which was only surpassed in the 2018 report”



03

Resourcing

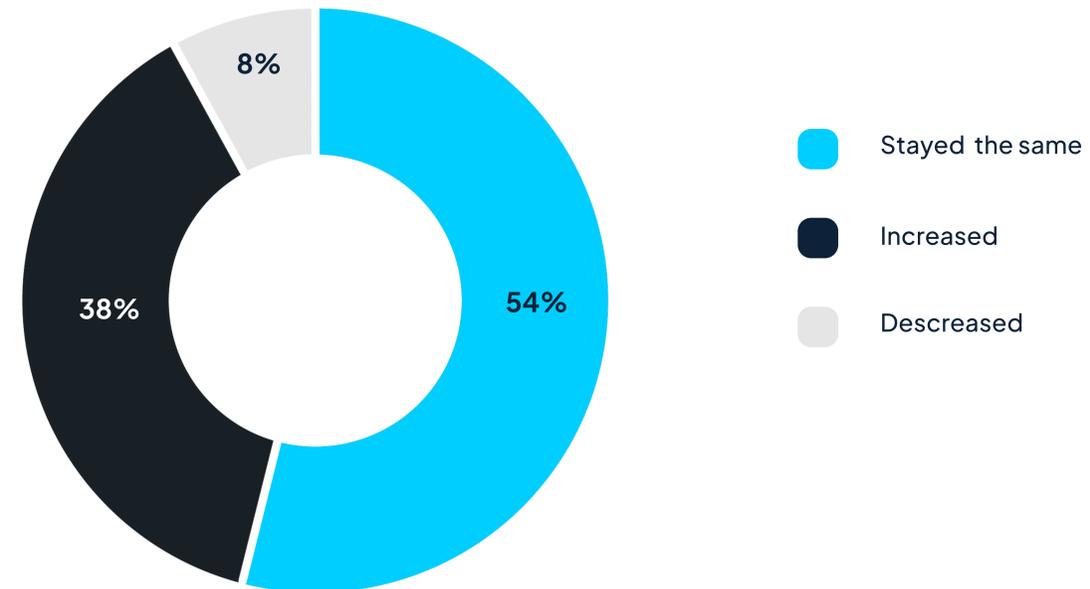
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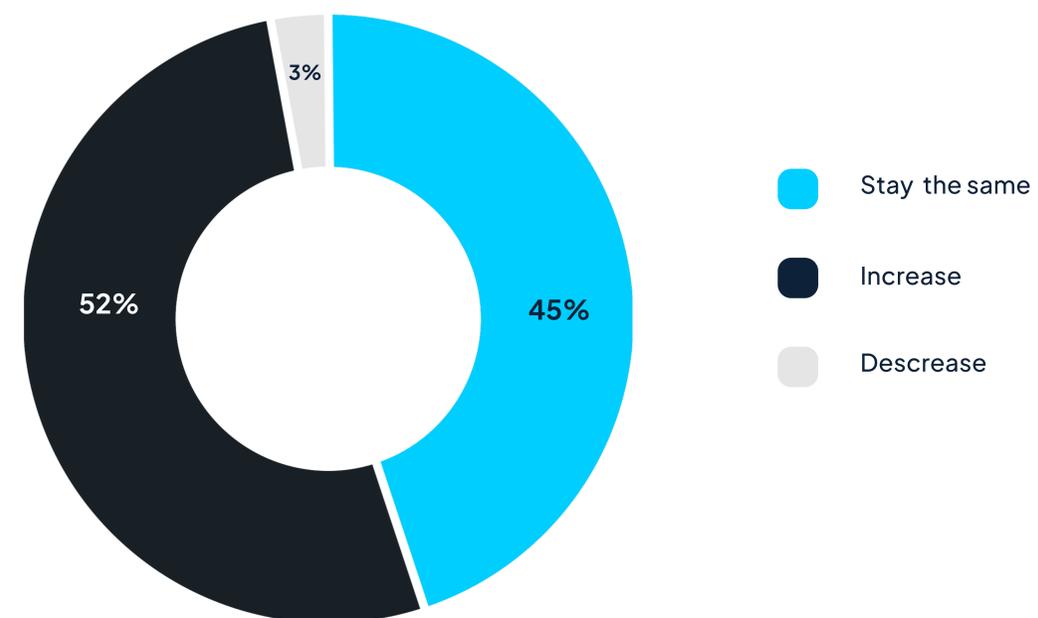
Resourcing in 2021 was the most challenging that many of us have ever seen with 35% of Sales Leaders stating that it was the hardest year ever to find good people. With over 50% looking to grow the size of their sales team in 2022 and over 80% of salespeople reporting that they were approached during the year about a new role at a new company, this is shaping to be an even bigger issue in 2022.

Salespeople listed that the reasons they stay with their business are due to their love of the business, the development opportunities they receive and the company culture. Salespeople also highlighted that their strong preference is to have the flexibility to work both from home and the office. We all need to think about how to make our business more attractive as a place to work.

Did the size of your sales team change in 2021?



Thinking ahead to the 2022 calendar year do you have plans to change the size of your sales team?



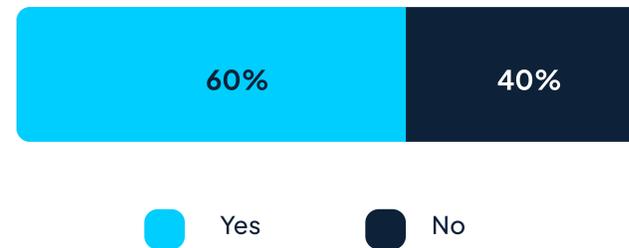
What is your view on the current landscape of finding good salespeople?



Were you approached about a new role in 2021?



Did you receive an increase in remuneration in 2021?



Do you prefer to work in an office or at home?



15%
Home



9%
Office



76%
Mixed

Questions

What will you focus on to make sure you retain your top talent in 2022?

If love of the business, development opportunities and company culture are the main 3 reasons why salespeople stay with a company, how well do you measure up?

Quotes

“81% of salespeople were approached about a new role in a new company in 2021”

Working solely from an office is now the least favourite option for salespeople



04

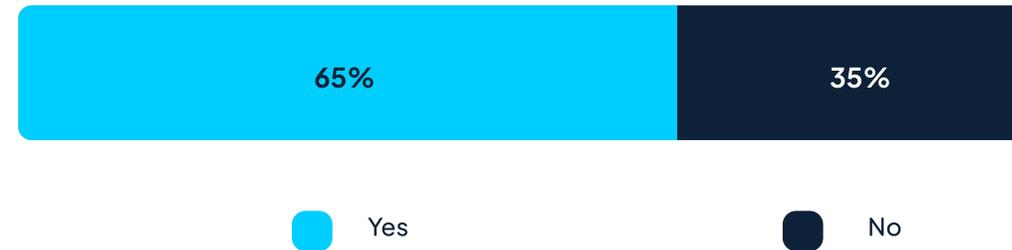
Sales Development

Despite the difficulties of getting our sales teams together due to lockdown and border restrictions, it was pleasing to see that 65% managed to deliver sales team training and development which was a similar number to previous years.

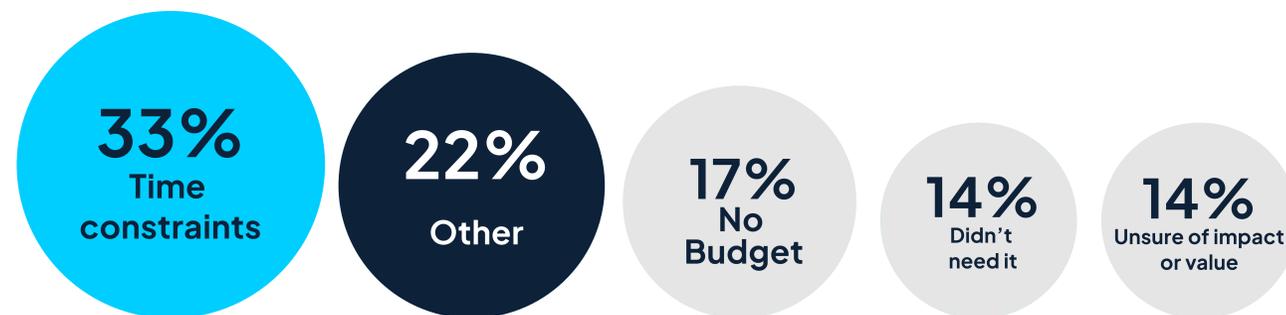
For the first time ever, webinar and online training is now the number one way that sales skills are being delivered. We saw this ourselves at Indicator where we had record numbers joining online events and programmes. We believe that virtual training will continue to play a strong role in the future, but we are curious to see where this lands when we begin to enjoy greater freedoms.

Sales Leaders consider the top 3 attributes of their best performers as being self-motivation (once again the number one driver), work ethic and communications skills. Interestingly, salespeople considered that communications skills were the number one driver followed by problem solving and self-motivation.

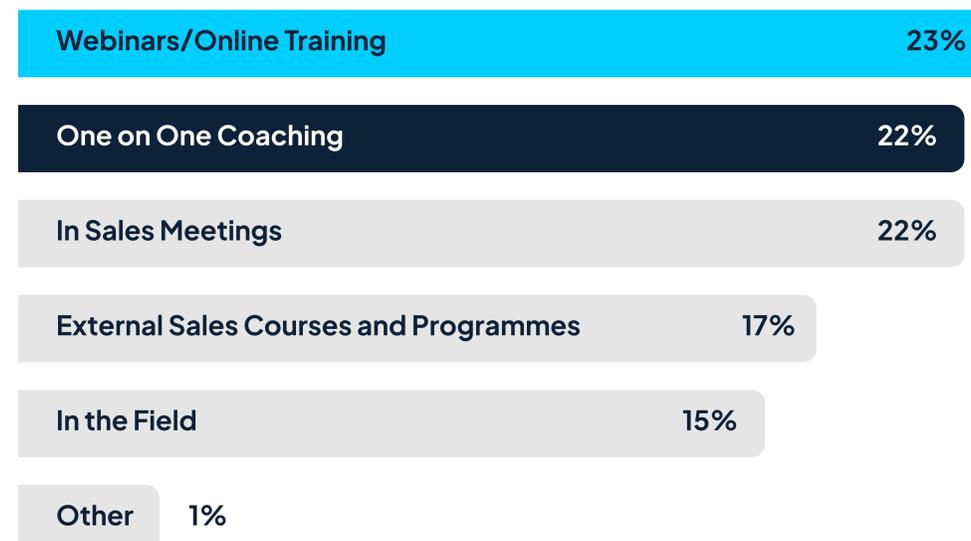
Did your sales team receive any sales skills training or development in 2021?



What was the main reason why your sales team did not receive sales skills training during the year?



How was your sales skills development delivered in 2021?



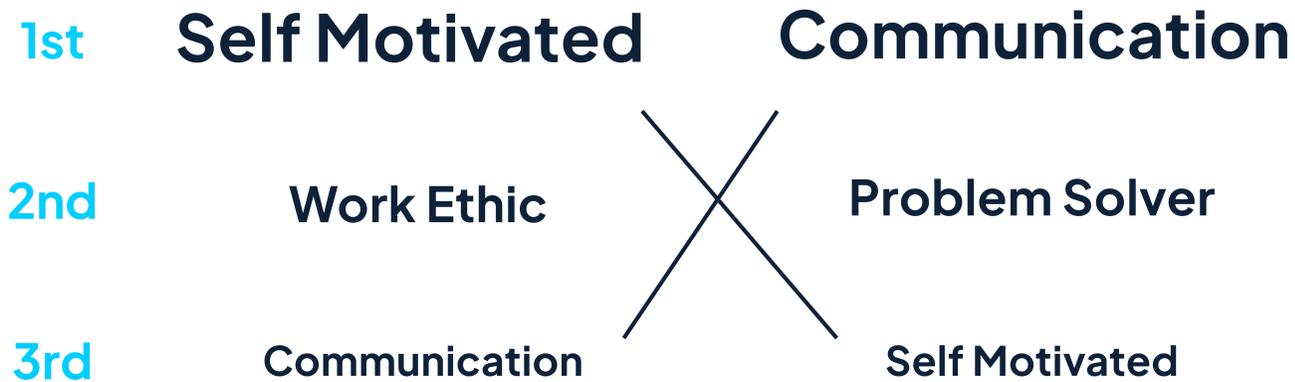
What do you believe are the top attributes of your best sales performer?



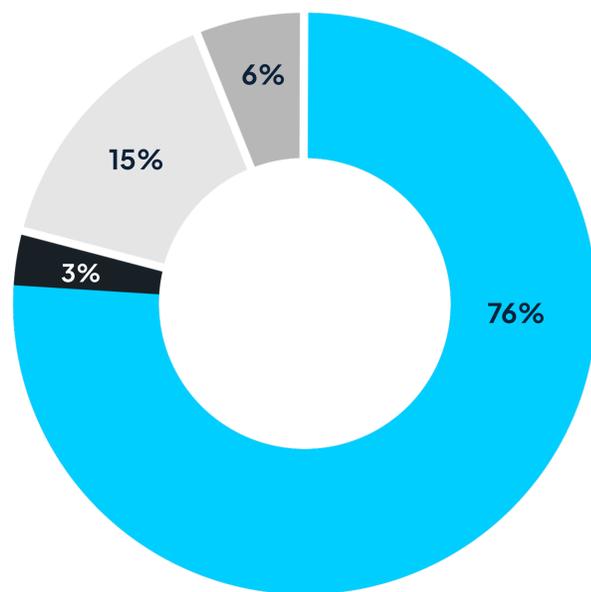
Sales Leaders



Salespeople

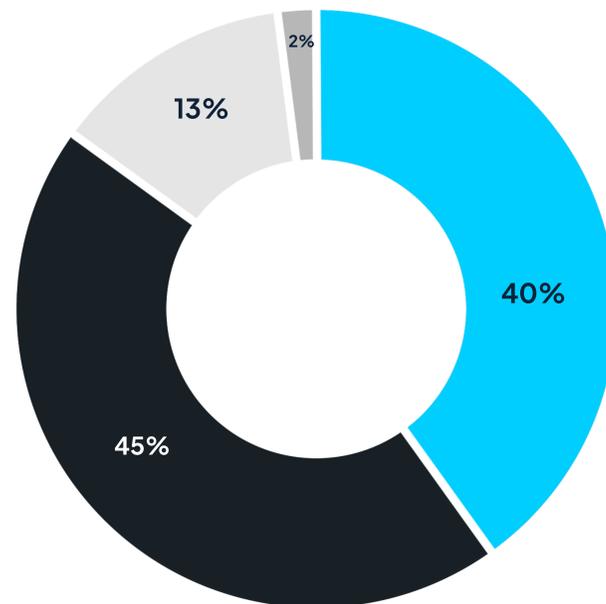


Do you believe your sales meetings are having a positive impact on your team and performance?



■ Yes ■ Unsure
■ No ■ We do not have sales meetings

Do you believe your sales meetings are having a positive impact on your performance?



■ Very much so ■ No real impact
■ Marginal Impact ■ Detrimental

Questions

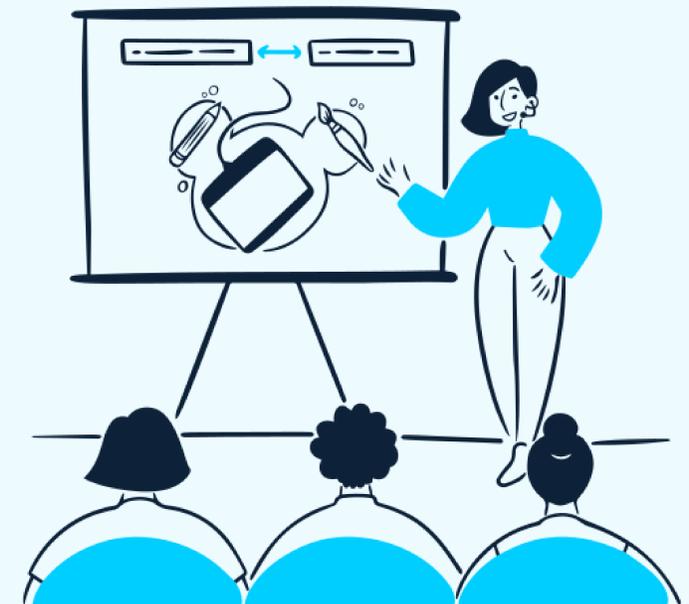
Is your development focused on what is perceived as the most important attributes of a salesperson?

Is not having enough time to train your team a suitable excuse?

Quotes

“For the first time webinars and online workshops was the number one way that sales skills training was delivered”

“75% of sales leaders believed their sales meetings are having a positive impact on performance compared to only 40% of salespeople”



05

Sales & Marketing Technology

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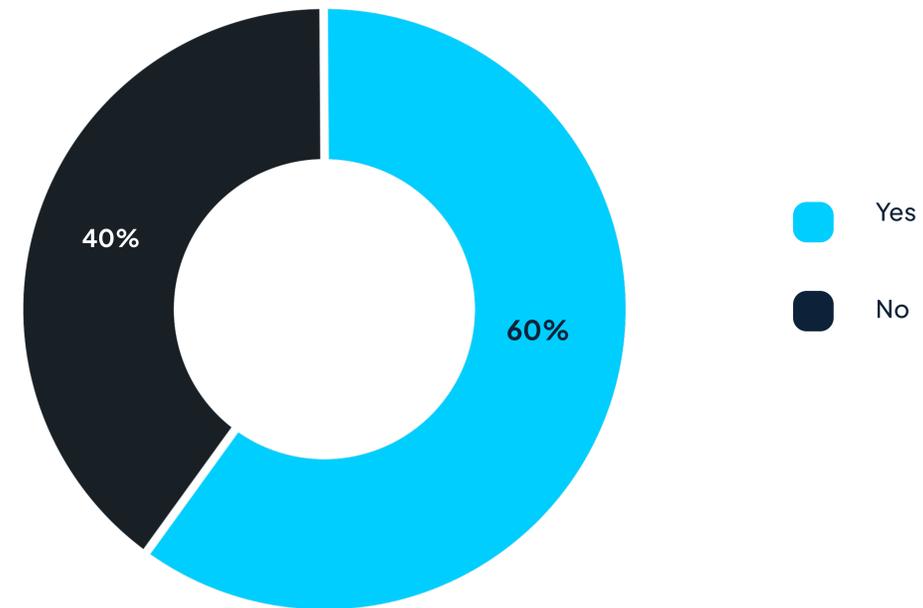


Since the first impact of Covid-19 was felt Sales Leaders have expressed a desire to increase their investment in digital technology, although this did not seem to eventuate in 2020. This has changed in 2021 with over 60% of companies increasing their investment in sales technology with CRM, Video Conferencing platforms and marketing automation attracting the most investment. We expect this trend to continue with more advanced use of Virtual PA's and AI tools etc which are expected to grow exponentially over the next few years.

Most companies are now utilising a CRM tool although results show that about half are only using a fraction of its capabilities. We expect the adoption of CRM continuing to rise with many of those who are not currently utilising CRM investigating options.

At Indicator we strongly believe that those who do not embrace digital technology and sales automation will be left behind in terms of productivity and the effectiveness of how they interact and engage with prospects and customers. Companies not utilising technology may also find it harder to attract salespeople to work for them.

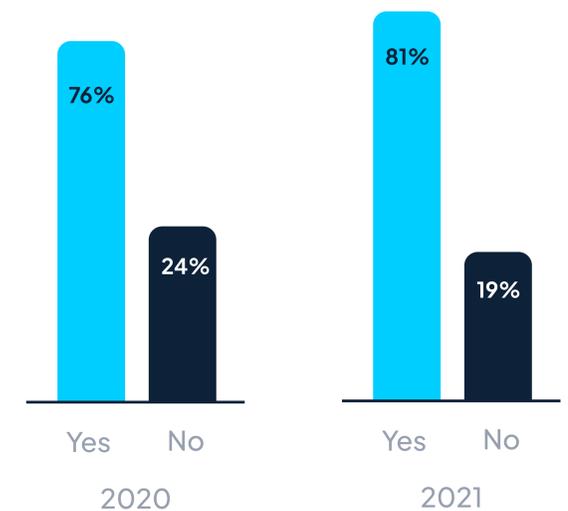
Have you accelerated your investment in technology this year to help your sales team?



What Sales technology have you invested in?

1. CRM Tool 
2. Video Conferencing 
3. Marketing Automation 

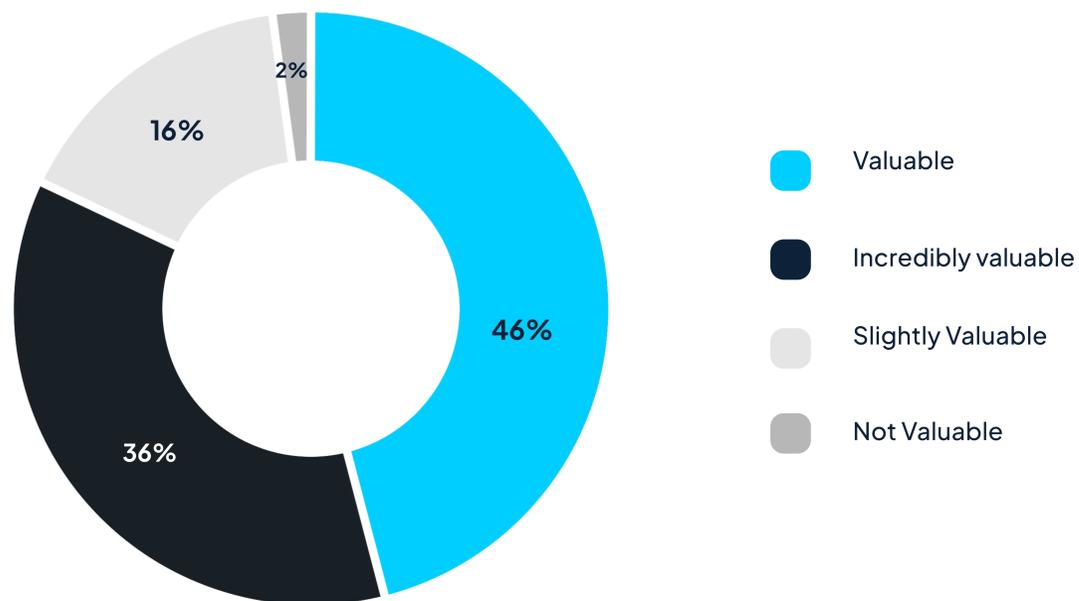
Does your business currently use a CRM system?



Thinking specifically about your organisations CRM software, which of the following statements best describe the use of CRM inside your company?



How valuable do you find CRM to the success of your business?



Questions

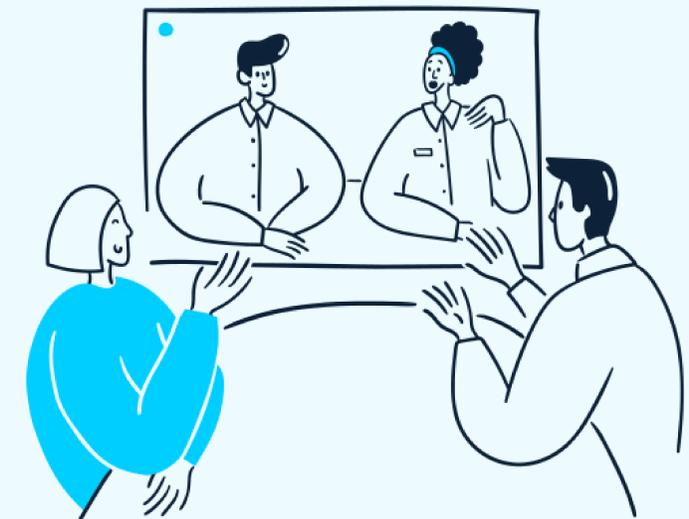
Are companies already being left behind by not taking advantage of sales technologies?

Does your sales strategy have a specific focus on the role of digital technology in the future?

Quotes

“60% of companies increased their investment in sales technology in 2021”

“98% of Sales Leaders saw their CRM as being valuable to their sales performance”



06

Salesperson Insights

For the first time in the 5-year history of the Indicator Mood of the Sales Leader we have included the insights from salespeople who responded to a specific question set.

Globally it has been reported that declining numbers of salespeople are achieving their annual targets with most figures sitting around 50%. In what is an exceptional result more than 80% of those surveyed achieved their sales targets in 2021. It will be of great interest to see if the last 12 months was an anomaly or whether NZ is once again punching above our weight. We also noted that whilst remuneration and incentives are listed as well down the list in why salespeople stay in their roles, the number one thing people would change about their roles is remuneration.

Salespeople noted that 'inner drive' was their biggest motivation to succeed and on a positive note more than half consider that their current Sales Leader provides them with strong leadership. We are always fascinated to hear why people chose sales as a career and it was interesting to note that over 50% "love it", whilst a third literally "fell into it". Only 14% considered money as the reason they are in sales.

What % of salespeople achieved their sales targets?



Yes No

What is your biggest motivation to perform?

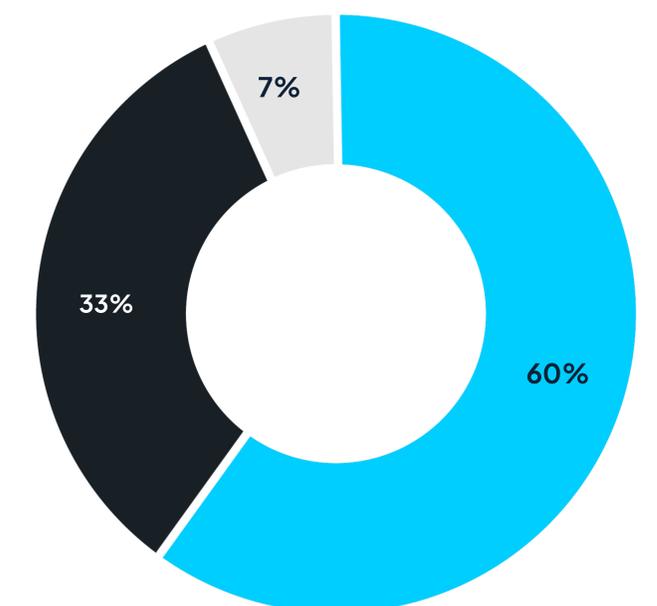


Do you receive financial incentives in your role?



Yes No

Does your incentive motivate you?



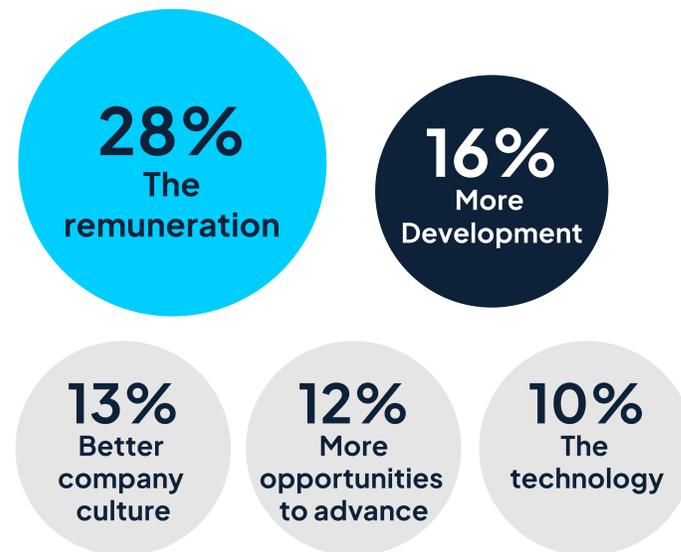
Yes Somewhat No

What is the most important reason to stay in your role?



* This is showing the Top 7 reasons

If there is one thing you could change about your current role what would it be?



Questions

With sales leadership clearly being so important to salespeople, how seriously are you working on your own leadership skills?

With 80% of salespeople reaching their targets in 2021, how much were the results of market forces versus strong performance?

Quotes

“More than 50% of salespeople consider their Sales Leader to provide them with strong leadership”.

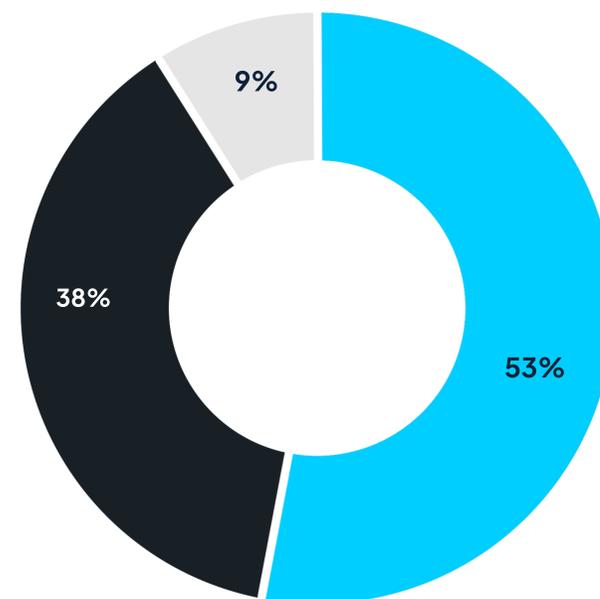
“Despite the popular belief that most salespeople are in it for the money over 50% state they are in sales because they love it”



Why are you working in sales?



How would you rate the performance of your sales leader?



- They provide strong leadership and support
- They provide ok leadership and support
- They add little value to my performance

07

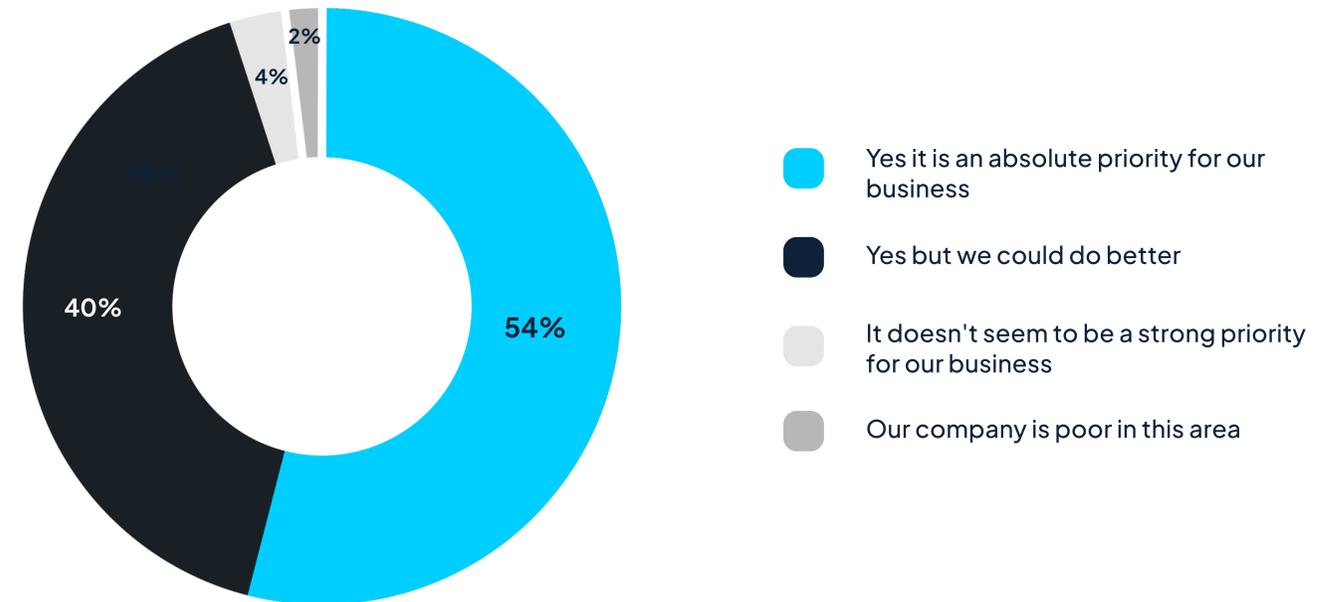
Resilience & Wellbeing

Resilience & Wellbeing is a significant issue for Sales Leaders and Salespeople and so it was extremely encouraging to see that 95% of Sales Leaders felt that their companies are doing a good job in supporting them and their teams. It was also noted that 85% of Salespeople felt 'well looked after' in this area.

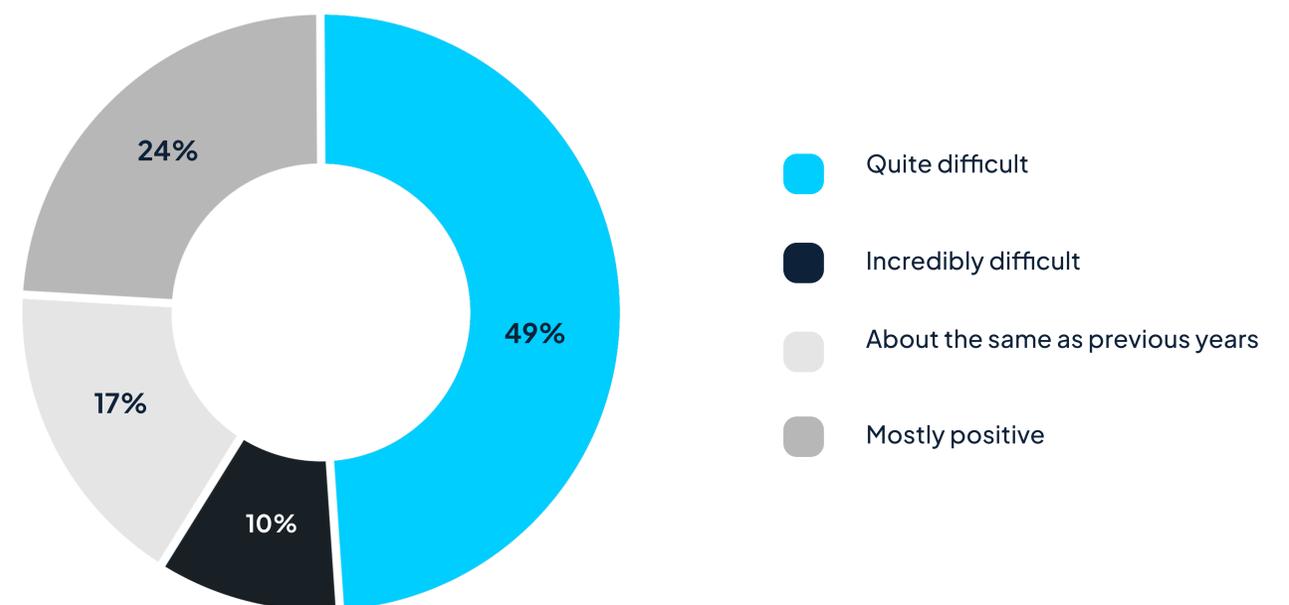
Interestingly, more than half found their personal resilience and general well-being difficult throughout the year. People are clearly feeling the cumulative effect of ongoing lockdowns, border restrictions, supply chain constraints, general uncertainty and the stress and strain of simply being "too busy".

Sales performance can be directly linked to the physical, mental, and emotional well-being of your team members so it is important to recognise this in your coaching and development initiatives. 2022 may not show any respite from these stressors and it is crucial that companies continue to take staff wellbeing seriously or risk staff burnout and churn - some staff may even be tempted by joining in with the so-called 'great resignation'.

Do you believe that your company takes staff resilience and wellbeing seriously?



How have you personally found 2021 in relation to your overall resilience and wellbeing?



With regards to your team’s resilience, how have they responded to the challenges of 2022?

61%

On the whole the team has found this year slightly more challenging

18%

Mostly positive

13%

On the whole the team have struggled

8%

About the same as previous years

Salespeople: Thinking about your Resilience & Wellbeing, how well did your company look after you in 2021?

1%

I did not feel looked after by my business

14%

Could have been better

41%

Quite well

44%

Very well

Questions

Where does the health and wellbeing of your team sit in terms of level of importance?

Do you take a “whole person” approach to your sales coaching or are you only focusing on skills development and performance?

Quotes

“Almost 60% of Sales Leaders found maintaining personal resilience and general wellbeing challenging in 2021”

“95% of Sales Leaders believe their companies take resilience and wellbeing seriously”



Mood Clouds

If there is one thing your team could be better at in 2022 what would it be?



Mood Clouds

What is your biggest risk to your sales success in the next 12 months



Our Partners



BNZ is the largest business lender in New Zealand and BNZ Growth Sectors is a key differentiator. Our ambition is to increase New Zealand's prosperity by facilitating business growth via capital, connections, and capability, and to increase New Zealand's productivity by helping sunrise sectors mature more quickly and efficiently.

"NZ is the largest funder of Kiwi businesses, and as the GFC and the Covid pandemic has proven, continues to fund businesses when the going gets tough. As well as capital, the BNZ Growth Sectors team provides expert connections, innovative funding and builds your people's capability to help grow your business and New Zealand's prosperity".



Brandon Jackson

Head of Growth Sectors

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Our Partners



Consult Recruitment is New Zealand's leading recruitment agency for accessing the best talent. Our specialist teams and networks combined with leading technology and a good dose of kiwi 'can-do' attitude mean that we find the best people for our clients. We love success stories and seeing our candidates and clients create awesome outcomes. We're proud partners of New Zealand's best companies, passionate supporters of our communities and crazy coffee drinkers who believe in the power of the team.

Consult: Making Good People Easy to Find.

"2021 provided some significant challenges to find and retain staff and we see 2022 being harder still. Irrespective of your business – the quality of your people will determine your success. The right people create impact and the best people can be hard to find which is why the Consult team was kept busy in 2021. Specialist knowledge, specialist networks and a strong partnership focus mean we can access the best talent. We're thrilled to partner with Indicator, and believe that together we are all stronger – especially right now."



Richard Gray-Smith

Division Manager, Sales, Marketing, HR

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Our Partners



From the start, Salesforce has sought to change the world for the better through technology that builds stronger relationships. We help unite every department to better focus on customers with Customer 360, the world's #1 CRM. We allow everyone, on every team, to share a single source of truth with integrated collaboration capabilities that guide essential conversations and decisions right where people work. And with Tableau, we help companies uncover deep insights and take data-driven actions to better serve their customers.

“Kiwi businesses continued to battle through the uncertainties of the pandemic in 2021. But, with the great mana that our tangata hold, we’ve seen our Mood of the Sales Leader respondents continue to experience growth, and better leverage technology to drive engagement in their customers, constituents, and internal workforce”.



Ben Sheehan

Regional Sales Director - Growth Business

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About Indicator

Founded in 2015, Indicator is driven to increase the overall quality in the sales and sales leadership of New Zealand companies.

To achieve our ambition, Indicator partners with companies and individuals to achieve improved B2B sales results. Indicator works with many of New Zealand's most progressive companies and has a passion for driving sales performance to deliver top and bottom line results.

Sales training companies are ubiquitous, yet most focus on individuals rather than the leaders, processes and systems. Get the balance right and success will flow through to your team.

Sales is becoming increasingly complex, and more and more companies are being left behind. That is why Indicator is here.



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Our Products

INDICATOR SALES CONSULTING

Overview
The goal of the Sales Academy is to help B2B organisations to improve their sales performance by using a proven sales methodology. This is achieved through a combination of coaching, training and support. The program is designed to be a high-impact, high-visibility, high-visibility program. This means a high return on investment, a high level of engagement and a high level of success.

Who is it for?
SME Owners & Leaders
B2B Salespeople
Business Dev Managers
Account Managers
Individuals who need help to improve their sales skills

Investment
\$POA (per participant)

Our Members
briz, Canon, Fujifilm, Daxcom, GMY, STC, etc.

INDICATOR SALES SYNDICATE

Overview
Sales Syndicate is a unique program designed to help B2B organisations to improve their sales performance by linking similar skilled sales managers and sales leaders in a non-competitive peer to peer environment. This is achieved through a combination of coaching, training and support. The program is designed to be a high-impact, high-visibility, high-visibility program. This means a high return on investment, a high level of engagement and a high level of success.

Who is it for?
SME Owners & Leaders
Sales Managers
B2B Salespeople
Business Dev Managers
Account Managers
Individuals who need help to improve their sales skills

Investment
\$575 + GST (per participant)

Our Members
briz, Canon, Fujifilm, Daxcom, GMY, STC, etc.

INDICATOR SALES ACADEMY

Overview
The goal of the Sales Academy is to help B2B organisations to improve their sales performance by using a proven sales methodology. This is achieved through a combination of coaching, training and support. The program is designed to be a high-impact, high-visibility, high-visibility program. This means a high return on investment, a high level of engagement and a high level of success.

Who is it for?
SME Owners & Leaders
B2B Salespeople
Business Dev Managers
Account Managers
Individuals who need help to improve their sales skills

Investment
\$295 + GST (per participant)

Our Members
briz, Canon, Fujifilm, Daxcom, GMY, STC, etc.

Sales Consulting

Indicator offers bespoke consulting to support New Zealand B2B companies. Engagements will typically start with one of Indicator's diagnostic tools to create the right solution each time.

Sales Syndicate

Sales Syndicate is a monthly programme designed to enhance sales success by linking similar skilled sales managers and sales leaders in a non-competitive peer to peer environment.

Sales Academy

Sales Academy is a monthly programme specifically for B2B sales people to enhance their skills in a peer to peer environment. A completely unique programme that is designed in short sharp hits for maximum learning and reinforcement.



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