

# 30-60-90 + Case Study .

Sales Leader Exercise



1. Introduction
2. Review of Current Climate and Business Situation
3. Core Questions and Comments
4. Execution Timeline and Deliverables

## What is My Value?

- Taking over challenging situations with revenue loss, customer attrition and fractured processes.
- Change management, acquisition, sales accountability, retention, strategic execution, quota attainment
- Staying close to client needs, building rapport with internal stakeholders with clear communication and focusing on sales process management fundamentals to increase market share
- Complete introduction of forecasting, target setting, compensation design + Sales Org Design and execution.
  
- Relentless Focus on the right problems and consistent supporter of Team Innovation
- People: Career/Purpose/Personal Value
- Process: Productivity/Strategic/ Tactical
- Infrastructure: Economic/Performance/Access/Operational

# Review of Current Climate and Business Situation

1.

## **Declining Growth Rate and “Improper” Targets**

Sales are slowing and the team feels like the targets are borderline unachievable.

3.

## **Product Releases Focused on Stability**

More intensive planning around long term scaling, means less innovative customer-facing features to promote

2.

## **Leadership Principles Lacking**

No consistency and a lack of accountability coupled with weak pipelines and forecasting.

4.

## **Cultural Challenges**

Scaling back office operations = high administrative burden.

New business model and structural changes

# Pipeline Development

## Activity

- **Execute a Contact and Coverage Plan** – guideline to activity based on specific objectives and criteria
- **Activity Model** – guideline based on specific tasks (ie: 50 Cold Calls, 20 in person visits, 10 New Presentations, 3 Flex appointments (cross selling/up selling), 3 deals signed) SHOULD HAVE 3X pipeline.
- **CRM / Salesforce: Dashboards** – tasks, calls made, emails sent, meetings booked – reviewed DAILY.
- Field Visits, One x One's, Deal Clinics
- Importance of defining Team Goals: company's mission (or departmental shared goals) should be aligned with individual goals and compensation
- **Sales Methodology and Process adoption** is critical (templates and verifiable outcomes in Salesforce)

## Results

- Performance Measurement Report shared weekly and discussed as part of a 90 minute team meeting (metrics such as: revenue, unit sales, consent/compliancy, gross margin) increase/decrease WOW, MOM, YOY
- Pipeline (how many deals, average deal size, average sales cycle length, time in each stage)
- Churn rate and Acquisition rate – are we losing clients faster than we can bring them on?
- Performance Management – When necessary, we will need to use performance improvement plans
- Employee Engagement Surveys to judge the cultural state of the team: Role Clarity, Empowerment, Purpose, Belonging, Recognition, Feedback

# Management of the Sales Trial Process and Win Rate Percentage Increases

## Execution Plan

- **What is in our current Pipeline – are we effectively managing each stage?**
- **Understand the behaviours** that set the best sales reps apart and coach to them: Grit, Understands the Customer's business, loves to debate, pushes the customer with a tailored message and solves problems.
- **Increase the number of SQL's (best in class closes 50% + of SQL's).**
  
- **Recognize that you will lose approx 25% to a No Decision – get it early and move on fast**
- **Recognize that you will lost 25–30% to the competition (Pain Point analysis early on will help focus)**
- **Analyze the sales funnel by stage:** Low Conversion Rates in the early stages? Team will need help with rapport building, better qualification, product knowledge and demo skills. Conversion rates low in the late stages – coaching skills: **managing objections, gaining commitment, negotiation skills or closing skills.**

**\*Look at win rate in conjunction with deal size or lead source. Our win rates can be higher when the original source of the opportunity is from referrals or from inbound marketing rather than outbound sales**

**\*\*Win rate can decrease when sales reps work on opportunities that are considerably larger than the average deal size.**

**YOU GET TO YOUR FIRST MILLION DOLLAR CLIENT THROUGH TARGET ACCOUNT SELLING.**

# Sales Accepted Demo's and Qualification: Managing Activity and Results

**A Demo is not a demo of the product and its features – it's about the Pain Points. Have we answered the 3 most important questions in qualification? Does this address the questions you had? Can you see yourself using it? What would be the impact on your business?**

## **Approach**

- Looking at MQL's vs. SQL's: Not every lead generated is sales ready, or a fit. Meaning sales teams need to work with a repeatable process to quickly engage or move on.
- If the BDR is to: Qualify a high volume of leads based on a scorecard and schedule and set expectations for discovery calls, and an AE's job is to: Run the discovery call & ask for next steps, they need to move the opportunity to "Qualified" in the CRM and leave the BDR to continue hunting.
- What is the activity of the BDR – What does 'good' look like?

## **KPI's to measure in order to achieve optimal results for Results**

- Average Spend per client
- Churn rate of active clients YOY – compared to acquisition rate
- Customer Value – what would it mean to lose them?
- Revenue or Total Sales Volume
- Active Subscriptions
- Web Conversion
- Number of Sales Calls
- Broken down by rep/by product line/location

# Managing Activity and Results

## Activity

- Contact and Coverage Plans – guideline to activity based on specific objectives and criteria
- Activity Model – guideline based on specific tasks (ie: 50 Cold Calls, 20 in person visits, 10 New Presentations, 3 Flex appointments (cross selling/up selling), 3 deals signed)
- CRM / Salesforce: Dashboards – tasks, calls made, emails sent, meetings booked
- Field Visits, One x One's, Deal Clinics
- Importance of defining Team Goals: company's mission (or departmental shared goals) should be aligned with individual goals.
- Recognize efficiency and coach to underperformance by modeling the right behavior

## Results

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# Forecasting Approach and Results

Some of my “go-to” metrics

## Forecasting Approach

- Mixture of quantitative and qualitative. Quantitative is difficult when YOY, the comparables change. Purpose must be outlined first – for example: we want to focus on a marketing strategy for sales retention = detailed action/comms plan
- Increase penetration in existing markets with new bundled solutions, Retention (focused on Churn reduction/training/support and stability in some product segments), New Channels of Distributions to review and managing your Loss Leaders/Aggressive Pricing in specific market segments
- Using Market Research and a Delphi approach (panel of experts) – combination of Historical Patterns and Trend Projections

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# Quota Setting, Territory Management and Account Assignments

What is my approach?

## 1. Targets should be challenging yet achievable.

Comprised of both a commission portion and a bonus portion. The commission portion is based on growth revenue performance; the bonus portion is based on results as they apply to factors that are important to the Company. Factors include: Retention, Consistency and Selling Smart (ie: GP management, salesforce documentation)

Half of base salary, paid quarterly or more frequently, Billed revenue, gates to tiers of payment, uncapped.

What metrics does the business need to drive aside from growth and churn management (compliance, consistency)

### **Percentage of Org Achieving Quota**

On average, if 60% of your team is achieving 100%, you have a good set of business metrics to drive the right behaviors

## 2. Territory Management

Identify company goals (growth mindset) and the addressable market (client segmentation). New Clients, Current, Win-back, Groups. Define the roles and the capabilities the rep needs to have alongside they must have along with Lead Generation rules. Geography, T&E expense management, resources available

### **We should take into account: On Target Earnings, Average New Deal Size, Sales Cycle Length, Vertical Sales Adoption, Sales Preparedness**

Salary including commissions and bonuses should be comparable to other similar industries and current sales measurements should be used to forecast future trends with quota setting.

# Customer Engagement

What matters?

## 1. Client Facing Team Feedback and Social Listening

## 2. NPS

## 3. Surveys after an interaction with Sales or Service

Post technical support or the implementation of a deal – Operational data helps as well (ie: an unusual amount of missed payments or returns)

## 4. Loyalty Programs and Measuring Sales Results – are they successful?

Revenues per customer, product penetration per customer, customer revenue increases, wait times, non-contact, abandoned calls, dead deals in the pipeline, referrals.

## 5. Commitments that involve and engage customers

## 6. Customer Satisfaction Scores – Map out the Customer Experience

Interview the customer at various stages

# Recruiting and Talent Management – Who to Hire?

Define the skill sets that I look for when growing or restructuring a team

## Table Steaks for recruitment and team management

- Sense of Urgency, Ease of Conversation, Business Acumen, Organized, Competence, Judgment, Energy, Focus and Trust
- Assess Current Talent: Balance stability and change with organizational alignment (where do we want to be). Create an interview template – strengths and weaknesses of existing strategy, what resources could we leverage more effectively, biggest challenges, how could we improve together.

### Need to Have Skills

- Understand Business Value in order to demonstrate our products and services, Understand the dynamic of motivating to buy vs selling, Situation Fluency, Looks for Pain statements, able to manage conflict, not afraid to negotiate, cultural fit, experience in achieving quota, curious personality
- Capacity to exercise judgement and not just technical skills. Process Driven and can demonstrate a repeatable pattern of success, can share data on performance, has relevant industry knowledge

### Performance Reviews and Patterns of Behavior

- Sales Results, Career Progression or Planning, Peer feedback, Stack ranking: Keep in place, move to another position, replace, observe.
- Push/Pull tools: incentives, mission statement, procedures – shared vision, teamwork

### Competencies – related knowledge, skills and characteristics

- Process Management, Relationship Building/Management, Communicating/Influencing, Ingenuity/Creativity and a Drive for Results

# Engaging, Uniting, Motivating and Inspiring a Team

How to bring the Team together to achieve their individual and corporate goal

## 1. **ENGAGE**

- Define the corporate/departmental goals and their meaning and communicate the importance, often
- Provide training where necessary (skill/product/perception)
- Forums for discussion (Big Ideas Meetings, Feedback Sessions or Debate Meetings)
- Field work –builds accountability and loyalty
- Encourage opportunities for them to work together or with other departments

## 2. **UNITE**

- Safety, Significance, Connection and Communication (often)!
- Allow for differences in opinions and creative thought
- Positive momentum and energy builds a culture of “How” rather than “Why”

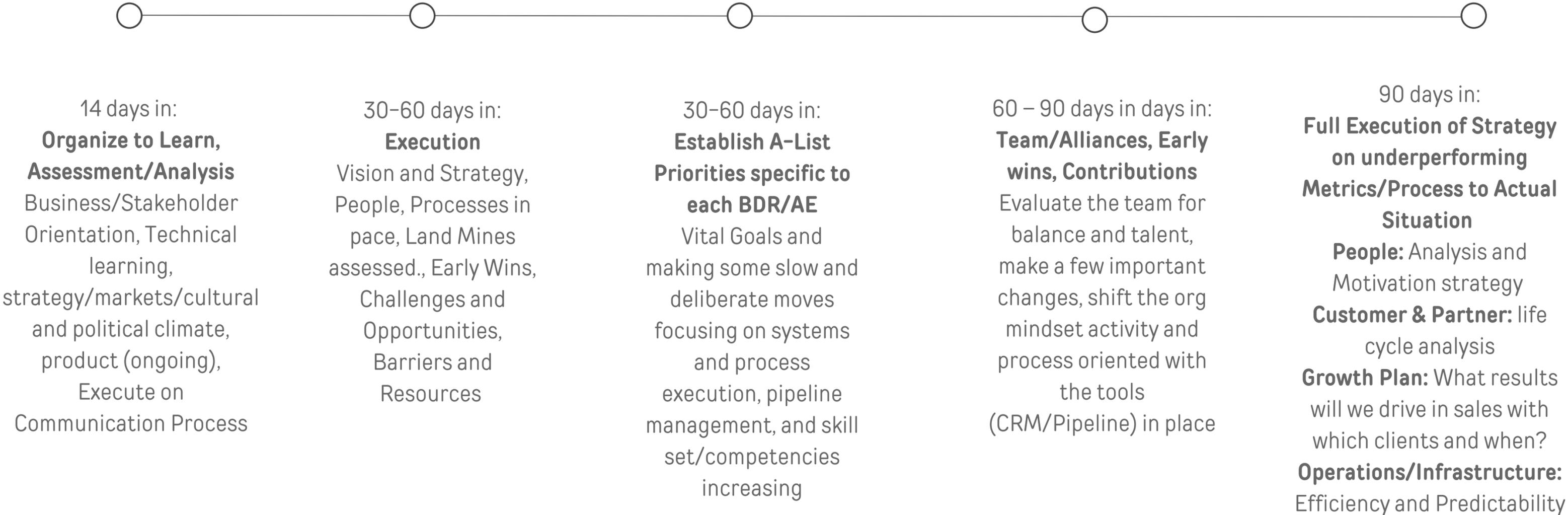
## 3. **MOTIVATE**

- Listen (actively and without recourse), encourage positive ideas.
- Be consistent in your scheduling (as a team and with individuals)
- Share the impact of their actions
- Incentives/SPIFF's/contests

## 4. **INSPIRE**

- “Purpose” conversations – managing to that specific idea for each person

# Timeline and Deliverables



# APPENDIX



Stage 6 MQL / Sales Lead (Stage 0)				
Only enter (Y)es, (N)o or (U)known in the highlighted cells				
		Y/N	Weight	Score
<b>B</b>	Rough understanding of annual content production spend	y	1	1
<b>A</b>	Understanding of the prospect's buying process and the stakeholders involved	n	3	0
<b>N</b>	Pain or gain Identified	y	5	5
	Understanding of how content is used today	Y	1	1
	Understanding of how content is sourced today	Y	1	1
	Understanding of impact of inaction	Y	2	2
	Understanding of what else they've tried to resolve the problem	Y	2	2
<b>T</b>	Critical event driving timing	n	5	0
<b>Sales Lead Score</b>			20	12
<b>Move to 1 - Identified</b>			60%	Yellow
<b>Green</b>	Convert Lead to Stage 0 Opportunity. Confirm sales is informed.			
<b>Yellow</b>	Set lead Status to Nurture. SDR will continue to nurture lead.			
<b>Red</b>	Set lead status to Disqualified. SDR will set disqualification reason. Lead will no longer be contacted.			

# SAMPLE SALES PROCESS BETWEEN BDR/AE

	Research	Intro Discovery Call	Deep Discovery	Proof/Solution	Contracts & Close	Activation
SDRs						
Hunters						
Closers						
Growers						
Engagement					***	
SEs						

BUYING PROCESS										
DEVELOP BUSINESS STRATEGY DEFINE AND EXECUTE INITIATIVES		DETERMINE NEEDS / REQUIREMENTS		EVALUATE ALTERNATIVES SELECT SOLUTION AND EVALUATE RISK			RESOLVE ANY ISSUES AND FINALIZE CONTRACTS		IMPLEMENT AND EVALUATE SUCCESS	
SALES PROCESS										
PLAN/RESEARCH		QUALIFY/INTRO CALL		DEVELOP/DEEP DISCOVERY		PROVE	NEGOTIATE	CONTRACTS/CLOSE	ACTIVATE	
ACTIVITIES										
<ul style="list-style-type: none"> <li>Conduct territory, account and/or opportunity planning (as appropriate)</li> <li>Identify potential opportunity</li> <li>Conduct pre-call planning and research</li> <li>Identify potential beneficiary</li> <li>Stimulate interest</li> <li>Understand 'Pains'</li> <li>Understand Business Offering and Customers</li> <li>Confirm dialogue and agree upon next steps</li> </ul>		<ul style="list-style-type: none"> <li>Uncover business pains or issues</li> <li>Create or reengineer vision or understand current vision</li> <li>Gain agreement to explore further</li> <li>Negotiate access to power person</li> <li>Confirm dialogue and agree upon next steps</li> <li>Do they fit within our current 'Ideal Customer' profile</li> </ul>		<ul style="list-style-type: none"> <li>Create or reengineer vision</li> <li>Gain agreement to explore further</li> <li>Determine evaluation criteria</li> <li>Propose a plan of next steps</li> <li>Confirm dialogue and agree upon plan of next steps</li> <li>Begin execution of next steps</li> <li>Present preliminary solution</li> <li>Prove capabilities</li> </ul>		<ul style="list-style-type: none"> <li>Present Solution</li> <li>Prove Capabilities</li> <li>Conduct Review of Proposal</li> <li>Ask for the Business</li> <li>Issue Proposal</li> <li>Receive Verbal Approval</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for final negotiations</li> <li>Reach final agreement</li> <li>Legal, Pricing, Operational Plan is developed</li> </ul>	<ul style="list-style-type: none"> <li>Get necessary documents signed</li> <li>Discuss timeline for service to transition or commence</li> </ul>	<ul style="list-style-type: none"> <li>Implement solution</li> <li>Complete implementation approach</li> <li>Measure success criteria</li> <li>On Boarding Plan</li> <li>Identify potential new opportunities</li> </ul>	
OUTCOMES										
Account Plan, Opportunity Plan	<ul style="list-style-type: none"> <li>Lead Letter, Prospect Letter sent, research</li> </ul>	Customer agrees to move forward, planning	<ul style="list-style-type: none"> <li>Presentations, internal stakeholders get involved,</li> </ul>	<ul style="list-style-type: none"> <li>Pricing Proposals</li> </ul>		<ul style="list-style-type: none"> <li>Terms and Conditions, Pricing, Service Agreements</li> </ul>	<ul style="list-style-type: none"> <li>Documents signed</li> </ul>	<ul style="list-style-type: none"> <li>Implementation Plan completed, Service Commences</li> </ul>		