Predictable Revenue Cheat Sheet

Turning Your Business Into A Sales Machine With The $100 Million Best Practices Of Salesforce.com

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One-time revenue spikes that aren't repeatable won't help you achieve consistent year-after-year growth.

Predictable revenue from lead gen can take 2-12+ months due to time spent on whether to start a new program, implementing it, and adding in your sales cycle length.

Results / ROI = Simple prospective that was highly effective, repeatable, and predictable. Makes it easy for sales reps to ramp up and succeed. Allows you to predict results of new hires, how long it would take to ramp up and become cash flow positive for the company.

Finding the decision maker is the biggest bottleneck in prospecting into medium-large companies. Emails to high level executives asking for referrals to the best person in their organization for a first conversation helped this.

Cold calling 2.0 means prospecting into cold accounts without ever making any cold calls. It allows you to turn pipeline generation on and off as you want by changing the number of dedicated outbound prospectors and how much outreach they do.

- You develop respected experts
- Qualify accounts and contacts before calling
- Research rather than sell
- Send bite-sized emails
- Go beyond basic salesforce automation

Three Key Principles:

1. No cold calling
2. Focus on results, not activities
3. Everything is systematically process-driven

Testing & Refining:

- Email response rates
- What emails are responded to and why
- Who is responding (title)
- Number of scoping calls completed
- Who became a qualified opportunity and why
- Refinements to the Ideal Customer Profile

To implement Cold Calling 2.0, have:

- One person should be 100% dedicated to prospecting
- A sales/CRM system
- Prospects that use email
- A proven product/service that has generated revenue
- Lifetime Value of a Customer over $10,000

Specialize Your Four Core Sales Roles:
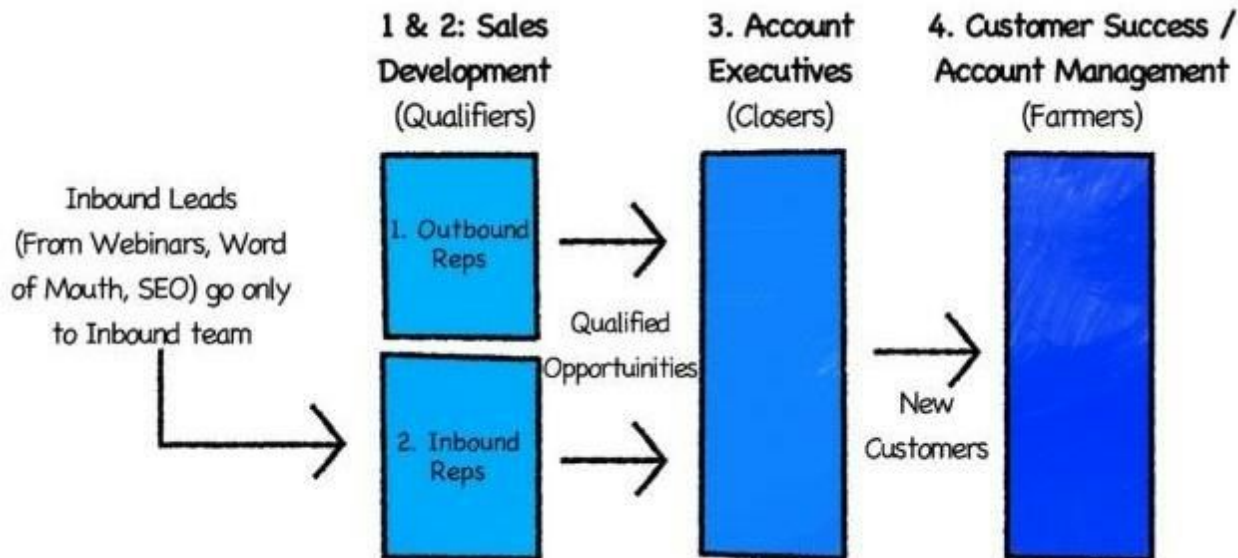
Sales Development Reps: Prospect into cold or inactive companies. Organized by territories that match the field and telesales reps as it's vital for them to build relationships with their sales teammates.
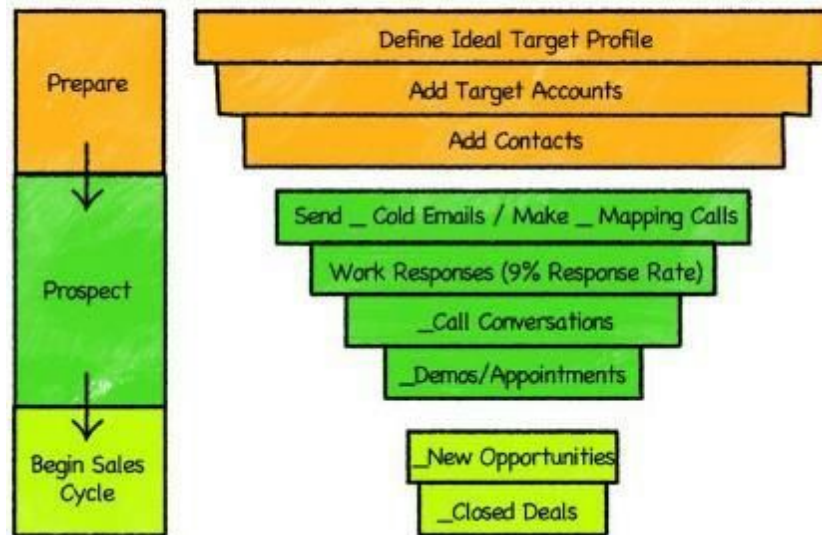
One SDR can support up to 2-5 account executives. Very large deals may be 1-to-1 or 2-to-1.

Market Response Reps: Qualify incoming leads who reach out by phone or website. For every 400 leads per month, a company needs one MRR. They remove unqualified opportunities, determine accounts to be followed up, and help to increase close rates.

Account Executives: Shouldn't make cold calls: they don't like it; usually aren't good at it; and it's a poor use of company resources. Should prospect short, targeted "top 5/10" lists, their current customer base, and develop referral or channel partners.

Focus high value people on low-volume, high-value activities and specialize other roles to take low-value, high-volume activities.

Example Cold Calling 2.0 Funnel

Prepare
- Define Ideal Target Profile
- Add Target Accounts
- Add Contacts

Prospect
- Send _ Cold Emails / Make _ Mapping Calls
- Work Responses (9% Response Rate)
- _Call Conversations
- _Demos/Appointments

Begin Sales Cycle
- _New Opportunities
- _Closed Deals

Revenue Predictability = The Funnel + Average Deal Size + Time

Time: Ramping New Reps

Measure and pay attention to the reality. Time will vary from company to company depending on lead flow, people hired, training, and whether they're picking up an established territory or starting a brand new one.

Put new reps in training that has them work in other parts of the company like customer service. This makes them more effective salespeople and ramp up faster.

Time: Prospecting and Sales Cycle Lengths

Prospecting Cycle Length: Measure the time between when the prospect first responds to a campaign to when a quality opportunity is created or qualified. It generally takes 2-4 weeks to qualify a new opportunity.

Sales Cycle Length: Measure the time between when the opportunity was created/qualified to when it closed.

Mapping Calls (Alternate to Email Referrals): Purpose is to find the right contact and do research
- Creates results (referrals or meetings)
- Build and clean your list
- Train new reps
- Refine your message/pitch
- 90% success rate (cold call is 10%)

Nine Steps to Mapping Calls:

1. Call High (CEO – ask for by name, for "President's office please", or "Bob Smith's assistant please")
2. Ask permission to talk - "Hi, It's DB from PDM. Am I catching you at a bad time?"
3. Tell why you are calling - "I'm trying to find out if there's a fit or not."
4. Let them ask what you do / how you help clients (you say, "We work with B2B companies that are looking to grow and raise revenues. Usually the CEO or head of marketing hires us.")

5. Ask "Are we a fit" questions ("I don't want to waste anyone's time and I'm actually just trying to see if we're a fit or not. We only work with companies that spend over $50,000 on marketing each year – do you have any idea if you do?")
6. Get an internal referral (Who'd be the best person for me to chat with first to see if there's a fit or not? – What's the best way to reach him? Could you please give me his email so I don't surprise him? Can I have his phone number in case we get disconnected?)
7. Keep asking ("One more quick question…")
8. The Transfer – To email or voicemail ("Hi John, this is David Bradley from Primal calling from 401-316-3311. Jane Simpson referred me to you as the best person for a quick chat. I'll send you an email, keep an eye out for it. My number is 401-316-3311, again David Bradley from Primal Digital Marketing at 401-316-3311.")
9. Follow up and update CRM (Account Status, notes, send intro emails to referrals, etc.)

The Cold Call 2.0 Process

Step 1: Ideal Customer Profile

Who is your ideal customer (accounts and contacts)? Find great prospects and disqualify poor prospects quickly. Ideally, fit your ICP to one page with the idea that a new employee can be educated as quickly as possible about what kinds of companies they should strive to work with, or avoid. Create 1-5 total.
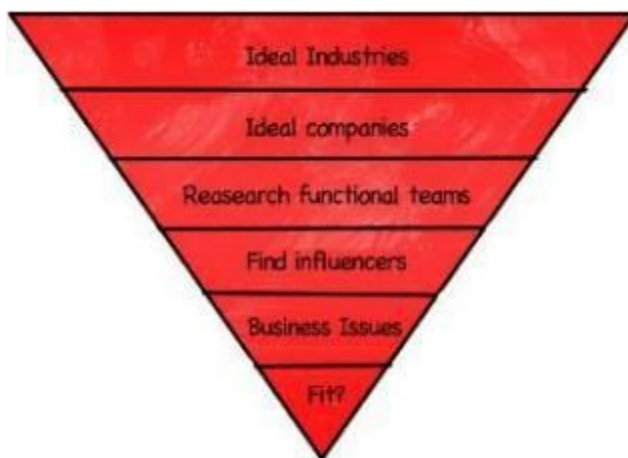
Smart Targeting: Choose 3-5 criteria for smart targeting.

Criteria We Want	Why

Red Flags and Deal Breakers: What signals or signs can you look for as early in the sales process as possible to know that working together would be a waste of time? Budget? History? Recent Investments?

Core Challenges: Just ask what the core challenges are of the company and individuals in the buying process. What are your greatest challenges? What keeps your up at night? What are your main frustrations? What are you afraid of? What's most important to you? What do you spend money on? What do you really want?

Step 2: Build Your List

Do you have decision-makers (or their bosses) and lower level people? How targeted is the list? Consider the opportunity cost to marketing to poor-fit prospects.

Different sources of leads match difference businesses. Fortune 5000 = OneSource; Small Business = InfoUSA; General-Purpose = Jigsaw.; also try Hoovers, InsideView, ZoomInfo, and DataSalad.

Step 3: Run Outbound Email Campaigns

Begin with email, then use phone for follow up to people who respond. Send 50-100 outbound mass emails a few days a week as a rolling campaign. Goal = 5-10 new responses per day. More is difficult to manage.

Filter your lists based on: Vertical, Revenue, Geography, Employees, B2B/B2C, Last Contact Activity, Last Account Activity, Contact Title, etc.

Writing the Email: Personalize, no HTML, be simple and clear why you are reaching out, make it easy to read and respond to on a smartphone, offer credibility (examples of customers), ask one simple-to-answer question (like for a referral) and be honest.

Send 150-250 outbound emails per week over 3-4 days before 9am or after 5pm, skipping Monday and Friday. Always include a purpose (who's the best contact... when's the best day/time for a quick discussion around...

If someone opens your email more than once, call. Talk less than 30% on your scoping calls.

Old Opportunities Campaign: by your SDR if the opportunity was inactive for 6+ months:

Step 4: Sell the Dream

Help the prospect paint a vision of what kinds of solutions will solve their problems, then connect your solution to their key business issue(s) and dream. Sales reps aren't just appointment setters; they create dreams and start to build trust, credibility and rapport.

Determine fit by seeing if they are ready to take action, being connected with the decision maker(s), and looking for real interest in a next step.

Initial Questions on a Discovery Call (choose 3-4):

- How are your marketing teams/functions organized?
- How does your marketing process work today?
- What systems do these teams use for marketing and lead generation?
    - How long has the system been in place?
    - Why did you buy the old system? Who made the decision to purchase it?
- What are your challenges now? (Keep asking "what else" after each answer)
- Have you been looking at alternatives yet?
- Have you tried and failed with other solutions? Why?
- Where does online marketing fall on your priority list? What is higher?
- What would an ideal solution look like to you?
- How will your decision making process work?
- What is the probability an online marketing project will occur in the next six months?
    - Why do it now? (Or, why wait until later?

First Call Objectives:

- Get them talking about their business and listen
- Call low before a C-level conversation to find how their business works and current challenges
- Be respectfully blunt: Ask straight out if there is a pain if it isn't obvious after your conversation
- Ask for referrals: Who else should you talk to at the other divisions/teams?
- Schedule your next step while on the phone; don't leave it for email
- If the prospect needs to convince others on the team, make them a champion: focus on what will make that person successful and ask them how you can support them. Give them information, time, and check in periodically.

Step 5: Pass the Baton

When To Handoff?
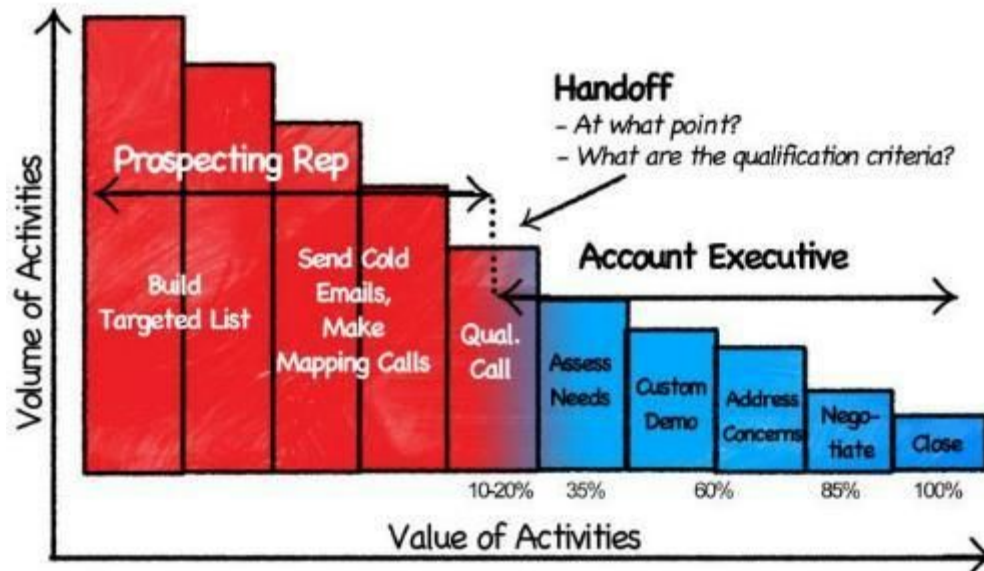
For an SDR to be compensated, an opportunity must:
- Have at least a potential of 20+ users (ensures large enough opportunity)
- Have no fundamental "red flags" or deal breakers
- Be clearly generated by the SDR (no inbounds or from other SDRs)
- Be re-qualified by the account executive (AE)

When to handoff?
- Does the company fit our ideal client profile?
- Are we speaking with someone with influence or power?
- Is there a clear interest in a next step? (E.g., scoping/discover call with account executive)

How to handoff?
- Best: Hot-transfer to the AE
- Good: Schedule a time on the calendars for a discovery call.
- Last Option: Email introduction between client and AE.

Audit Process – Confirm after AE re-qualifies
- Contact was outbound, not inbound?
- AE qualified by phone?
- SDR and AE entered notes into SFA?
  - This confirms solid ROI of the team, integrity of the data, quality of work, and reduces temptations to push boundaries

Improve Call Effectiveness without Planning
AAA Call Planning
- What Answers do you want to learn in the call?
- What Attitudes do you wish the prospect to feel?
- What Actions should occur after the call?
Call Flows

- Use a non-threatening, research-oriented approach; learn about the prospect, don't try to sell

    Typical Flow:

1. Opening ("Did I catch you at a bad time?" and Introduction
2. Discuss prospect's current business situation (authentic curiosity)
3. Probe for prospect's needs (and confirm understanding of needs)
4. Position solution to meet those specific needs
5. Handle objections
6. Next steps

Leaving Voicemails

- Use as a tool to increase response rates from emails rather than for call backs
- Be warm and disarming, like talking to a friend or family

    Great Voicemails:

- State your name and number at the beginning and end
- Speak slowly and clearly
- Explain in one or two sentences why you are calling, why they should respond and how
- Say their name at least twice

Account Status Stages
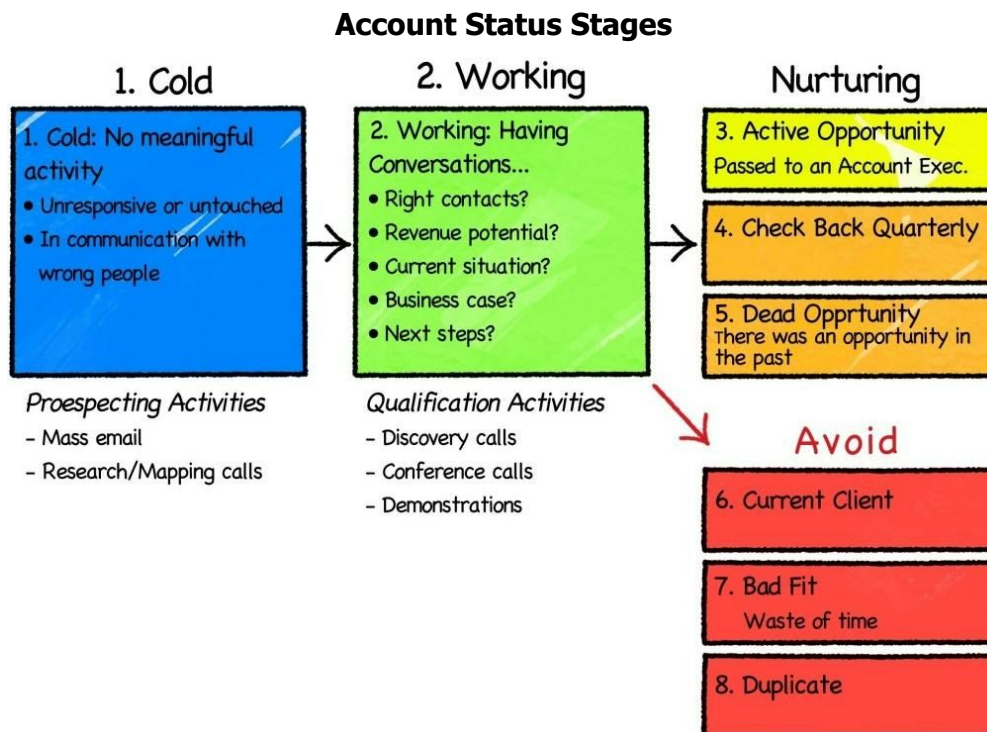
Set up a new data field in your SFA under Accounts/Organizations called "Account Status" with these 8 stages.

SDR Compensation

Quality Person's Salary: $35,000-60,000   plus compensation: $20,000-60,000

New college graduates selling services $1,000-15,000 on low end, 5-year veterans on high end.

Commission Structure

Paid monthly:

- 50% depends on a goal for the number of qualified opportunities

- 50% is paid based on deals that close (such as a percentage of revenue)

Simplified Training Plan for a New SDR

Week 1-2

- General company training, product training, services, etc.

Week 3-4

- Every day 3 Goals (see below)
- Daily training
- Configure and explore SFA
- Sit with an SDR and AE
- Add an account and contacts from your source of data
- Learn how to de-duplicate accounts (ensure new leads aren't in system already)
- Send a mass outbound email to 20-50 contacts
- Transition the prior SDR's territory

Week 4-5

- Every day 3 Goals (see below)
- Send 100 outbound emails before Friday
- Practice logging and responding to emails correctly
- Work up to five call conversations per day by end of week
- Have a veteran SDR sit with you each day
- Draft a personal dashboard
- Discuss a new section of the training materials with the team

Beginning Daily Goals:

- Pick a new online SFA training module to study
- Call five old (not cold) leads to practice discussing their needs
- "Ideal Customer Profile" discussion with teammate
- Learn about the "Account Status" stages
- Add five new accounts and their contacts into SFA
- Send a mass email
- Meet with a mentor
- Meet someone from another team
- Listen to a sales call
- Listen to a prospecting call

Intermediate Daily Goals:

- Configure SFA reports or a dashboard
- Customize your own cheat sheet
- Practice "mapping calls" into cold accounts (asking for referral from CEO's executive assistant)
- Role play some calls with a teammate
- Large account mapping project (map out 3-5 divisions in a Fortune 1000 account)
- Draft your plan for the month (Vision, metrics, methods?)
- Business Problems vs. Business Solutions role-play exercise
- Run a "Dead Opportunities" campaign

Daily To-Do's:

- Set 3 goals for today (If I could only do 3 things to get closer to my goals, they are...)
- Recap 3 accomplishments at end of day
- Take breaks every 90-minutes, a full lunch with coworkers, and stop working at Xpm

Top Six Prospecting Mistakes

1. Expecting instant results
2. Writing long emails
3. Going wide, not deep (100 broad touches vs. 10 deep connections)
4. Giving up too quickly at ideal targets
5. Not giving up quickly enough on non-ideal targets
6. Depending on activity metrics rather a proven process (Track results, not vanity metrics)

Ideal Prospecting Questions

"Did I catch you at a bad time" – Shows respect and takes them off the defense.

"May I ask how your marketing team is organized?" – People like to talk about their business and it's an open-ended, easy question. Excellent for situational information or follow-up after you say why you're calling.

"If you were me, how would you approach your organization?" – After you talked with someone who's helpful but the wrong target.

"Do you have your calendar handy? – Never schedule by email if you can help it.

Top Six Quick Prospecting Tricks

1. Call/Email High
2. Attitude (non-threatening researcher, not a salesperson)
   a. "Did I catch you at a bad time?"
   b. "Who is the right person to talk about online marketing?"
   c. "May I ask how your online marketing team works today?"
   d. "Would it be a waste of time to discuss online marketing to see if we could help?"
3. Think "Bite-sized" Emails
4. If they aren't interested, find out why
   a. Priority, budget, organizational change issues? Learn their objections.
   b. Is it worth it for you to dig more or should you move on?
5. Don't give up too easily with ideal prospects – Don't stop at no unless it's <u>the</u> decision maker
6. Always set up a next step
   a. One of four prospects may have an ideal next step; give it to them and add in yours as well

Focus on the Decision Making Process, Not the Decision Maker

Avoid:

- "Who is the decision maker?"
- "Who signs the checks?"

Ask:

- "How have you evaluated similar products or services?"

- "What is the decision making process?"
- "Who is involved in making the decision?"
- "How will the decision be made?"
- "What are the steps to have a check cut or funds released?"

Build relationships, but don't try to sell decision makers until influencers are won over.

9 Steps to Create Free Trials that Maximize Conversion Rates

1. Design the trial with your prospects and help them run it
2. Understand the prospect's true business issues before you begin
3. Agree with the prospect on where the free trial fits in their buying process
4. Nail fewer key problems rather than trying to solve them all
5. Define with the client what a "successful" trial means
6. Create milestones for the trial
7. Enroll the prospect
8. Simplify the trial process
9. Set expectations

Sales Process

1. (15-minutes) First Contact: "Is this a waste of time?"
   a. Set expectations, lay out process to find mutual fit, and position it to benefit them
      i. "We've found the best way to quickly figure out if there's a real fit or not takes just two steps: first, a more in-depth discovery call with yourself and any other people you want to bring in. And then if that call goes well, a follow-up group white-boarding session or call with the key people on your team who'd be involved so that we can flesh it out all at once if, how and when we should work together."
2. (1 hour) Qualification / Discovery Call: "Is there a fit?"
   a. Your goal, if there is a fit, is to create a plan with the prospect to organize a working or white-boarding session that brings in their key people and decision makers to meet with and create a vision with your key people.
3. (2 hours) Group Working Session: "Should we work together?"
   a. Create a joint vision together; walk them through a design process on how they can and will become successful with your product. Coach the vision out of them rather than telling it to them

Prospects Should Earn Proposals

There is a cost to giving out proposals too soon – the prospect doesn't value it or your time. When the prospect asks about pricing or a proposal, don't give it to them until you know they want it. Tell them you'd be happy to, and to do that, you'd need t set up a scoping call with them and the key people, t ensure the proposal is accurate and meets their needs.

Leads: Seeds, Nets, and Spears
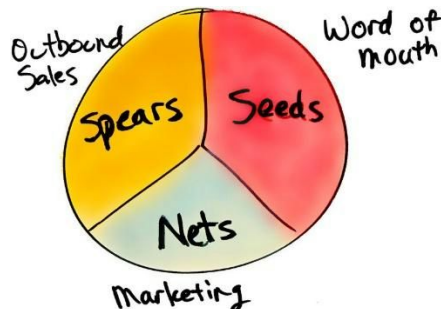
Seeds – Take time to cultivate; via organic internet search/SEO, public relations, local user groups, most social media, or publishing expert content.

Nets – Classic marketing programs; via email marketing, conferences, advertising, and PPC

Spears – Targeted outbound efforts ("top 10 targets")

# Definitions

- Prospects – Names or a list that you are marketing to who have not yet responded
- Leads – Prospect that has positively responded to show interest
- Opportunities – Lead meets your set of qualification criteria and was qualified by SDR and AE
- Clients – Gave you money for a project
- Champions – Referred you business, offered a testimonial, or actively supported you in another way.

Maximize ROI from Tradeshows and Conferences

- Phase 1: Preparation
  - Research who and which companies are attending, review, and prioritize the list (3-4 weeks out)
  - Do they have a current competitive system? Who are the right decision makers to target?
  - Prepare a "cheat sheet' summarizing key points about target companies
- Phase 2: Execution at the Event
  - Log every conversation as soon as possible
  - Disqualify people early to not waste time
- Phase 3: Follow Through
  - What can you do to make the next tradeshow even more successful? What worked, what didn't?

Five Metrics to Track

1. New leads created per month (and from what source)
2. Conversion rates of leads to opportunities
3. Number of, and pipeline dollar value of, qualified opportunities created per month (determines ROI!)
4. Conversion rates of opportunities to closed deals
5. Booked revenues in three categories: New Business, Add-On Business, Renewal Business
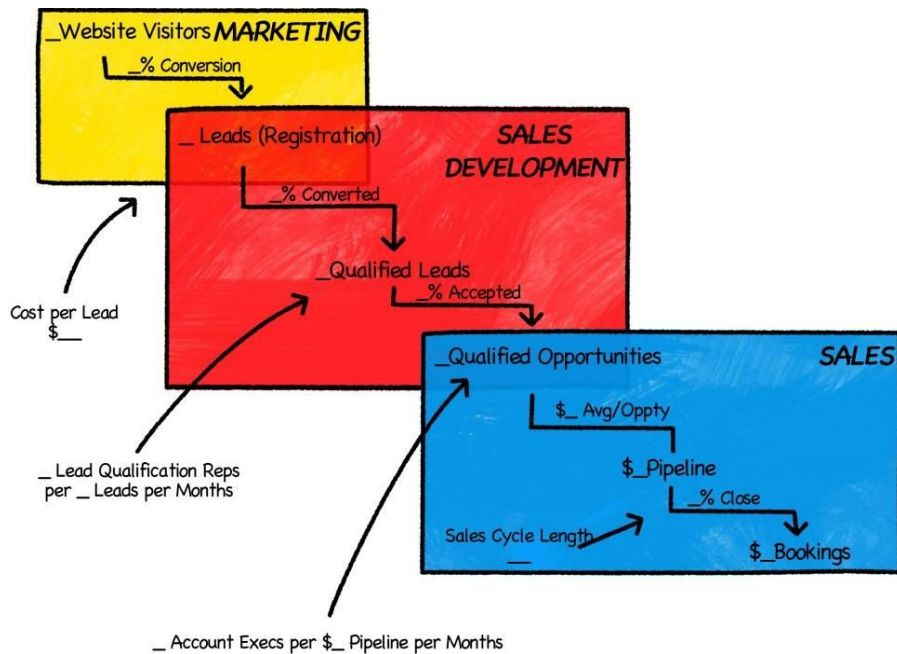
When to Specialize SDR, AE, Account Managers

Use 80/20 rule: When your reps, as a group, are spending more than 20% of their time on a secondary function, break out that function out into a new role

Level 1 : Inbound

Market Response Reps

Responsibilities:

- Respond to all inbound inquiries and web/800# leads
- Qualify and pass leads to account executives (closers)
- Develop sales skills and product knowledge to prepare for next role

Level 2 : Outbound

Outbound Sales Development Reps

Responsibilities:

- Create incremental sales opportunities at cold accounts
- Build and clean targeting list/database
- Highly effective, organized use of Sales Automation System
- Develop sales skills, product and competitive knowledge to prepare for next role

Level 3 : Closing

Account Executives

Responsibilities:

- Discover root problems, show value to clients
- Build trusted relationship
- Differentiate from competition (including "no decision")
- Manage sales cycle to close

Create a Farm Team System

1. Marketing intern or Sales Operations contractor
2. Inside Sales Development – Qualify Inbound Leads
3. Inside Sales Development – Outbound Prospecting
4. Inside Sales Closing – Small/Medium Businesses
5. Inside Sales Closing – Small Field Deals
6. Field Sales Closing – Mid-Market Accounts
7. Field Sales Closing – Enterprise Accounts

Commission-Only Salespeople / Account Executives

Pros:

- Reduced risk in hiring
- Highly incented

Cons:

- If your sales cycle is more than a month or two long, they'll starve
  - Financial worries will distract from work goals
- Attracts more inexperienced salespeople with fewer alternate options
- Motivates to "do wrong" to get deals done

New Hire Program and Sales Boot Camp

Ex: A sales boot camp with role-playing for call, demo, and presentation exercises, ending with a certification

Annually re-certify on product knowledge and competition (two ever-changing areas)

- A scenario is created and described to the group
- Trainee is selected
- One or more people act as the prospect company
- Send off the person to be trained, back to their cube, or another room
- Everyone else goes to conference room to listen in
- Trainee dials into conference room and begins

Self-Managing Weekly Training Meeting

The agenda often included a mix of topics in 10-15 minute chunks, such as:

- Product or sales training
- General business topics (E.g., how to lead or manage)
- Public speaking practice and feedback
- "Dealer's Choice" – anything the owner wants to include just for fun

Meeting Leader for the week finds speakers, organizes them, and runs meetings, but doesn't create content

- 1-min: Opening by Meeting Leader / Mini-CEO
- 10-20 min: Sales Skills (Presentation skills, business scenarios, objection handling, pitches, etc.)
- 10-15 min: Quick Questions (role play prospect questions, answer quickly, and get feedback)
- 10-20 min: Sales Skills 2 (public speaking, role-play phone calls, etc.)
- 10-min: New Best Practice
- 15-min: Industry/Vertical Learning (One team member researches vertical and teaches team)
- 5-min: Meeting Leader Closing (Ask for meeting feedback and choose next leader and content owners)