



Sales & Marketing

Bootcamp

Bootcamp Chapters

1. Go to Market & Entering the US Market
2. Critical Foundations
3. Startup Stages, Landing Your First Customers, and Healthy Growth
4. ICPs, Buyer Personas, Value Prop
5. Roles and Specialization
6. Marketing: Lead Gen and Traction Channels
7. Outbound Lead Gen Deep Dive
8. Sales Process and Metrics
9. The Flywheel
10. Customer Success
11. Sales Team Comp and Developing Your Sales Plan
12. Sales Pitch & Deck
13. Sales Enablement and Playbook



Welcome to Chapter 1

Go to Market & Entering the US Market

Go to Market & Entering the US Market

- 1.** Go to Market Foundations
- 2.** Common Mistakes
- 3.** Key Characteristics of the US Market
- 4.** US Sales Culture & Operating in the US

Go To Market Strategy

A go-to-market (GTM) strategy is the way in which a company brings a product to market.

What is included: a business plan outlining the target audience, marketing plan and sales strategy.

Key Components of GTM:

1. Discovery and Market Research
2. Target Audience
3. Competition
4. Unique Selling Proposition and Unique Value Proposition
5. Distribution
6. Pricing

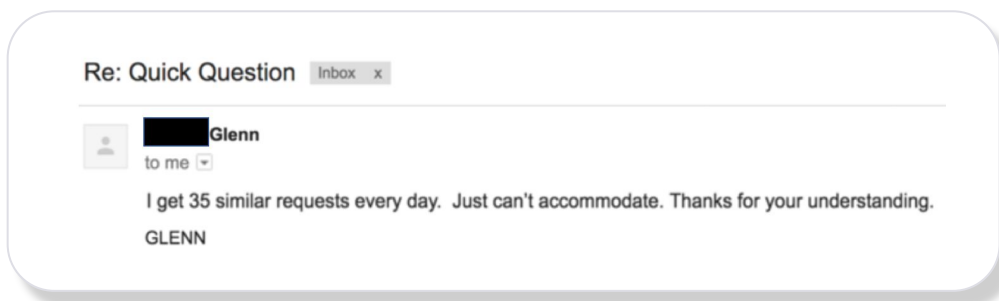
Top 10 Go-To-Market Mistakes

1. Not starting with founder led sales
2. Lack of market research and discovery
3. Not deeply understanding the competitive environment
4. Not enough attention on the critical foundations: ICPs, Buyer Personas, Value Prop
5. Wrong Sales Process: Product led or Sales drive
6. Wrong positioning for the market segments you're going after
7. Not enough traction testing to identify top lead gen channels
8. Focus on new customer acquisition over customer success
9. Thinking your sales hires will solve all your revenue growth challenges
10. Not tracking enough or tracking the wrong metrics

Key Differences In The US Market

Competition is Intense

- Competitors are frequent!
- Everyone is entering a crowded market
- Success requires strong differentiation, personalization, engagement through multiple channels



Sales Cycles are Long

- Trials/Pilots/Proof of Concepts are very common!
- Getting to a signed deal can take 2x as long in the US even when your initial point of contact is enthusiastic about you (*having a great product is not enough*)
- Procurement alone at enterprises can take 2-3+ months
- Buying Committees : 6-10 decision makers (compared to ~3 globally) in B2B sales

• \$3,000 ACV Deals	7-30 days
• \$10,000 ACV Deals	1-2 months
• \$25,000 ACV Deals	2-6 months
• \$100,000 AVC Deal	3-9 months

Key Differences In The US Market

Volume

- US is a massive market - a lot of potential
- Total potential universe can be tens of thousands

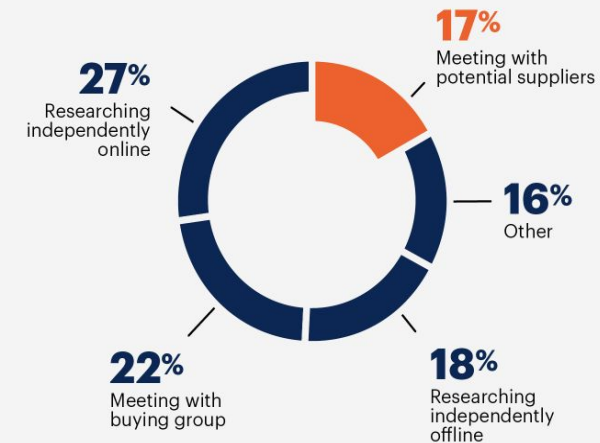
Large Deal Sizes

- Can be up to 1.5 - 2x larger and 2-3x longer in term
- Investors value real growth leveraged from the strong spending power of US firms

Innovation

- Willingness by many organizations to test out and invest in new ideas or early technologies, but convincing those early adopters is key to getting started

Distribution of buying groups' time by key buying activities



n = 750 B2B buyers
Source: Gartner
© 2019 Gartner, Inc. and/or its affiliates. All rights reserved. CM_611049

Gartner

Operating in the US

Need local hires to do business in the US

- **Time zones:** You need to be able to take sales and onboarding calls in US working time zones
- **Customer Support Response Times:** You will need someone available from at least 9am EST (6am PST) to 5pm PST (11 hrs)
- **Culture:** More traditional industries like Agtech and Defense will benefit from local and industry hires

Country size will require focus

To make the market size manageable focus on segmentation and prioritization. Don't boil the ocean. That could mean:

- Regional focus, or
- Industry focus, and
- Market focus (enterprise vs mid market vs small emerging business)

Operating in the US

CEO location considerations

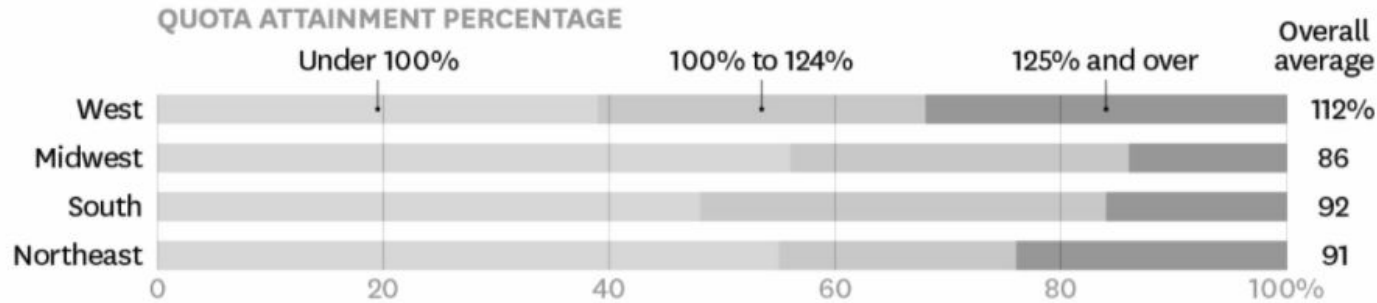
Remote CEO

- You will need a local team to gain confidence from prospects and customers
- Key team members in US:
 - C-Level leader who can manage the sales team and can influence the product roadmap
 - Account Executive (Sales)
 - Customer Success/Onboarding
 - Support
- Team size: 4-6 people

Local CEO

- CEO (1st Seller)
- Customer Success/Onboarding
- Support
- Team size: 2-3 people to start

The American Salesperson



SOURCE STEVE W. MARTIN, BASED ON A 2015 SURVEY OF MORE THAN 250 B2B SALESPEOPLE

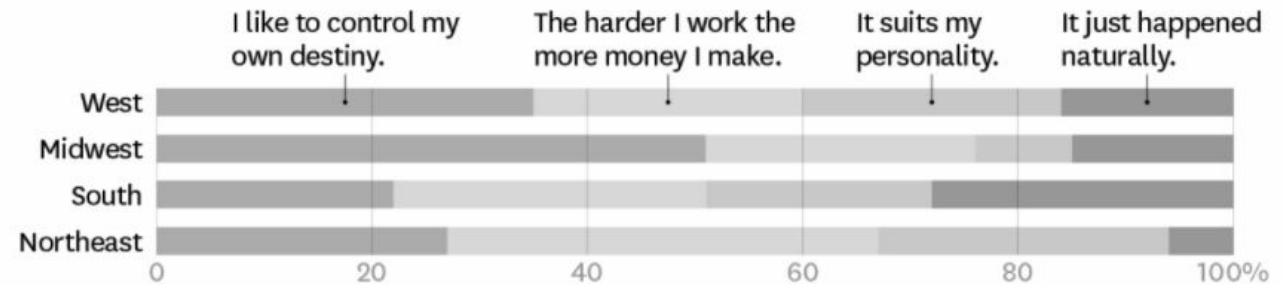
© HBR.ORG

Geographic differences in quota attainment.

Western reps are the highest performing reps in the country on average.

Motivations for becoming sales people.

Money and controlling your own destiny are top motivations.



SOURCE STEVE W. MARTIN, BASED ON A 2015 SURVEY OF MORE THAN 250 B2B SALESPEOPLE

© HBR.ORG

Thank You!

Do you really understand product market fit?
Onward to *Chapter 2: Critical Foundations* to find out!



Welcome to Chapter 2

Critical Foundations

Critical Foundations

1. Founder Led Sales
2. Product Market Fit
3. MVP vs MSP
4. Your Price's Impact on Strategy
5. SLG and PLG

Founder Led Sales

You, the founder, are responsible for landing the first 5-10 clients!

Make this a priority.

But I am really, really bad at sales... You really can't convince five people to buy what you built?

Regardless, you are still responsible:

- Find someone that can sell (we often call this the evangelist team member, or if you are a product founder, your co-founder should lead this)
- You'll be on every sales call with them, listening
- Debrief after every call
- **Feedback loop:** customer needs should lead your product roadmap
- Help that person get everything they need so together you get these first customers
- Use everything you learn to refine your product market fit



The best way to make this happen...

At first, do not get distracted by cool stuff!!! You will figure out process and hires after you land your first couple of customers and can get help.

Product Market Fit

Everyone throws around the words
“Product Market Fit.”

Everyone seems to have it, but what does it really mean?
And why is thinking you have it, when you don't, so
dangerous?

Product Market Fit is the single most important thing to focus on **every day**, and it's incredibly difficult to achieve

Product Market Fit; What It Is Not

- ✗ I built a thing that customers want
- ✗ I have a few customers paying for my product
- ✗ ARR is growing! - that's just great sales

It's way more than that...

- How fast is revenue growing?
- How is churn?
- How is adoption?
- How is usage?
- What are the margins?
- What is your NPS (Net Promoter Score)?

Product Market Fit; What Is It

You don't decide when you find product market fit, the market tells you through these actions:

- Retention and adoption/usage is skyrocketing
- Referrals are coming in hot, word is spreading!
- You are hiring Sales and CS people as fast as you can
- Money is piling up (profitable, healthy margins)
- Profitability

It's experiential, it's not quantitative. It's not a certain amount of revenue or number of customers.

Yes, it's really really hard. You and your co-founders, have to be comfortable failing at it for while. But once you find it, you're going to make it.



Whenever you see a successful startup, you see one that has reached product market fit -- and usually along the way screwed up all kinds of other things, from channel model to pipeline development strategy to marketing plan to press relations to compensation policies....And the startup is still successful.

Conversely, you see a surprising number of really well-run startups that have all aspects of operations completely buttoned down, HR policies in place, great sales model, thoroughly thought-through marketing plan, great interview processes, outstanding catered food, 30" monitors for all the programmers, top tier VCs on the board -- heading straight off a cliff due to not ever finding product market fit.

Ironically, once a startup is successful, and you ask the founders what made it successful, they will usually cite all kinds of things that had nothing to do with it. People are terrible at understanding causation. But in almost every case, the cause was actually product market fit.

Because, really, what else could it possibly be?

Marc Andreessen

Co-founder and GM Andreessen Horowitz, formerly
co-founder of Netscape

Why is Getting it Wrong is Dangerous

You are building a house of cards.

- You start spending money that should not be spent
- You hire people you shouldn't
- You focus more on building a company (hiring, culture, process, optimizing) and lose relentless focus on solving the problem you started the business to solve.

Solving the problem is the real challenge. Do not lose focus on that.



MVP vs MSP

Minimum Viable Product (MVP)

MVP is a product that solves a problem completely.

You built something that works!

Minimum Sellable Product (MSP)

MSP means people are willing to buy it. It is focused on getting your first paying customers.

You built something that people are willing to pay for!



Warning sign you have a MVP but not a MSP:

When pitching to prospects that meet your buyer persona, you sell them future vision features that don't exist, or exaggerate what you have because if you don't they are not willing to buy the product as it exists.



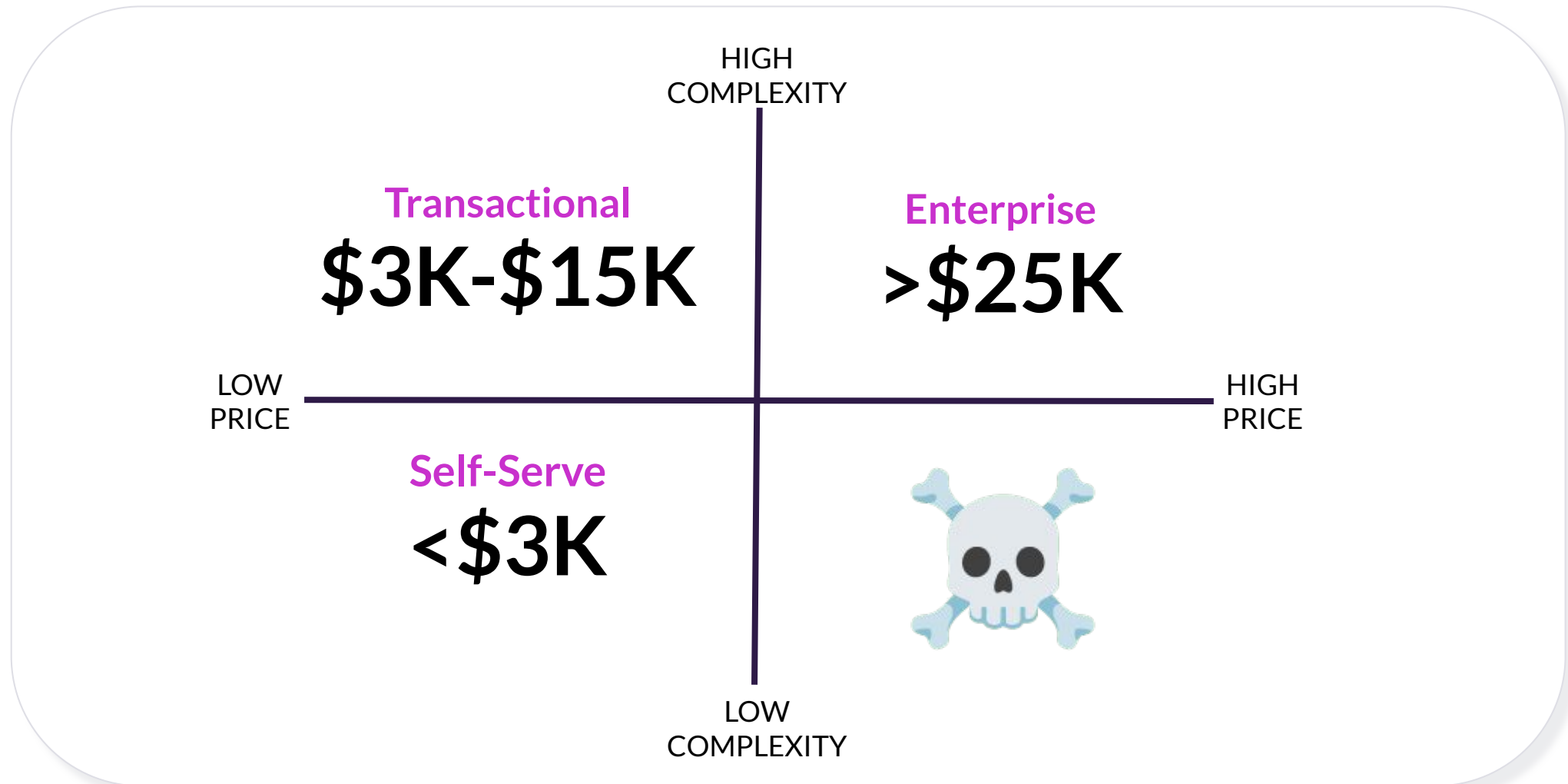
What's different in B2B products, you have to focus on Minimum Sellable Product, not Minimum Viable Product. It doesn't matter if your product does something neat, or even useful. What matters is if someone will buy it.

The MVP concept from B2C and freemium does a slight disservice in enterprise. If they will use, but not buy it - it doesn't really exist.

Jason Lemkin

former CEO Echosign sold to Adobe

Your Price's Impact on Your Strategy



Your Price's Impact on Your Strategy

	Self Serve	Transactional	Enterprise
Price	Low < \$3k	Mid \$3k - \$15k	High >\$25k
Outbound Lead Gen	None	Volume Based	Volume & Account Based
Marketing	Highest Spend	High Spend	High spend
Sales Team	None!	• Inside sales reps	• Sales Managers • Account Executive team • Sales Engineers
Customer Success/Support	• Minimal • Self serve	• Medium touch • Email, chatbot, maybe phone • Paid trainings and onboarding	• High touch • Phone support • SLAs (service level agreements) • Quarterly Business Reviews • Assigned Client Managers
Sales Process	N/A	Quick, simple, Highly efficient	Complex, slow, multiple decision makers
Sales Cycle	Conversions can happen same day	1-3 months max	6-12 months

SLG vs PLG

Sales Led Growth

Customers speak to sales before they experience the product.

Serves the Buyer Journey (Dir, VP, CXO)

Top down approach

- Vendor Control
- Longer sales cycle
- Bigger accounts (transactional to enterprise)
- Higher ARR
- Product usage after sales led conversation
- Show value of the product
- CTA: Request a Demo or Talk to Sales

Product Led Growth

Customers experience the product without ever needing to speak to your team.

Serves the User Journey

Bottom up approach

- Buyer control
- Conversions happen the same day
- Self-service/low touch
- Viral community adoption
- Primarily inbound
- Flexible sales process
- CTA: Get Started or Free trial

Hybrid

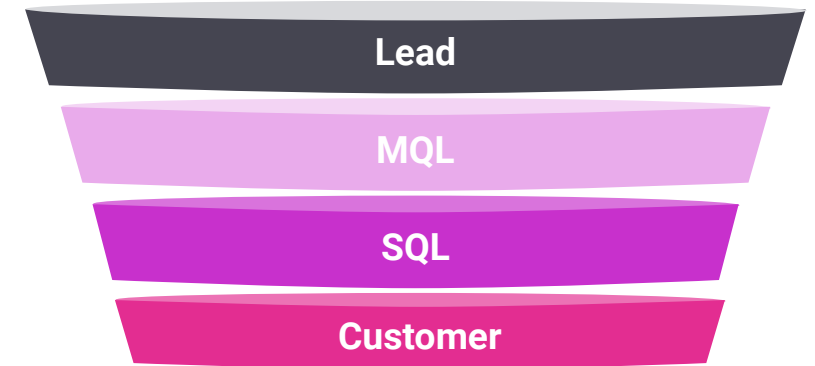
Meeting the needs of both the Buyer and User

Both audiences need the same solution set, but their buyer journeys - how they discover you, how you find, educate, market and sell to them - are different.

Benefits of both PLG and SLG

- Optimizing customer acquisition costs
- Maximize value of each individual user/customers
- Maximizing the breadth of customers you can reach through small, medium, and large enterprises

Buyer Journey (SLG)



User Journey (PLG)



Thank You!

How long does it take for an average startup to reach \$100M in ARR?

Find out in *Chapter 3: Startup Stages, Landing Your First Customers, and Healthy Growth*



Welcome to Chapter 3

Startup Stages, Landing Your First
Customers, and Healthy Growth

Chapter 3

Startup Stages, Landing Your First Customers, & Healthy Growth

1. 5 Stages of the Startup Journey
2. Discovery and Market Research
3. Landing Your First Customers
4. Growth Rates and Path to \$100M

First **5 Stages** of the Startup Journey

1. MVP &
Discovery

2. Initial Success

3. Traction

4. Initial Scale

5. Scale

First 5 Stages of the Startup Journey

1. MVP & Discovery	2. Initial Success	3. Traction	4. Initial Scale	5. Scale
Learning phase, market research and discovery. Build your MVP, and take it to prospective customers to gather as much discovery as possible. Goal: Learning and hypothesis validation Go to Market: Do whatever it takes to get customers to buy Buyers: Early adopters Lead Gen: Your network Pricing: Customer commitment Milestones: A product that works Roadmap based on learnings	MVP turns into MSP. You get your first customers and focus is on learning and customer retention. Goal: Customer retention Go to Market: Do whatever it takes to get customers to buy Buyers: Early adopters Lead Gen: Your network + early traction channels Pricing: Customer commitment Milestones: First 5-15 customers MVP is now an MSP	Sales is growing. Making the process repeatable becomes apparent, and it's time to start hiring. Goal: Customer retention and initial process Go to Market: Understanding what works, testing more channels, establishing process Buyers: Early majority Lead Gen: Objective customers - testing multiple strategies Pricing: starts to transition to unit economics/value Milestones: ARR \$1- \$2.5M+ ARR growing >100% a year	Revenue and customers are compounding. Processes are in place and it's time to scale, hire and optimize growth. Goal: Codify process, scalable unit economics (LTV:CAC = 3:1) Go to Market: Understanding what works, testing more channels, establishing process Buyers: Early majority Lead Gen: Know most effective channels and optimize them Pricing: Unit economics/Value Milestones: Benchmarks: \$3 - \$10M ARR and working towards 3:1 LTV: CAC ratio	Current markets are growing steadily, processes are working and you are ready to accelerate growth and enter new markets. Goal: Accelerate and scale Go to Market: Process drivers and analysts fuel growth with more data driven processes Buyers: Early majority Lead Gen: Increasing investment in traction channels Pricing: Unit economics/value Milestones: \$10M+ ARR and achieving a 3:1 LTV: CAC ratio

Going from Traction to Initial Scale is often the most challenging part of the early journey due to resources.

Conducting Meaningful Discovery

Discovery: Take a methodical, diverse and data driven approach.

Write out each hypothesis

Examples:

1. **Hypothesis 1:** Customers using other content management platforms are not fully satisfied with their ability to manage and distribute their content across multiple platforms.
2. **Hypothesis 2:** Small businesses with 0 to 250 employees will find StreamBright's self-serve content management solution accessible and user-friendly.
3. **Hypothesis 3:** Users will find value in StreamBright's offerings and be willing to subscribe to plans ranging from \$25 to \$100/month per user.

Execute research and discovery

1. Research and Data Analysis
2. Market Survey (*we recommend Pollfish, we do not recommend Survey Monkey)
3. Discovery Calls
4. User Testing and Interviews

Tie each question directly back to your hypothesis.

Reject and validate each hypothesis

Let this inform your product development and go to market strategy.

Don't go off hunches or assumptions.

Effective Discovery Calls

- Based on your hypothesis, write out discovery questions to validate or reject each one
- Reach out: Get intros to friendlies in the industry or conduct an outbound campaign to set meetings for the purpose of discovery
**“Your Expertise”*
- Conduct and record meetings (Chorus, Jimminy, Avoma, Fireflies, Gong)
**CEO and Product are ideal host of these meetings*
- Track or reject each hypothesis
- Translate consistent learnings into product roadmap

Sample Discovery Questions

What are some of your key pain points related to X?

What tools are you using now to solve X problem?

How well are those solutions solving that problem for you now?

What would the perfect solution look like for you?

Does this kind of solution fill a need for you?

What would you be willing to spend on a solution like this?

What would you expect to pay for this solution?

What kind of features would be most valuable to you?

Do you have authority/budget to purchase a solution like this?

What is your buying process at [Company name]?

What roadblocks might we run into?

Why wouldn't you buy a solution like this?

Landing Your 1st Customers

Everyone at the company should be focused on getting to Initial Success. It is the first step towards Product Market Fit.

Start with the basics:

- Establish first goals
 - 5-10 customers using the product (trial, proof of concept, beta offer)
 - Convert 90% to paying customers
- Define what success looks like for those customers
- Make them “successful” at all costs!
- Interview every single customer
 - Why did they buy?
 - What will make them stay?
 - How well does it solve their problem?
 - How can you help them further the value/drive more adoption?
- Product should listen to every call

! These customers are your roadmap to your next 100 customers and ultimately Product Market Fit!

When was the last time you, the CEO, and your
Head of Product did a customer interview?

Customer interviews should never cease.

Initial Traction

Now you have your first 5-10 paying customers, how do you move to Initial Traction?

Questions to Ask Yourself

- Are all of these customers in our target markets?
- Are these objective customers?
- Why did they buy in the first place?
- What do these customers consider success? What will prevent them from churning/why will they stay?
- What features were most important?
- What features are missing?

Actions to Take

- Follow through on all roadmap promises
- Never take your foot off the pedal when it comes to customer success!
- Double down on what's working - prioritize customers with the same buyer persona
- Update your collateral based on learnings from first customers
- Start developing your lead gen, sales, and customer success processes

PMF mentality should never cease.

Just because you were successful in one market,
does not mean you will be successful in the next.

You cannot take your sales or marketing team,
send them to a new market with the same quotas,
when you have not established PMF in this new
market.

Summary

1. MVP & Discovery	2. Initial Success	3. Traction
✓ Do meaningful discovery and market research ✓ Build your MVP ✓ Prepare to pitch and demo the product	✓ Start with first set of practical and measurable goals: 5 -10 objective paying customers ✓ Interview every one of those customers ✓ Build roadmap around their feedback ✓ Document and replicate what worked with your first 10 customers	✓ Start to build a repeatable process ✓ Build your sales playbook ✓ Traction testing ✓ Expand your team ✓ Optimize your process - reduce your sales cycle, increase your ACV, increase lead volume

**Reminder, when you go into new markets, you have to repeat this each time.*

The Path to \$100M in ARR

A 10 Year Journey



Looking at 72 companies that achieved \$100m ARR, 50% (36) reached \$100M in ARR between years 5 and 10.

It took an **average of 4.5 years** to reach 10M in ARR.

Healthy ARR (Annual Recurring Revenue) Growth

You will hear a lot of different trends when it comes to what a healthy growth rate is, but looking past the nuances they all get you to about the same place. Here are some basic principles and guides that align with the trajectory of the 100 companies who IPO'd in 10 years:

\$0-\$1M

As long as it takes

It doesn't really matter how long it takes to get to \$1M in ARR, as long as by the time you get there, you're ready to triple.

The biggest challenge here is simply managing burn so you can get there.

\$1M - \$10M: Triple-Triple Double

The top SaaS companies at least:

- Triple annually before \$10m ARR
- Double thereafter to \$20 - \$25M

Mendoza Line Principle

Top performing SaaS companies' growth rates decline predictably. After explosive growth early on, growth rates will slow to 80% - 85% of prior years growth rate.

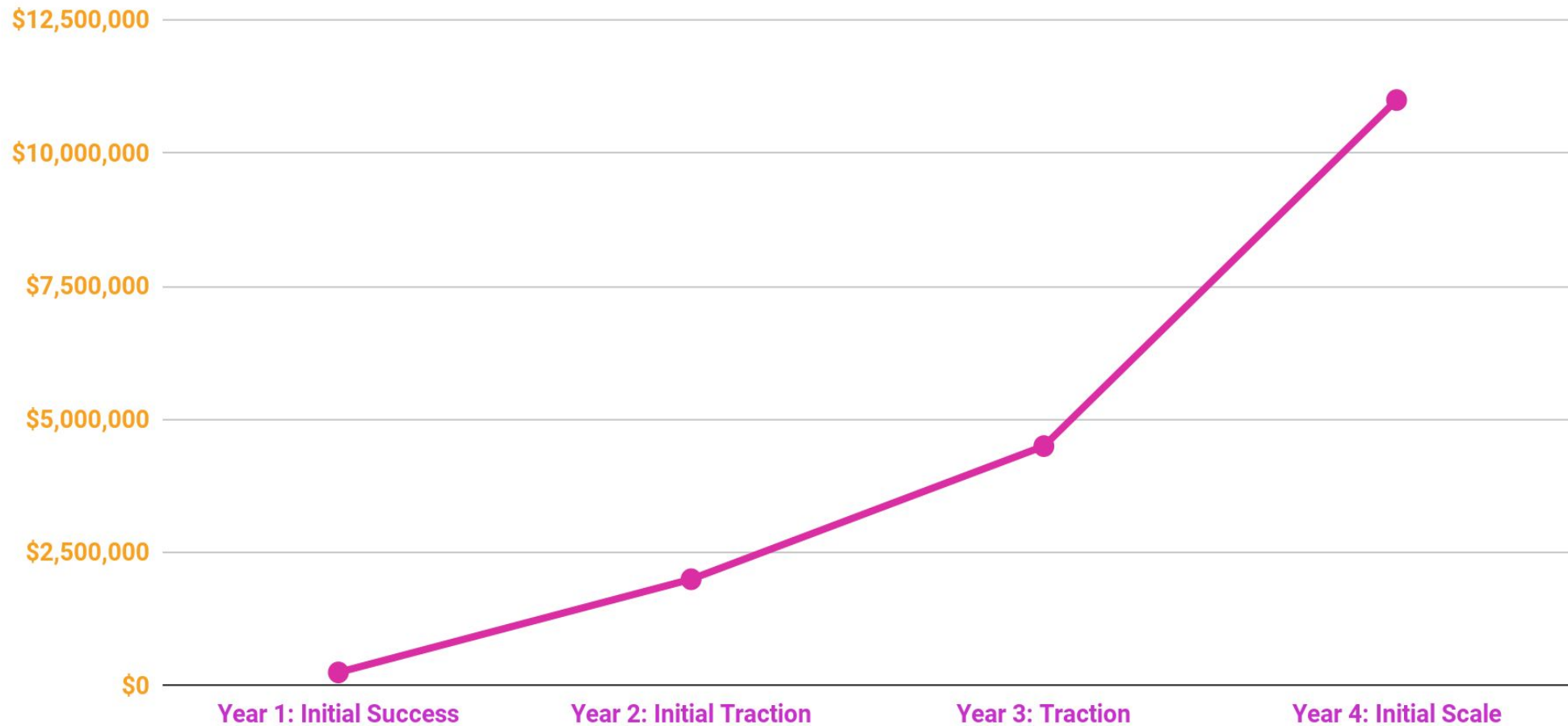
Post IPO or \$150M ARR

Top: 30%+ YoY growth
Median: 14% YoY growth

Sample

	SUCCESSFUL SAAS COMPANY	GROWTH RATES	
Year 1	\$333,333		
Year 2	\$1,000,000	200%	Triple
Year 3	\$3,000,000	200%	Triple
Year 4	\$9,000,000	100%	Double
Year 5	\$18,000,000	85%	Mendoza Principle Applied (85% of prior year growth rate)
Year 6	\$33,300,000	72%	
Year 7	\$57,359,250	61%	Greater than 25-30% growth rate for a healthy SaaS company over \$100M
Year 8	\$92,584,999	52%	
Year 9	\$140,914,948		

Stages aligned with ARR Growth



Thank You!

Why do Ideal Customer Profiles and Buyer Personas matter so much?

Find out in *Chapter 4: ICP, Buyer Personas & Value Prop.*



Welcome to Chapter 4

ICPs, Buyer Personas, & Value Prop

Chapter 4

ICPs, Buyer Personas, Value Prop

- 1.** Ideal Customer Profiles and Buyer Persona 101
- 2.** Putting them to Use
- 3.** Value Proposition and Unique Selling Proposition
- 4.** Winning Differentiation
- 5.** Competitive Analysis

- 6.** Your Self Assessment

ICP & Buyer Personas

Ideal Customer Profiles

(Sometimes called ideal buyer profile) define the perfect customer for what our organization solves for. They represent the **companies** we want to sell into. They allow us to align the organization around the problem we are solving and our product/services capabilities with the customer's needs.

**ICPs help you focus and prioritize accounts that are a good fit.*

Buyer Personas

are the general representations of the **individuals** we sell into, and how we help them solve their specific challenges in their role.

**BPs determine how to best sell to the individuals within the ICP.*

ICP & Buyer Personas 101

DO NOT SKIP THESE STEPS!

But, why are they so important?

1. **Company-wide alignment** - who are we building for, marketing and selling to, and how
2. **Focus** - Ability to segment and prioritize your resources
3. **Acquisition and retention** - Helps you understand your customers better

Results: Tailor your content, messaging, product development, and services to meet the specific needs, behaviors, and concerns of these personas

Common Startup Example:

8 industries x
3 markets (transactional, enterprise, SMB)

= 24 Market segments

3 job functions x 6 regions

= 100s of buyer personas

Takeaway:

Lack of focus and team spread too wide made clear from buyer persona exercise preventing them from achieving PMF.

Your Customer Profiles

Variable	Customer Profile
Industry	What industry is the company operating in?
Size	How large is the organization?
Revenue	How much revenue does the organization make?
Budget	What kind of budget do they spend on your kind of solution?
Need	Why do they need a solution like yours?
Geographic Location(s)	Where are they located? What do they represent?

Your Buyer Personas



COMPANY

Industry: ANY

Company Size: 10,000 +

Other Characteristics: Fortune 1000

DEPARTMENT

Diversity & Inclusion

CAREER

Title:

VP/SVP of Diversity & Inclusion

Jane Jergensen

Age

30-60 years old

Education level

College or Masters

Social Networks

Linkedin, Instagram,
Facebook, Twitter

JOB RESPONSIBILITIES

- Roll out company wide diversity trainings
- Source and hire staff from all backgrounds

GOALS AND OBJECTIVES

- Develop an inclusive culture across the organization
- Reach 7% disability inclusion at the organization

CHALLENGES

- Access to diverse candidates
- Efficiency of hiring process
- Self ID of candidate for tracking
- Overcoming bias and stigma

TOOLS THEY NEED TO DO THEIR JOB

- Employment portals/ATS
- Diversity Training

PREFERRED COMMUNICATION

- Email
- Virtual video
- Face-to-face

GEOGRAPHIC REGION

- Located: USA
- Responsible for: USA



Resource

Check out the SmartSaaS ICP and Buyer Persona Template

Using you ICPs & BPs

You have your ICPs and Personas - now what?

You are going to use your ICPs and Buyer Personas to align your entire organization and once you have them only then can you:

- Align on the right market positioning and segmentation
- Write your Value Proposition
- Identify your pricing
- Develop content
- Create your buyer journey
- Determine your marketing tactics
- Inform your product roadmap

Value Proposition vs Unique Selling Proposition

Your Unique Selling Proposition

USP is a part of your value proposition.

It is specifically a description of what makes you stand out and what makes you different from your competitors.

It's primary value is to create competitive differentiation.

Your value proposition is your unique identifier.

Without it, people don't have a reason to work with you over someone else.

Creates a strong core identity, based on vision, mission, and values. Aligns all departments, something most startups struggle with early on.

Goes beyond the USP by explaining why a customer should care about that difference described in the USP. What are the business outcomes?

Value Proposition

Building a Compelling Value Proposition

1. Identify your target audience (ICPs and BPs)
2. Define your company voice
3. Go through the “Value Prop Exercise” (next slide)
4. Describe your customer pain points
5. Describe your solution to their pain
6. Write your Unique Selling Propositions (Differentiation Statement)
7. List the business outcomes your solution delivers for your customers
8. Quantify the ROI or Cost of Doing Nothing
9. Write your Value Proposition!

Template for writing your Value Proposition:

- Hook
- Tagline
- Problem
- Solution
- Unique Selling Proposition
- Key Feature Innovations and Value
- Core Differentiation
- Business Outcomes/ROI
- Credibility - Customers
- Marquee Product Image

Once you have your value prop written and documented in your sales playbook, you use it to create your company blurb, boilerplate, homepage copy, core outreach messaging, etc.

Value Proposition Exercise

	"Say it in a sentence"
Company	
"Our mission is to_____"	
"Our vision is to _____"	
Problem and Solution	
We are a _____ company that does _____.	
The problem we solve is...	
Current solutions for solving this problem include...	
Current solutions are not enough because....	
Our solution solves this problem by....	
We are the best at....	
Our existing customers include....	
The cost of doing nothing is....	
Our customers achieve these business outcomes....	

Value Prop Translated to Homepage

Hook and Tagline

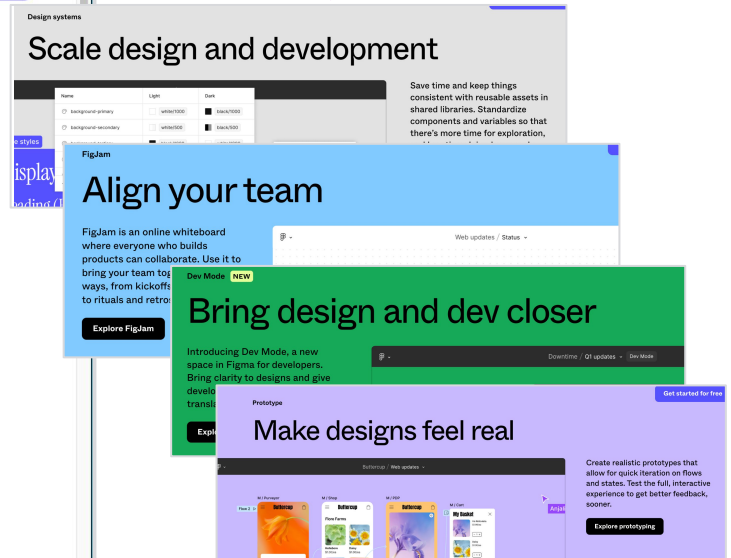
How you **design** 🖋️, **align** 👥, and **build** 🛠️ matters.
Do it together with Figma.

Marquee Product Image

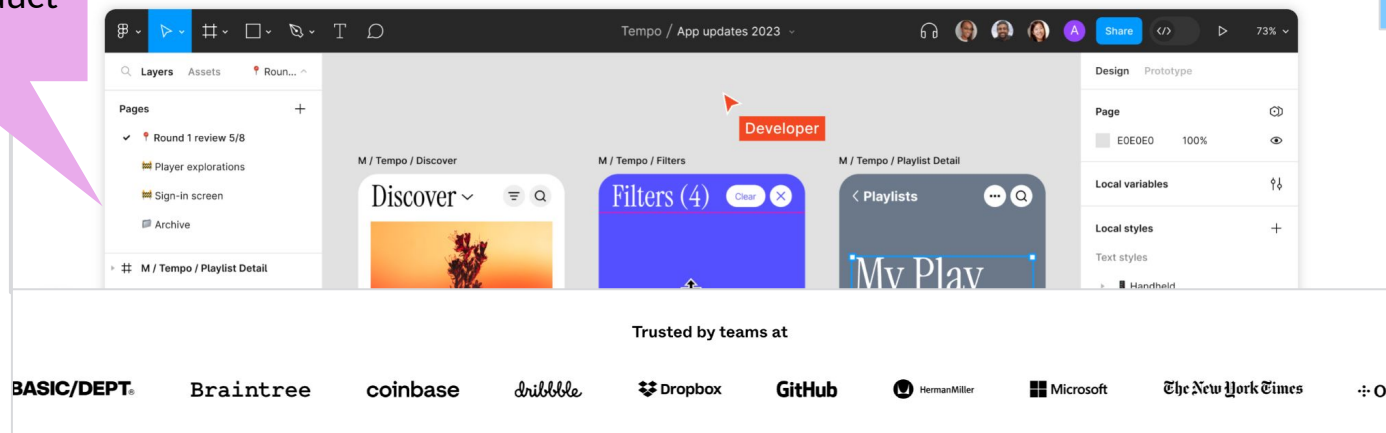
CTA

Get started

Key Features & Value



Credibility



Sample USP and VP Statements

Unique Selling Proposition

Streambright is the industry's leading AI-powered content management platform.

Value Proposition Statement

Streambright is the new era of content management solutions that leverages cutting-edge generative AI technology to revolutionize your content management workflows. Say goodbye to manual tasks and hello to the ability to produce content with twice the speed, half the cost, with unparalleled personalization.



Resource

Check out the SmartSaaS Value Proposition Exercise

Winning Differentiation

Finding traction in a crowded market is hard. Here is what can work. Eventually you'll likely need to hit 2 or 3 of these.

Be 10x better on **ONE** key feature

- Your **Minimum Sellable Product** has to be 10x better at something customers value and are willing to pay for
- 10x better at **ALMOST** one important thing **does not work!**

Underserved market segments

- There's usually white space in every market
- This can often come in the form of one specific niche market segment. Start in a small community, get it right so everyone adopts you, then scale
- To expand outside the niche, you'll have to adapt to new markets and continue to evolve the product.

Uniquely integrated with key partner

- Similar to 10x better on a feature, if you integrate better or in a unique way it can work (Pardot - Salesforce)
- Warning: only a handful make millions from any given partner integration

Top enterprise solution/best vendor

"Perhaps the most challenging, delivering true enterprise level solutions is a big commitment but done right companies will pay hundreds of thousands to solve a problem when they won't spend \$2500 on a small widget that won't solve big business and process challenges"

- Jason Lemkin



Most founders don't really think this [winning differentiation] through. They assume making their app a little cheaper, a little slicker, will encourage customers to leave a trusted brand for a new vendor. They won't.

Jason Lemkin

former CEO Echosign sold to Adobe

Competitive Analysis

- ✓ Document your top 10 competitors or adjacent competitors
- ✓ Review their content - tagline, case studies, blogs, etc.
- ✓ Analyze their SEO
- ✓ Review their social media engagement
- ✓ Investigate their pricing
- ✓ Identify their target markets
- ✓ Identify key features - where they win vs where you win
- ✓ Talk to prospects and customers
- ✓ Document

Competitor Analysis

	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5
Size					
Growth					
Market Share					
Ownership & Leadership					
Key Customers					
Target Markets					
Tagline					
Core Product					
Equal Features					
Features - where they win					
Features - where we win					
Pricing					
Promotion					

Your Assessment: Ask yourself these questions...

Are we going to market as an enterprise,
transactional, or self serve solution?

Are we executing a product-led,
sales-led, or hybrid strategy?

Are we focused?
Or do we have more than 3-5 ICPs we
are focused on?

Do we have an MSP or is it really still an MVP?

Do I have 5-10 customers? How many of them are objective and do they meet our ideal customer profile?

Do I have a strong and clear cut
differentiation to win in a crowded
market?

If you didn't answer with a
definitive “Yes” to any one of
those questions, start
addressing them NOW!

Thank You!

What is a BDR, SDR, AE, SE and CSM?

Get Ready for *Chapter 5: Roles and Specialization*



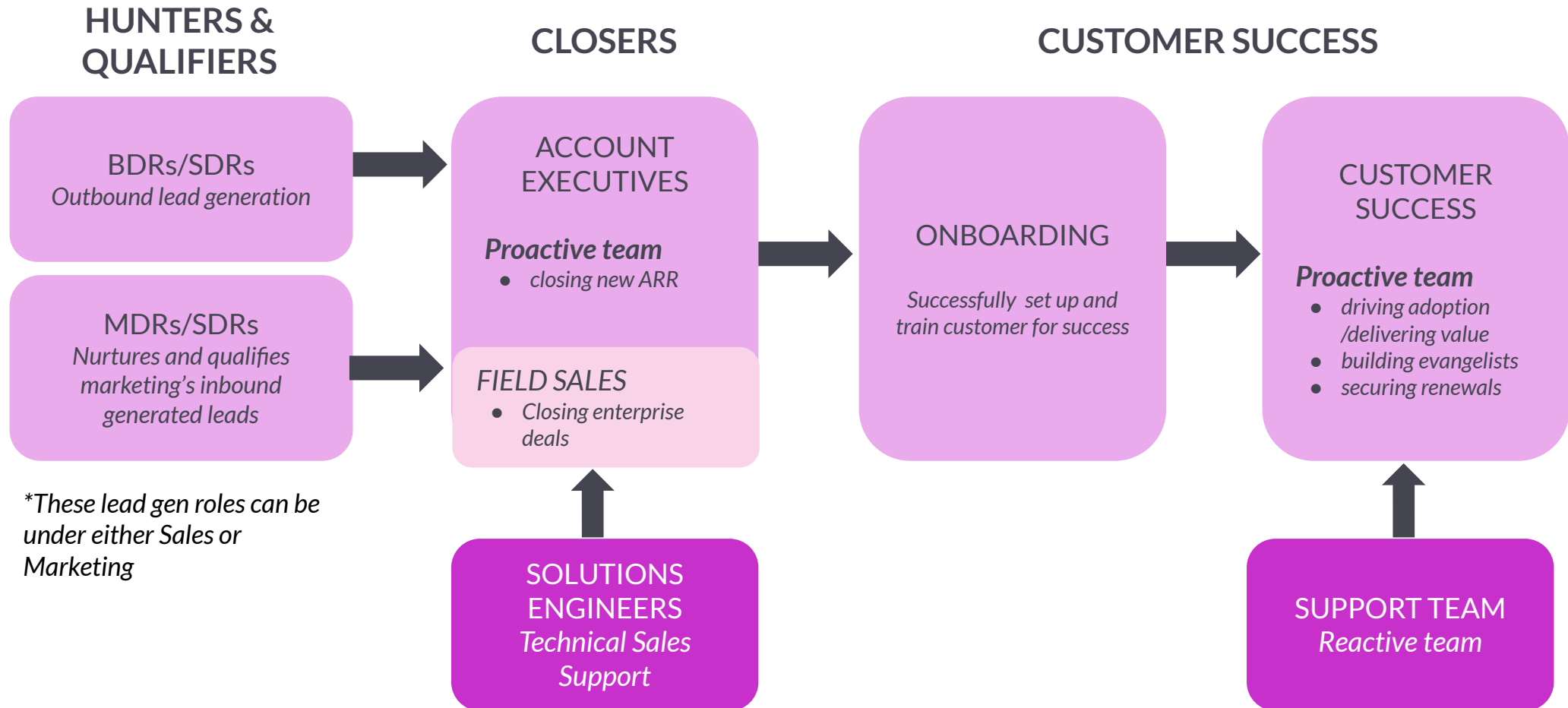
Welcome to Chapter 5

Roles & Specialization

Roles & Specialization

1. Sales & Marketing Roles
2. Sales & Marketing Team Size
3. When to Hire a VP of Sales
4. Role Specialization

Sales Roles



Marketing Roles

Your first hire will likely be a Director-level marketing generalist supported by one other hire and/or an outsourced agency. Marketing means a lot of things so you will need to prioritize and understand one person won't be able to effectively do it all.

VP of Marketing

Responsible for overall marketing strategy, budget, and initiatives, working closely with VP of Sales to meet revenue targets.

Product Marketing

Responsible for the marketing strategies and messaging related to specific products or product lines to drive adoption and sales.

Director of Field Marketing

Manages localized in-person marketing initiatives and largely responsible for events.

Director of Demand Gen

Demand generation is a data-driven strategy to build awareness and generate high-quality leads in the early stages of the customer acquisition funnel. **very common in B2B*

Content Marketing

Leads the development and execution of content strategies to engage and attract target audiences and drive brand awareness.

Director of Community Building

Leads initiatives to build and engage communities of customers and advocates, fostering brand loyalty and driving word-of-mouth marketing.

Growth Marketer

Takes a full-funnel approach to moving prospects forward at every stage of the funnel (or pipeline), along with data-driven testing that continuously optimizes that movement. **more common in PLG and Hybrid*

SEO Specialist

Specializes in optimizing website content and structure to improve organic search rankings and increase visibility in search engines.

Marketing Analyst

Conducts data analysis and provides insights to optimize marketing campaigns, measure performance, and inform strategic decision-making.

Sales & Mktg Team Size at \$10M

It requires a lot more than people think: 70+

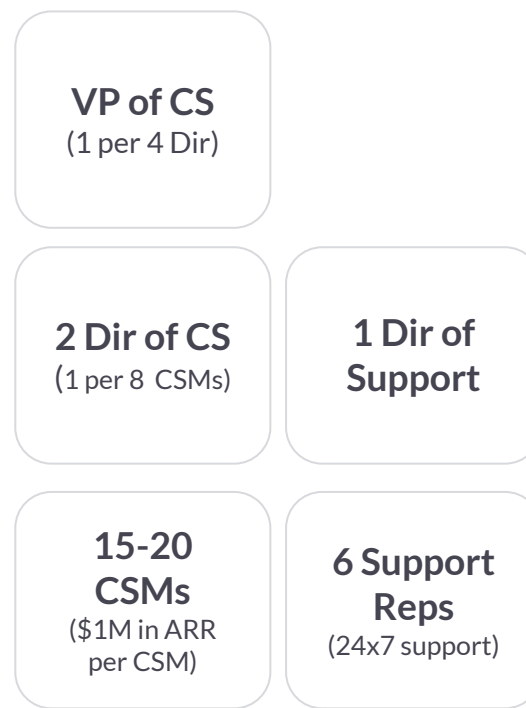
SALES

~ 40 headcount



CUSTOMER SUCCESS

~ 20 headcount



MARKETING

~ 8 headcount



Expectations on VP of Sales Hires

Rule of Thumb for VP of Sales Hiring:

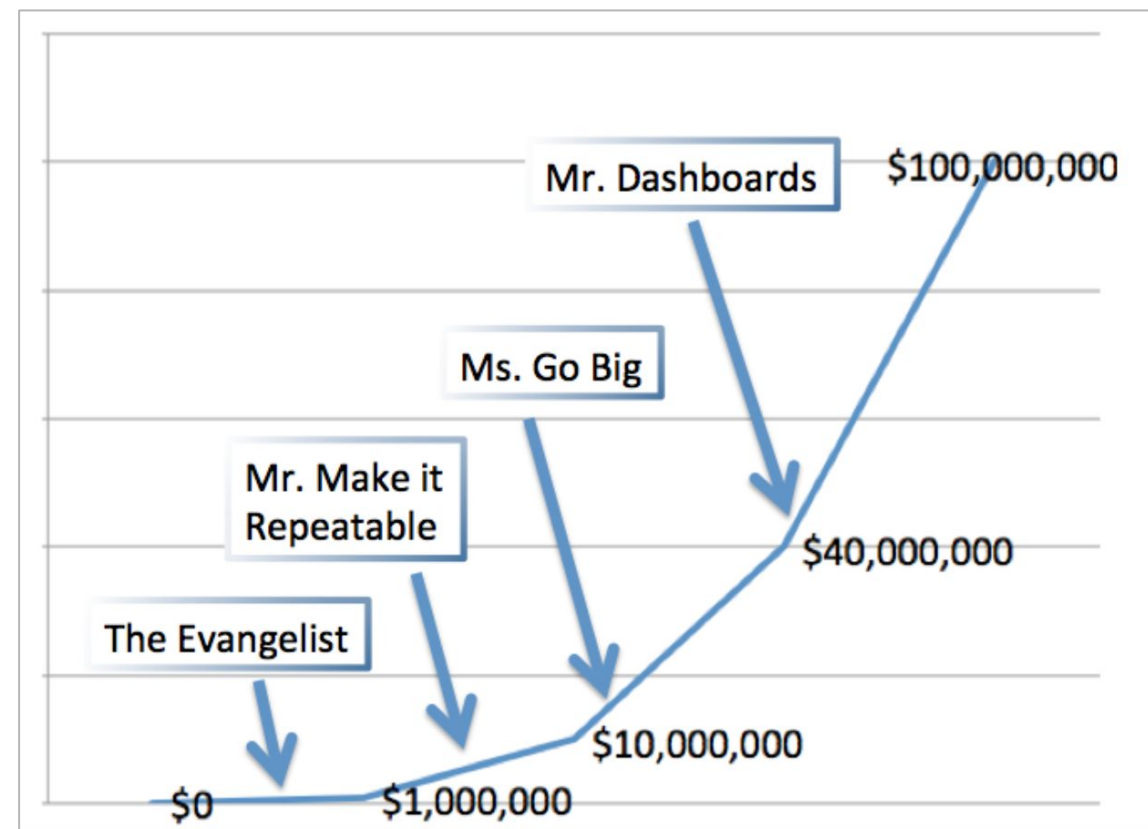
- 1-2 quota carrying reps are hitting their goals
- \$1M in ARR
- 3-15 objective customers that are successful

In General, Early Hires:

- Likely an SDR
- Account Executive
- Customer Success

Evangelist: Under \$1M, **You** should be Head of Sales

Mr. Make it Repeatable: \$1-\$10M



When to Specialize

Earlier than you think. To specialize, you need just two people.

80/20 RULE

When reps are spending more than 20% of their time on a secondary function, break that function into a new role.

Example:

- If your closers are, on average, spending more than 20% of their time prospecting for new client business from cold accounts, then hire SDRs.
- If your closers are still qualifying their own inbound leads, and they're spending 20% or more of their time doing that, you should hire an Inbound Rep.

This is usually very early. You as the first seller will probably find right out the gate you spend more than 20% of your time trying to generate leads, so an SDR is often the next hire.

Thank You!

What is the difference between demand gen and lead gen?

Head to *Chapter 6: Lead Gen and Traction* to Find Out.



Welcome to Chapter 6

Marketing: Lead Gen and Traction

Marketing: Lead Generation & Traction

- 1.** Intro to Lead Gen
- 2.** Your Funnel and Buyer Journey
- 3.** Demand Gen vs Lead Gen
- 4.** Inbound vs Outbound Lead Gen
- 5.** Account Based vs Volume Based
- 6.** Lifecycle Stages and Lead Qualification
- 7.** Traction Channels
- 8.** Partnership Cautions
- 9.** Sales & Marketing Spend

Introduction to Lead Generation

Why is lead generation so important?

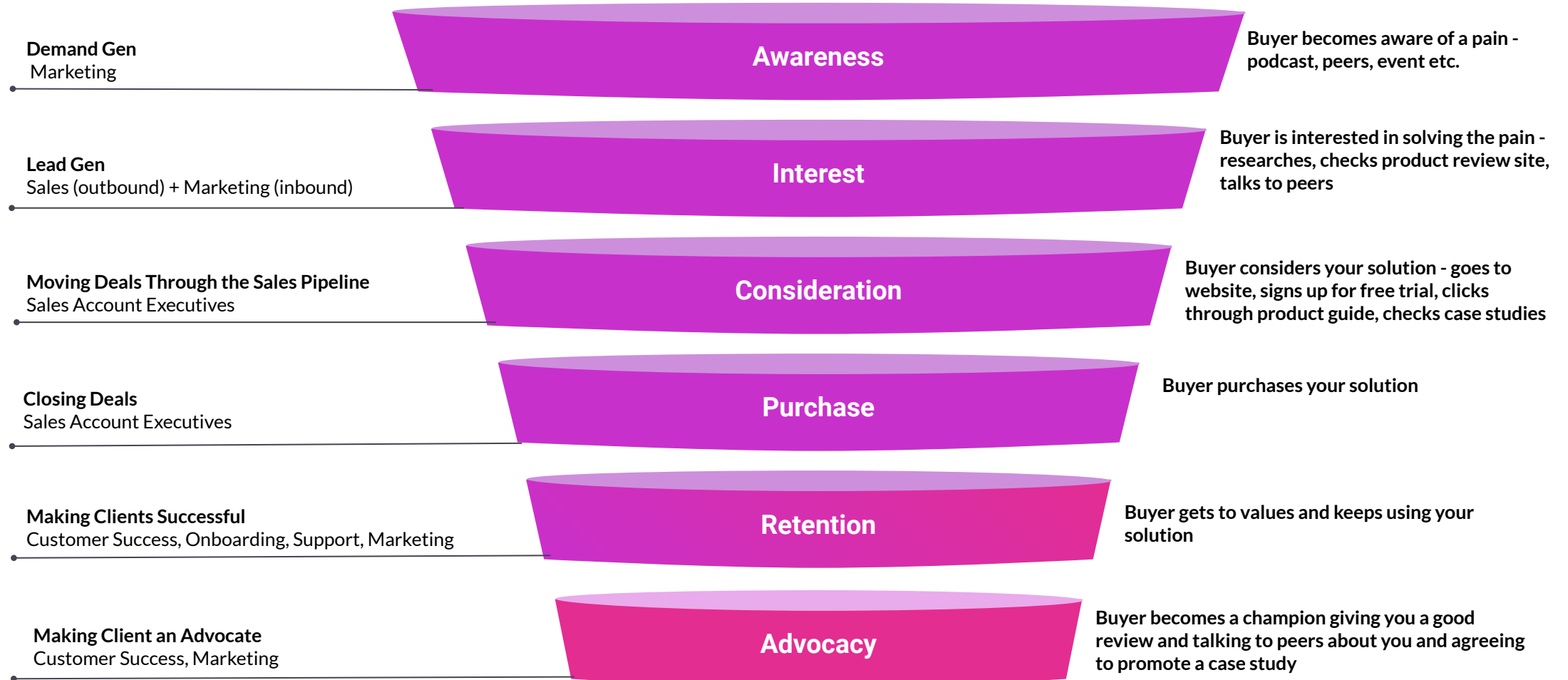
Predictable scalable revenue requires a consistent growing pipeline

- At first you will leverage your network, your investors, etc. but that will not scale, and it will not provide a strong indication of success
- You need a complete lead generation funnel with a consistent pipeline to meet your revenue targets

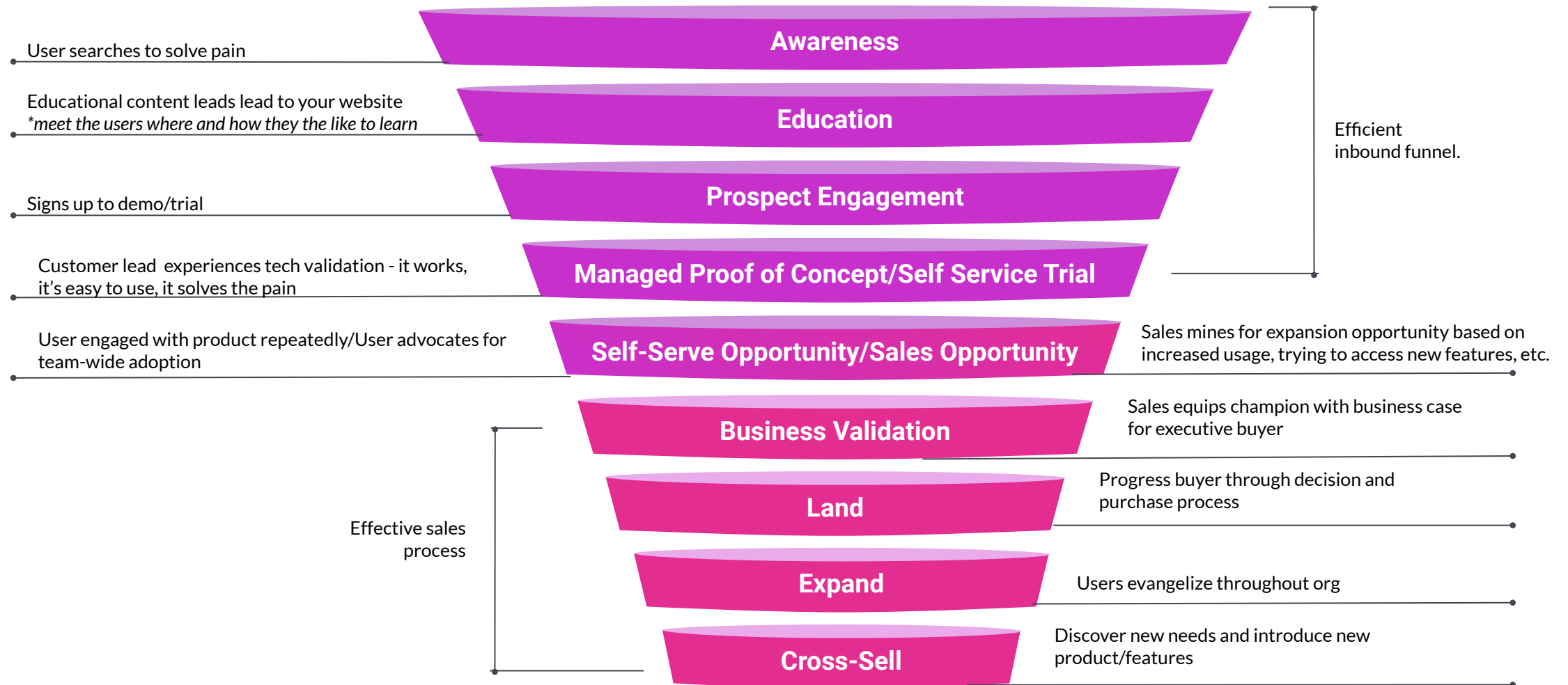
What is the goal of lead generation?

Generating SQLs (Sales Qualified Leads)

Classic Funnel



Hybrid Funnel: SLG + PLG



Understand & Map Out Your **Buyer Journey**

Where Are They & How You Are Going
to Reach Them?

Your Buyer Journey

Experience	BEFORE		DURING		AFTER
Stages	Awareness	Interest	Consideration and Purchase	Usage/Retention	Advocacy
Activities Describes the steps the buyer takes at each stage					
Touchpoints What do they use to interact with the company and product					
Thinking What is the buyer thinking at each stage					
Feeling & Needs What emotions does the buyer feel at each stage					
Pain Points What challenges does the buyer face at each stage					
Opportunities for Improvement What can you do to improve the experience at each stage					

Challenging Lead Gen Conditions

US has some of the toughest conditions

- Slow
- Low conversion
- Lots of activities per deal

But remember it's the biggest volume and largest deal size!

	SPEED	ACTIVITIES	CONVERSION
SOUTH AFRICA	Quick	Few activities	High conversion
BRAZIL	Quick	Med activities	High conversion
CHILE	Quick	Med activities	High conversion
DENMARK	Medium speed	Few activities	High conversion
SWEDEN	Slow	Few activities	High conversion
GERMANY	Medium speed	Lots activities	Med conversion
UNITED KINGDOM	Slow	Lots activities	Med conversion
FINLAND	Medium speed	Med activities	Med conversion
INDIA	Quick	Med activities	Med conversion
MEXICO	Medium speed	Med activities	Med conversion
NETHERLANDS	Slow	Few activities	Med conversion
ESTONIA	Slow	Few activities	Med conversion
AUSTRALIA	Slow	Lots activities	Med conversion
SPAIN	Slow	Few activities	Med conversion
FRANCE	Slow	Lots activities	Med conversion
USA	Medium speed	Lots activities	Low conversion
RUSSIA	Quick	Lots activities	Low conversion
CANADA	Slow	Med activities	Low conversion
POLAND	Medium speed		Low conversion
SWITZERLAND	Medium speed		Low conversion

Demand Gen vs Lead Gen

Demand generation and lead generation are critical to B2B marketing.

You can't generate leads effectively and sustainably if you're not also generating demand – and generating demand loses a lot of its value if you can't translate that demand into leads.

Demand Generation

- Demand generation is the process of getting people interested in what you have to sell (creating demand)
- Ungated content; does not ask for contact details
- Focus on driving as much reach and awareness as possible

Lead Generation

- Lead Generation is the task of turning that interest into names and contact details (leads) that you or your sales teams can follow up with
- Data capture forms - capturing people ready to take the next step in the purchasing journey
- Targeting people with a higher propensity to convert to leads will help lower your Cost Per Lead

Inbound vs Outbound Lead Gen

Inbound lead generation - Marketing

Creation of content and campaigns that bring in website visitors and converts these visitors into leads.

Examples of inbound marketing/lead generation:

- Ad buying
- Topical blogs
- Social media campaigns
- Ebooks
- Search Engine Optimized (SEO) website text
- Viral videos
- Web-based seminars (Webinars)

Outbound lead generation - Sales or Marketing

Sending or pushing of messages out at a target audience, regardless of whether they have asked for it or expressed an interest in the content.

Outbound lead generation channels:

- Emails
- Calls
- Social media, especially LinkedIn

Account based vs Volume based

Account based

Quality & Precision

When to use it?

- Smaller niche market - 100s or 1000s of leads (not 10,000s)
 - Enterprise contacts - VP and C-level contacts that may be harder to get meetings with.
1. Highly personalized outreach - map out the buying committee, research the account/contacts
 2. Emails must be tailored and should demonstrate your understanding of their goals and needs for the year, and especially how you can help them achieve those goals
 3. Works best when this is aligned with marketing's account based approach.

Volume based

Volume & Scale

When to use it?

- Large addressable market (10,000s of leads)
 - SMB markets
 - Lower level buyers (not SVPs or CEOs at enterprises)
1. Leveraging the same outreach templates but tailored by buyer personas so it still feels personal
 2. Leverage an automated email and LinkedIn outbound tool (e.g. Skylead, Reply.io, Interseller, Outreach.io, etc.)

Clearly Define your Lifecycle Stages

LEAD

An individual who is at the top of our funnel and has engaged with our company in some way: reached via cold outreach, visited website.

MQL – Marketing Qualified Lead

A lead that has engaged with our company and has a lead score over 3. e.g. they meet our ICP, buyer persona, they took X action like downloaded our e-book

SAL – Sales Accepted Lead

A lead that is ready to talk to a Sales Person. They have expressed interest in our solution by submitting a demo request, or responding to cold outreach.

SQL – Sales Qualified Lead

Lead that has been qualified and ready to be added to our pipeline as a deal/opportunity. The lead has Budget, Authority to buy/influence, Need for the product, and Timeline for purchase (BANT)

OPPORTUNITY/DEAL

A qualified prospect who has a high probability of becoming a customer. (These are now part of your forecast)

LEAD

An individual who is at the top of our funnel who has visited our site

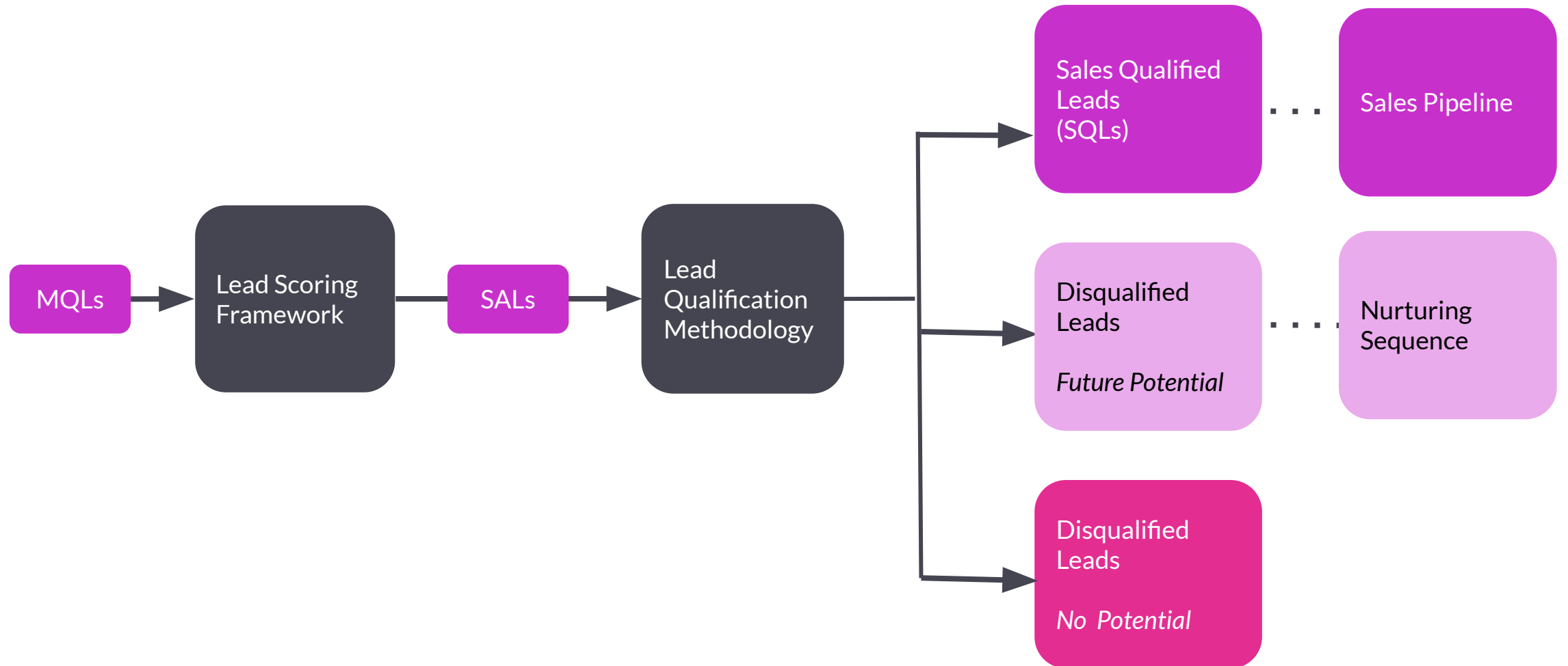
PQL – Product Qualified Lead

A lead that has engaged with our product via our free trial.

Customer

Individual purchased the product.

Simple Lead Qualification Process



SQL Qualification: Modern BANT

	Original BANT method	How it needs to be modified
Budget	Can the prospect buy?	Budget is not a end all blocker, with most SaaS companies charging a range of fees. Focus on ROI.
Authority	Does contact have the authority to sign off on purchase?	Buying Committees are larger, now an average 6.8 people, so map out the buying committee as your first call might not be with the person who signs off.
Need	Does prospect have a relevant problem we can solve?	Focus on whether the prospect agrees they have a problem, and how big the problem to to them?
Timeline	When is the prospect willing/able to buy?	Find out how quick the customer can move, and then forecast accordingly.

SQL Qualification: ICP Scorecard

ICP Scorecard	0	+1	+2	
	No Fit	Workable Fit	Complete Fit	Score
Need	The prospect does not acknowledge the problem you solve, or does not feel it is a problem for them	The prospect acknowledges the problem, but doesn't consider the solution a priority	The problem exists and prospects are searching for a solution	
Time	Success can't be achieved by the prospect within your deadline	There is time to deploy solution but little or no buffer	There is time to deploy the solution and there is buffer for the unexpected	
Success	The prospect has no direct or related success in this area	They have relevant success, but open to learning what that success would be with your partnership	Prospect has relevant experience necessary to access your performance	
Budget	Can't identify personal wins for decision makers or influencers	Client can afford the solution, but you're in a competitive situation, there is no room for error	Client can afford your solution	
Winners	It's difficult to identify the personal wins for the influencer and decision maker	Personal wins are somewhat clear for the individual Influencer and decision maker, but unsure if they recognize the opportunity to win	Personal wins clearly identified for all decision makers and influencers	

SQL Qualification: MEDDICC

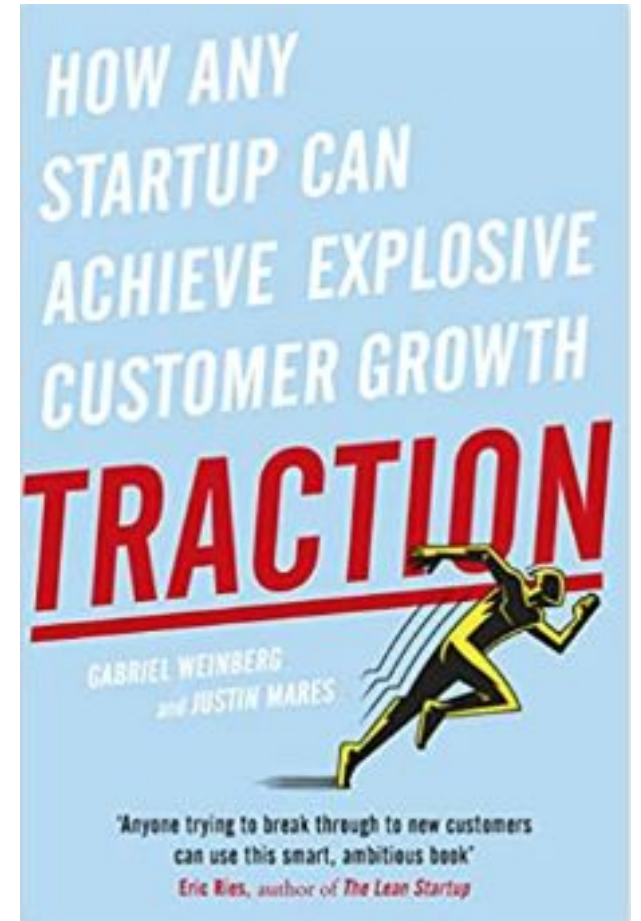
MEDDICC	Key
Metrics	What is the economic impact of the solution? Why should they make a decision, alignment around the metrics?
Economic Buyer	Who has profit and loss responsibility for this?
Decision Criteria	What are their technical, vendor, and financial criteria? RFP, competitors, procurement and legal. Understand the customer's process.
Decision Process	How is the decision being evaluated?
Identify Pain	What are the pain points and key challenges that need solving?
Champion	Convert them and get them to champion the cause, they will battle and promote internally.
Competition	Who are we competing against?

Traction Channel Testing

A traction channel is a marketing channel that helps you to get new customers.

Traction means that your strategy is working and is showing valuable results.

Failing to know which marketing channel works for your company is one of the prime mistakes SaaS companies and startups make.



19 Traction Channels & Metrics

Social & Display Ads

Ads via social media or banner ads on websites

Conversion Rate
Quality of Leads
Customer Acquisition Costs
Cost per Click
Shares, Likes, Impressions

Content Marketing

Creating content to pull your audience towards your business

Conversion Rate
Quality of Leads
Shares, Likes, Impressions
Time on content
Bounce Rate

Offline Events

Running events to engage with prospects

Conversion Rates
Quality of Leads
Lead Volume
No Show Rate
CTR on Marketing Materials

Outbound Sales

Process of generating and converting leads from cold outreach

Conversion Rate
Quality of Leads
Response Rates

Targeting Blogs

Target blogs your customer read to get reach and traffic

Conversion Rate
Quality of Leads
Blog traffic
CTR
Traffic
Time on Site

Trade Shows

Show your product or service in person

Conversion Rate
Quality of Leads
Number of Visitors/Meetings

Speaking Engagements

Giving talks or workshops to your audience

Conversion Rate
Quality of Leads
Attendee Volume

Search Engine Marketing (SEM)

Purchasing ads on search engines to gain traffic

Conversion Rate
Quality of Leads
Customer Acquisition Costs
CTR
Cost per Click/Cost per Mil

Viral Marketing

Existing customers recommend your service to others

Net Promoter Score
LTV of referred customers
Sent invites & successful invitations
Viral Coefficient
Viral Cycle Time

Search Engine Optimization

Conversion Rate
Ranking Position
CTR
Bounce rate
Time on Site

19 Traction Channels & Metrics cont...

Community Building

Creating a network of user champions

Total Community Members
Active vs Non-active Members
Engagements
Member Posts
Conversion Rate

Affiliate Marketing

Commission based sales from third party

Traffic driven to website
Bounce rate
Lead Quality
Conversion Rate

Business Development

Strategic partnerships with other businesses

Number of Potential Partners
Quality of Leads
Lead Conversion Rate

Public Relations

Getting media coverage via newspaper or magazines

Reach of media outlet
Audience of media outlet
Conversion Rates

Offline Ads

Ads via TV, radio, magazines, newspapers

Conversion Rate
Quality of Leads
Customer Acquisition Costs per Channel
Reach

Existing Platforms

Utilizing traffic on established platforms

Conversion Rate
Engagement (Reviews)

Engineering as Marketing

Building tools/widgets to draw customers to you

Traffic and dwell time on site
CTR
Quality of Leads
Conversion Rate

Email Marketing

collecting subscribers and engaging via newsletter, updates, or promos

Number of subscribers
Open Rates
CTR
Conversion Rates

Unconventional PR

Actions that bring publicity and build a strong positive brand image

CAC
Reach of Stunt
Conversion Rate

Traction Bullseye Framework

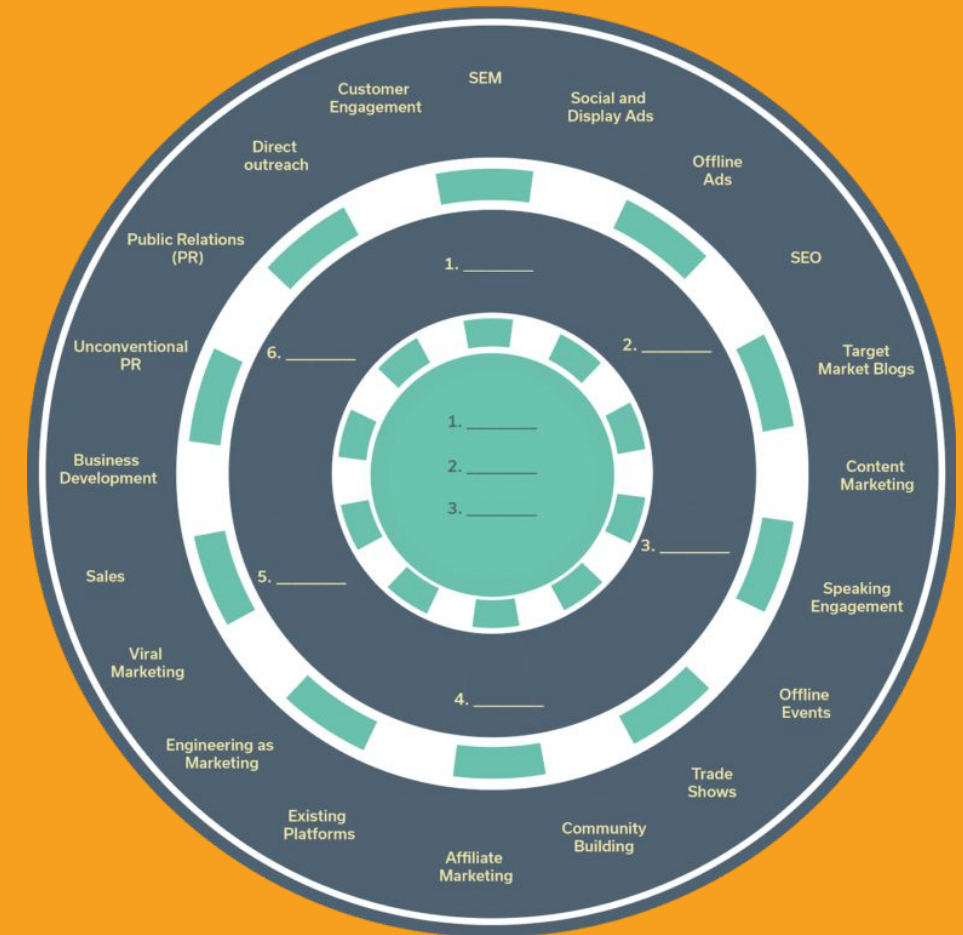
Methodology to identify marketing channels that bring momentum to your lead and revenue growth, e.g. traction.

4 Step Process

1. Brainstorm ideas for each marketing channel and put them in the outer ring.
2. Move potential traction channels to the middle ring, considering your experience or knowledge.
3. Test the channels in the middle ring to find out which could move the needle.
4. Move the best performing channel to the inner ring and focus on this channel.

If you do not know which marketing channels work for your company, you will waste time and money.

The best marketing channel for you is one with the lowest customer acquisition cost and the highest return.

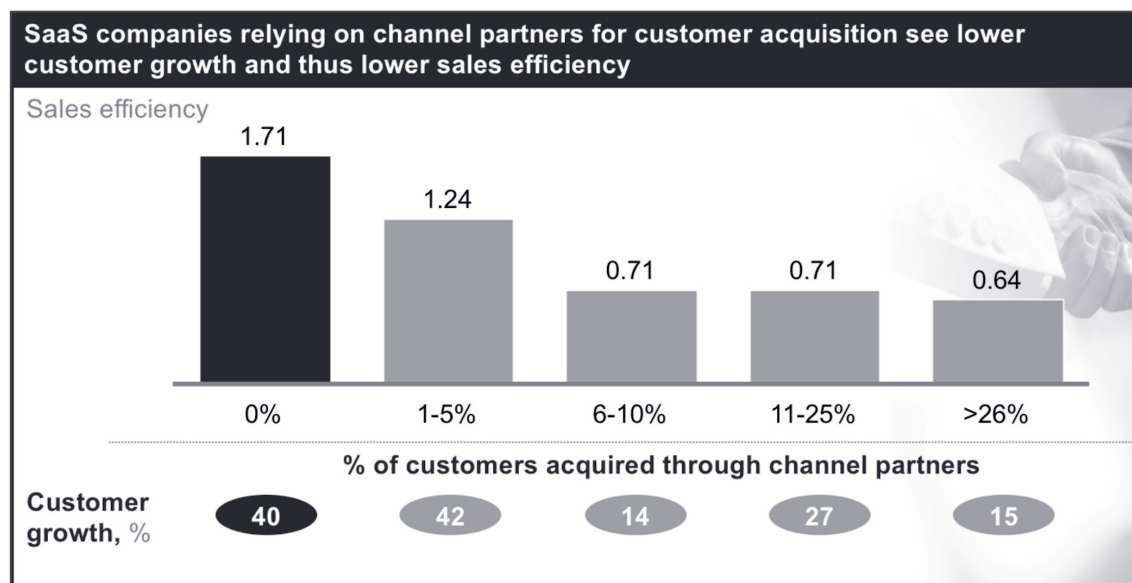


Channel Partnership Warning

If you can't sell your own product first, don't expect a partner to do it for you, especially in the US market.

Many startups think channel partnerships or reseller arrangements (e.g. with agencies) are a cheap way to scale...

That's true about **15%** of the time, and when it is true **it takes years** to develop the relationship and prove it worth their time.



Source: McKinsey



...most channel relationships don't work. Period. Full stop. I've seen way too many startups spend all their energy getting channel deals done only to find out that they don't produce ANY revenue. Yet startups continue to pour tons of energy into a relationship that...**will never work.**"

"People sell what they know how to sell to hit their quotas.... You think that Salesforce rep with a \$1.2 million sales quota and the exact knowledge of how to sell salesforce automation tools is going to sell your dinky product that is unproven?....Don't forget that when they sell their own products they get 100% margin. On yours it's at best 50/50.

Mark Suster

VC and author "Both Sides of the Table"

Prepare Your Sales & Marketing Spend

Year	1	2	3	4	5
Bookings, \$M	1	3	12	24	48
Recognized Revenue, \$M	0.4	1.5	6.4	17	40
Sales Spend % of Revenue	250%	165%	154%	107%	85%
Marketing Spend % of Revenue	134%	89%	83%	57%	46%
S&M % of Revenue	384%	253%	237%	164%	130%

Bookings: Bookings represent the commitment of a customer to spend money with your company eg Contract Value

Recognized Revenue: Revenue happens when the service is actually provided. In SaaS revenue is recognized over the life of the subscription.

Example \$1.2M in annual contract, \$10,000 is recognized each month.

Important Resources

Chart Source: [How Much Should A SaaS Startup Invest in Sales & Marketing?](#)

Tomasz
Tunguz

[How Much Can You Really Spend on Marketing?](#)

Saastr

[Here's what Your Marketing Budget Should Look Like if you're a Series B Company](#)

Saastr

Thank You!

How many leads do you need to reach your revenue target?

See you in *Chapter 7: Outbound Lead Gen Deep Dive*



Welcome to Chapter 7

Outbound Lead Gen Deep Dive

Chapter 7

Outbound Lead Gen Deep Dive

1. SDR Function
2. List Building
3. Sequences/Cadences
4. Anatomy of an Email
5. Outbound lead gen setup and execution
6. Funnel Math
7. Account based outreach
8. Subject lines that work
9. Deliverability

The SDR function

Sales Development Reps (SDR) or Business Development Reps (BDR) execute lead generation outreach and set up meetings with qualified leads for the AEs.

They can report into marketing or sales.

Ingredients to set up your SDR for success:

- Onboarding - buyer personas, value proposition, listen in on calls
- The right KPIs and incentives (meetings set with qualified leads)
- List building tools
- Automation and efficiency tools
- Sample cadences/sequences
- Supporting marketing materials for outreach
- AE/SDR alignment - meet once per week at least

List Building

Leads lists are built and segmented based on buyer personas, so before beginning list building you need to have your buyer personas pinned down.

Once you're ready to begin list building, there are a few ways to go about building leads lists of people and contact information:

1. **Build Them Internally**

This great for the first ~200 leads to get started, but after that, don't expect your SDRs to do this for volume-based outreach because it is a slow process and an inefficient use of their time.

2. **Outsource to External Contractors or Companies**

This can be a bit more affordable in the short term rather than buying a database tool, but you have to manage the process closely or you may end up with a list that's not on target. It's risky.

3. **Buy Databases**

Most Popular! Although expensive, this is certainly the norm and these tools give you flexibility to quickly generate, create and filter your own lists. ZoomInfo, Uplead, LinkedIn Sales Navigator and Slintel are leading tools.

Sequences

A sequence (or cadence) is the touchpoints and messages that will go out to your leads lists during your outreach process.

- 3-6 sentences or less per message
- 5-7 touchpoints (email & linkedin)
- Personalized to the person: “why you, why us, why now”
- Write in a human way - personal tone, not robotic or too salesy
- Includes content or other value
 - an audit, ideas to share, conference request, etc.
- Include social proof (other top companies we work with)
- Call to action - **Always end by asking for a meeting/call!**



Email with personalization in it had a 47% open rate.

Multi-Touchpoint Sequences Email

1. **Introduction** - we understand your needs/problem and can solve it
2. **Follow Up** - follow up but with new info demonstrating your value
3. **New relevant information** - industry stats, new company info, news articles, etc.
4. **Show off financial benefits** – ROI calculator or ROI story; sometimes using a competitor to them is a good tactic
5. **Share relevant success** - share a final, short, impressive relevant success story “I would love to tell you how I helped X achieve Y”
6. **Break up email**



On average, prospects don't respond until the 3rd or 4th message.

Multi-Touchpoint Sequence: LinkedIn

1. Connection Request and Build Rapport

Hi, I'm the co-founder at Smartbright. Love the work you are doing at {company}. Would love to have you in my network.

2. Reason for Connecting

Thanks for connecting, followed by your purpose for reaching out tied to how you deliver value. I like to end with CTA and let me know how I can support your endeavours as well.

3. Follow up

personalized elevator pitch, cite specific business outcomes

4. Final leave behind

Leave some relevant info, demo recording something behind. Say thank you again. Happy to be connected!



Linkedin we use 4 touchpoints,
test between 3 to 5 and track
results.

Anatomy of an Email

Subject Line

Choose a strong subject line to break through the noise, get a lead's attention, and have them invest time into reading your email.

Personalized Opening Line

In most emails the opening line can be read as a preview before the email is opened. The opening line needs to sound human and personalized (not like a generic marketing campaign), and generate attention so that the person reads on. Say something relevant that will grab the reader's attention immediately.

Elevator Pitch

Have a strong, short, simple to read and understand elevator pitch. Express your knowledge of a lead's most pressing issue/pain, show that you solve it. Be specific when addressing their pains. Lead to your solution, not with your solution. Avoid too much jargon and buzzwords. **Focus on business outcomes, not features.**

Call To Action

Give the prospect a clear understanding of how to move the conversation to the next step, with minimum effort on their behalf. Make your call to action clear and strong, e.g. "Do you have 15 minutes to learn more this Thursday between 12-3pm".

What Not To Do

- Insincere
- Annoying
- Too generic, not personal
- Subject line too long
- Ask them to schedule time on your calendar
- Failing to establish resonance - does your email offer insight and add value?
- Sending the touch points too close together or too far apart
- Be careful of “over-automation”

Would you ever respond to this?

Dear ((name)),

Can I take 15 minutes of your time to tell you about ((my product))?

I think it would help you ___ and ___.

If not, is there anyone else I can speak to?

Sincerely,
Every single SDR ever

Break Up Email

Subject: Permission to Close Your Account

Hey {{contact.first_name}},

Checking in one more time about introducing DataGPT's Personal AI Assistant solution to you. Our customers see 10x user growth in the first 6 months, 85% user adoption, and 60% reduction in analyst backlog. Are you open to a demo or should I close your account?

If so, I'd love your feedback. Does one of these best describes you:

1. You are not interested.
2. This sounds interesting, but now is not the right time.
3. Interested. Let's talk now!

Thanks for your time and feedback!

Respectfully,

Jordan

If you're feeling **skeptical about cold outreach**, let that feeling go!

If you believe in your product why wouldn't you be reaching every person possible to tell them about it?

Outbound Lead Gen Setup Basics

Step 1:

Foundational Alignment

1. Identify ICPs and buyer personas
2. Define Sales Accepted (SAL) and Sales Qualified Lead (SQL)

Step 2:

Funnel Math

Identify volume of leads to reach goals

Step 3:

List Building

Develop list of accounts and leads based on your buyer personas

Step 4:

List Segmentation

Prioritize and segment your leads lists

Step 5:

Prepare your Collateral

Make sure you have the collateral for each buyer persona ready

Step 6:

Write 1st Cadences

Write your first initial set of email cadences

Start with 1 per each buyer persona

Step 7:

Tool Setup and Execute

Add leads list and sequences into automated outreach tool

Outbound Lead Gen Execution Basics

Step 1: Prioritize Leads

SDR & AE Prioritize your leads list

Step 2: Write/Tailor Sequences per Segment

SDR aligns lead segments with matching cadences

Step 2: Organize Leads & Sequences in Tool

SDRs input cadences into sequence tool aligned with leads list segment

Step 3: Track Results

SDR tracks open and response rates, making adjustments where necessary

Step 4: Respond to Inbox

SDR responds to objections with the goal of bringing qualified lead to a meeting

Step 5: Transition SQL to AE

SDR adds/updates lead into CRM, assigns to the AE and calendars the meeting on the AEs schedule

Step 6: Ongoing Refinement

SDR & AE - Constant creativity, running new campaigns, tracking results, perfecting messaging, etc.

In **account based outreach, the execution is different. Your AE and SDR will spend more time researching each account, mapping out buying committees, tailoring each email to their goals, etc. Follow up can be automated, but needs to remain as personalized as possible.*



Do you know the answer to these questions...

How many leads do you need to reach in order to hit your revenue targets?

How many Sales Qualified leads (SQLs) do you need to reach your revenue targets?

Outbound Lead Gen Funnel Math

Mid Market Funnel	
Total # New Customers	67
Ave Contract Value (ACV)	\$12,000
Ave Close Rate	20%
SQLS to achieve Target	333
SQLs currently filled by inbound marketing	100
SQLs Produced by SDR	233
Qualification Rate	70%
Mtgs Set	333
Conversion Rate to Mtg	1%
# of Leads Reached	33,333
# Contacts at Company	2
# of Companies	16,667

Most CEO's know the revenue target they need to hit from a fundraising or run rate perspective.

But when asked “*do you know how many leads you need to achieve that target?*” they rarely have a clear answer.

In the end they don't have the volume of leads or the resources to achieve the volume of leads required to hit the goal.

Funnel math solves that. It allows you to calculate through your entire funnel to back into the leads, activity and resources required.

Funnel Math: Lead Gen & Rev. Targets

Example:

Startup CEO says our target is \$800,000 in new revenue in 12 months. Let's look at what it would take to achieve that if the main lead engine was SDR cold outreach:

To reach \$800k in new ARR with a \$12,000 ACV:

1. You need to reach **33,333** leads (contacts) with cold outreach
2. You need to convert **1%** of those to Sales Accepted Leads (meetings) and 70% need to qualify to a Sales Qualified Lead to get you 233 opportunities.
3. Of those 233 opportunities you need to close **20%** to get 67 new customers, with a \$12,000 ACV to hit your market
4. On average a great SDR can set 2-3 SQL meetings per week = 104-156 per year. You'll need **2 fully trained and high performing SDRs**.

Revenue targets must be backed by the numbers and you must put the resources in place. **How else will you know if your target is achievable or how you will achieve it?**

Mid Market Funnel	
Total # New Customers	67
Ave Contract Value (ACV)	\$12,000
Ave Close Rate	20%
SQLS to achieve Target	333
SQLs currently filled by inbound marketing	100
SQLs Produced by SDR	233
Qualification Rate	70%
Mtgs Set	333
Conversion Rate to Mtg	1%
# of Leads Reached	33,333
# Contacts at Company	2
# of Companies	16,667



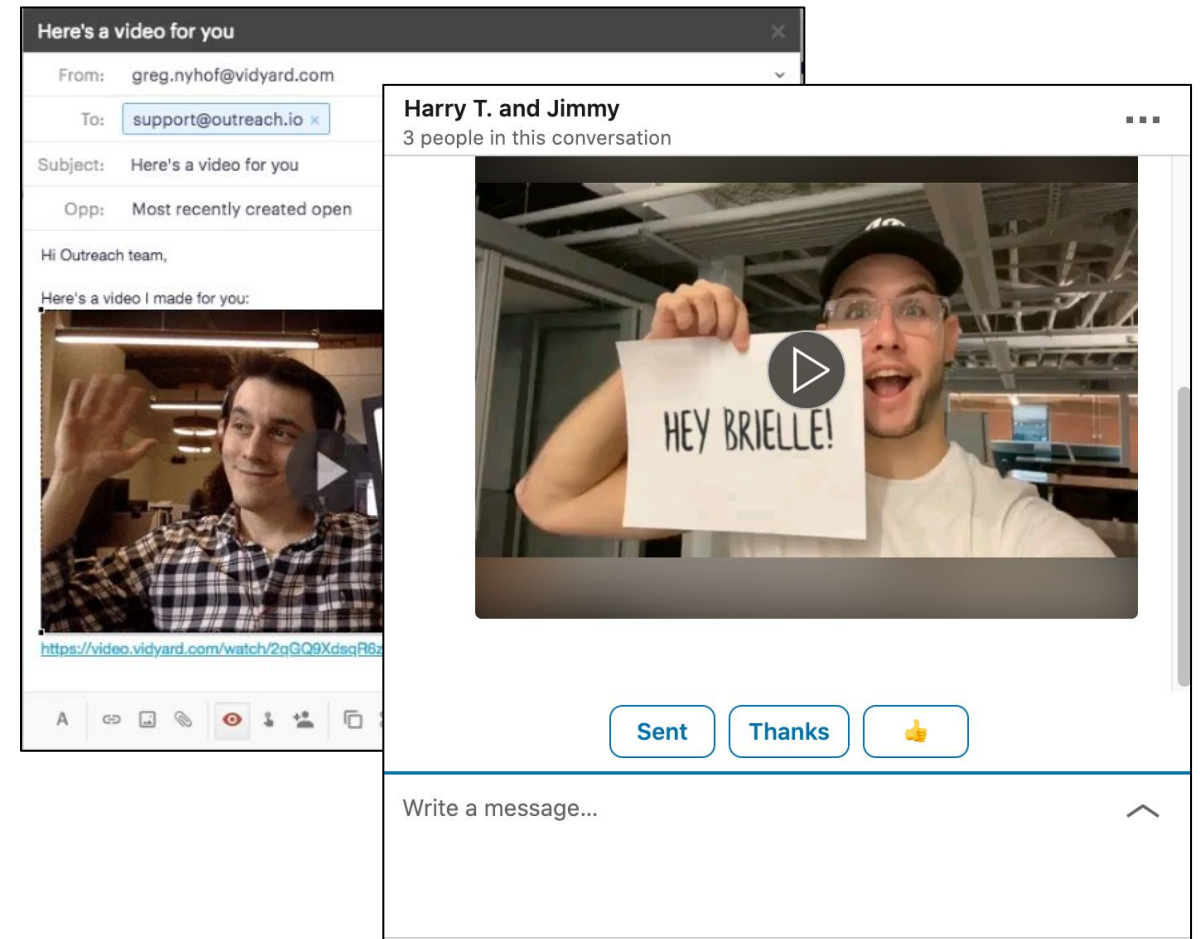
Resource

Check out the SmartSaaS Funnel Math Template

Account based outreach

1. Create your Top Accounts List
2. Research the **Account**
3. Map out the buying committee and their needs
4. Send email to each member of the buying committee
5. Write highly personalized outreach to each buyer
6. Tie your solution back to their goals and how you can help their specific role

**Align with marketing so at the same time these contacts are served account based ads across the right channels*



The Power of the Trigger Event

The most effective way to break into a new account and get a conversation started is to leverage a **trigger event**. Any event that gives you a good reason to reach out. This is can sometimes be industry specific. Think of triggers that identify this is a good fit for your business.

There are two types of trigger events

1. Organizational trigger events
2. Personal trigger event

Organizational trigger events

- Job postings
- Funding announcements
- New product announcements
- Technology (i.e., they're using a competitive or complementary product)

Personal trigger events

- In general: Job changes are powerful trigger events
- Published content
- Attended event
- Behavioral triggers like content interaction (e.g., watched webinar, downloaded ebook, etc.)
- Company engagement (e.g., visited 5 marketing web pages)
- Social engagement (e.g., tweeted about a keyword)

Get Creative

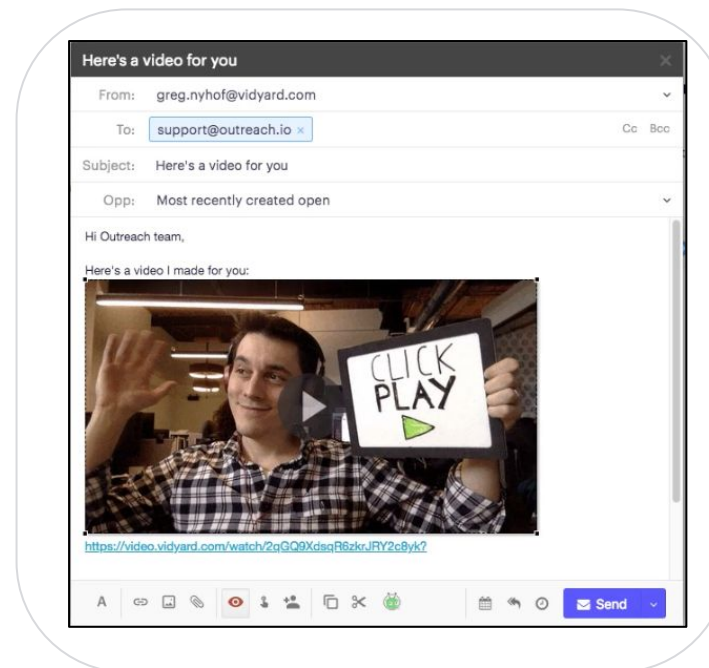
Physical mailers - Sendoso



Video Mailers - RedPaperPlane



Personalized Video in email



Sample Volume Based Sequence

Personalization at Scale

1. **Segmentation** - Disability:IN released 2020 list of best places to work for people with disabilities. We took that list of 200 accounts and contacts into one leads list segment
2. **Buyer:** The buyer we were targeting were C-levels at the organization, so we leveraged our Chairman who was a COO at JPMorgan to send the emails. We made the emails sound more formal in tone to match the recipient.
3. We wrote an email sequence of 5 emails that felt highly personalized and tailored despite sending them to 200 targets.

Results

- Open: 39%
- Response Rate: 9%
- Booked: 7%, including meetings with challenging enterprise targets

EMAIL 1

Dear {{ first_name }},

Congratulations you on being named a best place to work by the DEI. I admire {{ company }}'s commitment to disability inclusion, and as former COO of JP Morgan, I wanted to reach out to you.

I am currently serving as Executive Chairman of Veritly.io, a new solution making it easy for companies to tap into the massive talent pool of 6,000 high quality candidates with disabilities. Our digital trainings helps your organization create a more informed and disability inclusive culture.

Given you're responsible for DE&I at {{ company }}, would you be open to a brief conversation?

Sincerely,

Miguel

Account Based Email Example

Dear Regina,

I am big fan of NBC's new local sports segment format. I just saw the interview you did in the NAB newsletter about viewer engagement being at the center of every decision. I work with 150 local news stations across the US to help bring live social content from viewers into their apps and programming. Here's a quick clip from FOX san Antonio:



I thought this was a perfect fit for your new segment. We are built specifically to make it easy, safe, and seamless to bring fan content into your show in real-time. Can I show you a quick demo?

Thanks,
Brielle

Subject Lines That Work

- Personalized
- Short
- Numbers
- Humor

Quick Call (Customer Company Name)?

Conversions Drop 250% - Whats Going On?

Reaching your DEI Goals

Your [insert] Expertise

[Contact's Name] ChatGPT for your data

Increase [Company Name's] Leads 30%

Read your Blog Post

James, Meeting Next Week? - [Company Name Intro]

Am I 🐞ing you?

Subject Lines: What not to do

- Spam triggers
- Too generic, impersonal
- Manipulative: creating unnecessary urgency or pressure
- Needy: sounding desperate or exaggerated claims
- Sleazy: being too pushy
- Far-fetched: statements that are too good to be true

Examples

- Jack - Can I show you how we can bring you new sales opportunities in 2021?
- Tuesday!
- Are You Busy?
- Act Now
- Click Here
- Times Running Out
- Order Now
- Dear Friend
- Additional Revenue

Be Very Careful of the Spam Filter

Set up the right DMARC and tracking methods to maintain your domain health. We have included an instruction manual on how to do this if you are not familiar already in the resources section

Do NOT include videos, gifs or images in the first email, it will get you straight into spam

Don't send more than 200 messages in one day. Make sure you follow the outreach tools capabilities to send your outreach at a sequence

Avoid Spam Phrases:

- 100% more
- Cents on the dollar
- Extra income
- Pure profit
- Risk Free
- Great deal
- Don't delete
- Free



Resource

Check out the SmartSaaS Email Deliverability Guides

Foundational Outreach Tools

Email lookup (if you do your own list building in early days)	List building	Email and LinkedIn automation & analytics	CRM	Recording
• Hunter.io • snov.io • skrapp.io • Reply.io • Rapportive	• Zoominfo • LinkedIn Sales Navigator • Buy lists • External list building teams • <u>Alternatives to Zoominfo</u>	• Skylead • Interseller • Reply.io • Outreach.io • Salesloft • Hubspot Sequences* (not as robust)	• HubSpot • PipeDrive • Salesforce • Active Campaign (self serve)	• Gong • Chorus • Fireflies.io • Avoma
If you create lists on LinkedIn Sales Nav, you don't get emails, so you can use the email lookup tools to find emails for people.	Create a list of contacts based on your buyer personas.	Plug in your leads list and email cadences to automate messaging and track responses at scale. Tracks all opens, responses and click throughs.	Add your leads (then AE takes over and moves them through the sales process)	Record qualifying and sales calls for learnings, training, and customer feedback sharing

Clarification! Outreach automation tools are different than email marketing tools.

Email marketing tools can be used for prospects, existing customers, etc. to nurture them to buy, to upsell, to increase usage etc. Those tools are found in Hubspot Marketing Hub, Active Campaign, and Salesforce Marketing automation suite.

Email automation tools are for SDR/BDR outreach where emails look like they are personalized emails to a lead.

Can't my AEs be their own SDRs?

with volume based outreach... **Hard No! :)**

- Highly inefficient
- Highly unscalable
- Lead generation and closing are two different skill sets
- Hard if not impossible to find talent that would be willing to do both
- Wasting your money
 - You want to spend AE salaries on the highest value activities
 - You should remove everything you can that takes your AE's time away from selling



It's completely inefficient to have a talented seller try to do it all.

Aaron Ross

Author Predictable Revenue
and architect of Salesforce's
sales strategy

Prospecting and SDR to AE Ratio

Ideally you have 1 SDR to 2 AEs ratio eventually

Early days: might be 1 to 1 if you don't have any real consistent leads going yet.

Later: As inbound lead gen becomes a major part of filling pipeline, a 1 to 2 ratio is typical, but let the funnel math lead you.

Does that mean AE's have no responsibility for their pipeline?

Not at all. AEs can do some of their own prospecting but it is ONLY to fill the gaps. You need to be realistic on how much time they dedicate to it so you can achieve your goals and maximize your spend. AEs are expensive.

AEs do need to take ownership of their pipeline.

The level of responsibility will vary greatly between transaction and enterprise. A field sales team focused on named enterprise accounts is an entirely different than a highly efficient transactional model. Be smart about It.

Lead Gen Checklist



Start Building your
Lead Gen Engine

I have....

- ✓ Determined the appropriate strategy: Account vs Volume based
- ✓ Ensured my domain is protected from spam
- ✓ Defined my ICPs and Buyer Personas
- ✓ Build initial lists
- ✓ Prioritized and segmented leads list
- ✓ Documented my Value Prop and Differentiation
- ✓ Completed funnel math and set activity and lead gen targets
- ✓ Prepared collateral
- ✓ Written outreach sequence templates
- ✓ Determined channels - cold call, LinkedIn, email
- ✓ Set up initial list and sequence in my outreach tools and checked them twice!

Thank You!

What is Sales Velocity?

Up Next is *Chapter 8: Sales Process & Metrics*.



Welcome to Chapter 8

Sales Process & Metrics

Sales Process & Metrics

- 1.** Sales Process
- 2.** CRM Setup & Recommendations
- 3.** Key Sales Data Points
- 4.** Supporting Each Stage of the Sales Process
- 5.** Avoiding Common Sales Mistakes

SALES PROCESS

The Sales Process is the process that occurs from the moment a prospect is talking to your sales team.

Before we start talking about the sales process and closing deals, let's look at **where customers are in their purchasing decision when the sales process starts.**

Sales World Then & Now

Then

Sales people had more information than buyers.

So buyers relied on sales people to educate them in order to make their decision.

Now

That's not how people make decisions today.

Buyer's ask their networks for advice, they look at reviews, they check out your website.

Buyers are 57% of the way through the purchase decision process before they even engage with a Sales Rep.

Enterprise Sales Process Sample

- 1. **Sales Cycles:** 4-12 month sales cycles depending on price point
- 2. **Quotas:** Monthly or Quarterly
- 3. **Volume:** 1-3 deals per month (or per quarter for 6-figure price points)

Stages (in CRM)	Meeting Set	Initial Pitch/Demo	Reaching all Decision Makers	Proposal Presented	Assessment Piloting	Negotia- tion	Contract Sent	Closed Won/ Closed Lost
Weight	10%	20%	40%	60%	80%	90%	95%	100%
Description	Qualified Lead on AE calendar	First pitch/demo to uncover needs/pain points, decision makers, budget, etc.	You may have multiple calls and pitches trying to navigate through the buying team	Establish pricing for pilot and post pilot so you can convert upon success	• Paid pilot • Likely a full onboarding/ training process • Longer duration	Post pilot finalize the right package and price and finalize terms	Provide contract, prepare for redlines	Invoice Complete Onboarding setup with dedicated CS

Weights can be important to forecasting. The value of the weighted pipeline should provide a more accurate representation of the deals and revenue expected to close. However, there's several ways to forecast, this is one traditional option.

Transactional Sales Process Sample

- 1. Sales Cycles: 1-3 month sales cycles
- 2. Quotas: Monthly
- 3. Volume Est. 8-12 deals per rep per month

Process Efficiency is Critical!

Stages (in CRM)	Meeting Set	First Pitch/Demo	Proposal Presented	Assessment Piloting	Negotia- tion	Contract Sent	Closed Won/ Closed Lost
Weight	5%	20%	40%	70%	80%	90%	100%
Description	Meeting with lead is on AE calendar for first pitch *AE marks lead as qualified or unqualified in the CRM	Show value & understand their needs: • Demo driven • Differentiate • Validation needs/pain points	N/A Pricing is public or more selection of package over providing official proposal	• One training call • Product/ marketing can support with tips/ tricks and email automation through pilot process	Price is pick your package, but can easily upsell a feature if available	No contract, Accept or deny T&Cs	Automated billing Efficient setup - # onboarding calls and then move to support queue/email or phone

CRM Recommendations

- ARR business
 - Any commit for less than 12MO should be tagged "Bookings"
 - Any commit for 12M+ as "ARR"
- Business Type: Pilot/POC, New Business, Upsell, Renewal
- Make "Closed" a status property so you can see where you're losing deals in the sales motion
- Reasons Lost: Every time you get a "No" ask for feedback!
- Build out your lifecycle stages to track your entire lead funnel.
- Connect to third party tools to track leads/opportunities by lead sources and campaigns
- Set your dashboards and monitor your key metrics: Revenue, Customer Count, Pipeline, Sales Cycle, Average Contract Value, Close Rate.

\$15,000 Apple Pilot 2020

Close Date:  12/30/2020 ▾

Stage: **Reaching all decision makers** ▾

Pipeline: **Employer Sales** ▾

Note Email Call Log Task Meet

▼ **About this deal**

Deal Description

follow up send las week, working on securing follow up call to review employer portal

[See more](#)

Deal type

New Business

Current Confidence

Medium

View all propertiesView property history

Key Sales Data Points

Quota Attainment

70-75%

Time in Stage

Find where are deals getting stuck

Lost Reason

Understand precisely the key reasons for deals getting lost, even if its “ghosting”

Close Rate (Opp to Close)

15% - 30%

Close Lost Rate per Stage

Where are deals dropping off

Competitors Mentioned

You might not know when you lose to a competitor directly, but mentions of competitors will tell you where your prospects are looking and likely buying if they didn't pick you

Time to Close

Check your price point

- >\$3k: day
- <\$10k: weeks
- \$50+: 4 - 8 mos or more

Qualification Rate

What % of SALs turn into SQLs/opportunities

Competitors Lost To

If you're losing to competitors, you have to know

***Tip: Make sure you can track which stage a deal is lost in your CRM. Leave the deal in the stage and change status to “lost”, and then have a filter to view active deals by stage and deals lost by stage.**

Sales Velocity

The measure of well how your company is able to take an opportunity and turn it into a closed-won deal.

$$\text{SALES VELOCITY} = \frac{\text{NO. OF OPPORTUNITIES} \times \text{AVG. DEAL SIZE} \times \text{CONVERSION RATE}}{\text{AVG. CONVERSION TIME}}$$

Number of opps: 200
Avg. Deal Size: \$25,000
Conversion Rate: 10%
Avg. Conversion Time: 3 months (90 days)



$$\frac{200 \times \$25,000 \times 10\%}{90 \text{ days}} = \$5,555.56$$



The company generates \$5,555.56 in revenue per day.

This means your team should bring in \$5,555 per day or \$166,666 per month. Compare the team's sales velocity to the monthly sales quotas you've set to see if you're ahead or behind.

Common example of applying sales velocity: You see pipeline growing, but sales velocity decreasing or staying flat. This signals that simply increasing lead volume is not always the answer.

To navigate **buying cycles** you need to map out for each stage:

1. Information to get from the prospect
2. Content enablement to support each stage
3. Questions to ask the prospect at each stage

Sales Process

Stage	Meeting Set	Initial Pitch Demo	Reaching all Decision Makers	Proposal Presented	Assessment	Negotiation	Contract Sent	Closed Won
What to Give the Client	Invite Call Agenda	One Sheet Testimonial Case Study	Buying Guide Demo recording/ assessment	Proposal ROI Calculator	Guides Best Practices FAQs	ROI Calculator	MSA and SOW, or T&Cs	Customer kick off survey or login to account with training materials
What to Get from the Client	Why they took the call Objectives of the call Who is attending	Names of decision makers and influencers Understand decision making process Their biggest needs/goals	Objections Timeline Gage interest in buying	Pricing and budget feedback	Other tools being considered		Procurement process and average timeframe	

Info Gathering in Each Stage is Critical

Meeting Set	Initial Pitch Demo	Reaching all Decision Makers	Proposal Presented	Assessment	Negotiation	Contract Sent	Closed Won
Who should we invite to the meeting? Did you agree to the meeting for information purposes or are you looking to consider a solution like ours?	What are your goals around X? What are you using today to solve that challenge/reach that goal? What if anything would prevent you from using a platform like ours? Who else do we need to bring into the conversation? What is your candid feedback? Any objections we should know about? Does this fit into your current priorities? Can we take X next step?	In addition to the questions in additional pitch... What is your buying process? What can you share with us in terms of budget? Do you have budget/When is your budget cycle?	Is this offer in line with what you thought we'd submit? Anything missing? How can we make this a no brainer for you?	Are you evaluating alternatives? Any features you don't see yourself using? Any parts most useful? What would make these even more valuable to you? Does this solve your problem?	Do we need to make revisions to our initial proposal? Are you interested in adding X feature/service after testing? When are you looking to make a decision by? Can we provide our MSA/SOW?	When do you think we should aim to kick off in order to prepare onboarding? Anything else we should prepare for in terms of your contract process or timeline?	Who do we need to invite for kick off/onboarding? Any key metrics/expectations we should know about in the first few months?

Avoiding Common Sales Mistakes

Common Mistakes

Not training and enabling sales to be experts in the product

Answering questions you don't really know the answer to on a sales call.

Not tailoring the pitch to your buyer personas

Selling features instead of value

Misalignment between marketing and sales

Wild sales quotas

What To Do Instead

Make your salespeople experts as best you can. If you have a very technical product train them and enable them with solutions engineers if required.

Write the question down, tell the prospect you've got the question and will find out and come back in the next hour. Go get the answer and respond with answer to the questions you didn't have answers for as quick as possible.

Tailor all collateral - pitch, case studies, one pagers to your 3 first verticals

Lead to your solution not with your solution. It's all about value and problem solving. Features should always be tied back to value.

Set up weekly meetings with CEO, sales and marketing leads
Ensure Sales & Marketing are focused on same priorities

You want rep quotas to be 4x-5x their OTE. But in the first year or so be practical. When 80%+ of the sales team you hired is doing well things are going to go great, but if most of them are failing then you're going to have a real problem.

Thank You!

What is the Flywheel and how should I apply it to my business?

One of my favorite Chapters is *Up Next, Chapter 9: The FlyWheel*



Welcome to Chapter 9

The FlyWheel

The Flywheel

- 1.** The Flywheel
- 2.** Competitive Advantage of the Flywheel
- 3.** Flywheel Examples
- 4.** Sales & Marketing Flywheel
- 5.** Flywheel Requires Every Department

Introducing the Flywheel

The Flywheel is a business approach that builds momentum when your entire organization prioritizes delivering a best in class customer experience at every possible touchpoint.

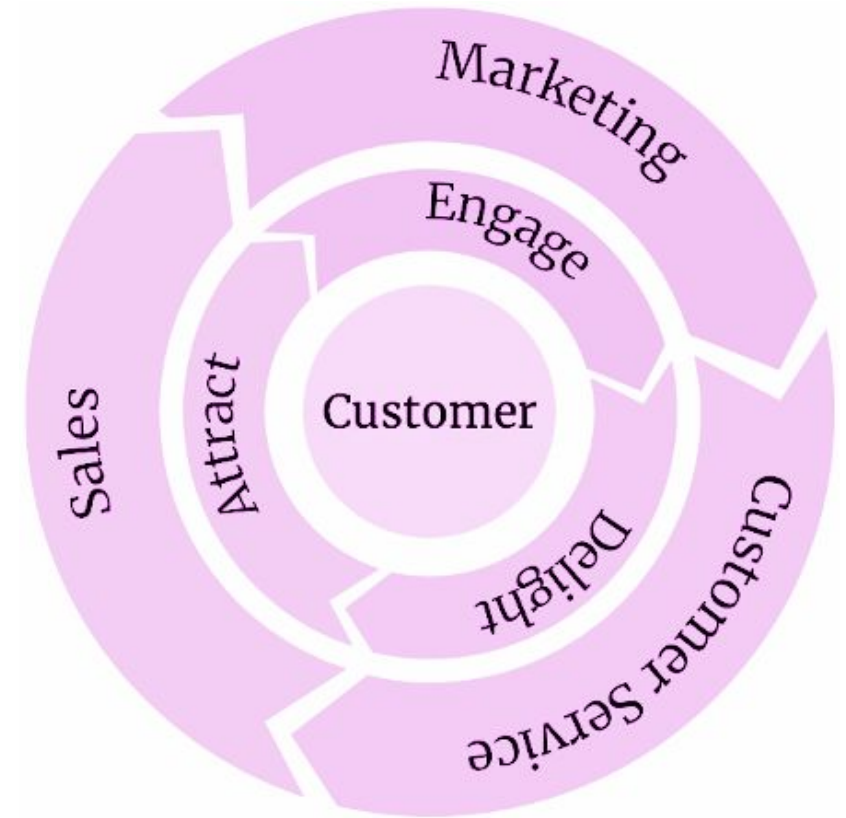
Why is the FlyWheel Important?

The flywheel was invented by James Watt over 200 years ago. It was a wheel that's incredibly energy-efficient.

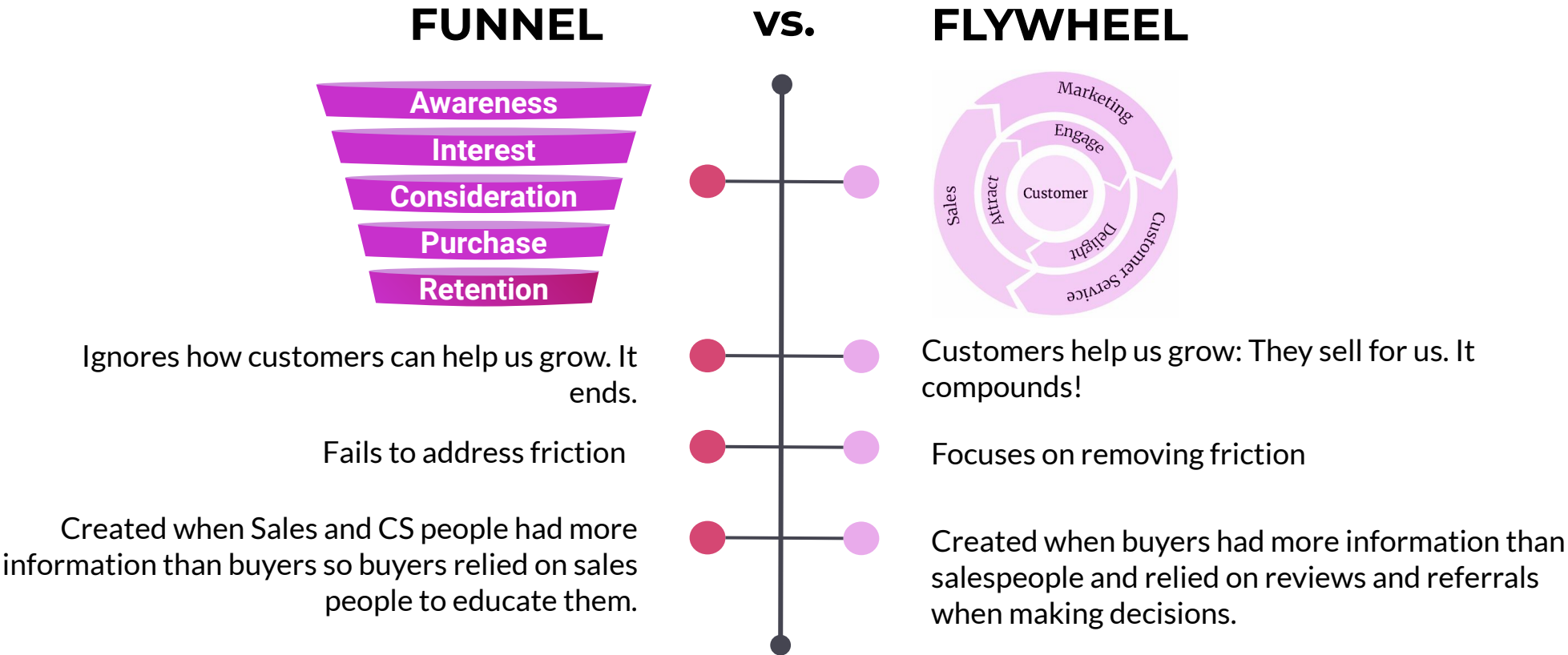
Translating this to the business:

You prioritize turning customers into advocates to drive referrals and repeat sales. Your business keeps spinning!

We make different decisions and priorities when we center our business around a flywheel model.



Funnel:Flywheel as Horse:Car



Buyers are 57% of the way through the purchase process before they even interact with a company.

Flywheel is A Competitive Advantage

Efficient Growth

We aren't the only ones helping our business grow — our customers are helping us grow.

Differentiation

A best in class customer experience is a huge leg up on our competitors. Customers can forgo a better product, in exchange for the best customer experience.

Classic Advice

If you want to build a great company, your product has got to be ten times better than the competition.

Better Advice

A product 10x better makes our lives 10x easier, but in today's world the best product doesn't always win. The best customer experience wins. Not just about *what* we sell, but *how* we create champions..

FlyWheel is a Differentiator in Itself

Example:

1. I woke up this morning on my Purple mattress
2. I put on my Warby-Parker eyeglasses
3. I picked up my phone and played Spotify
4. I got in an Uber and came to work
5. I ordered my lunch on DoorDash
6. Tonight I will open my Kindle and read my book

These companies all are part of our daily life. They are all fewer than 20 years old. They all sell relatively undifferentiated commodities.

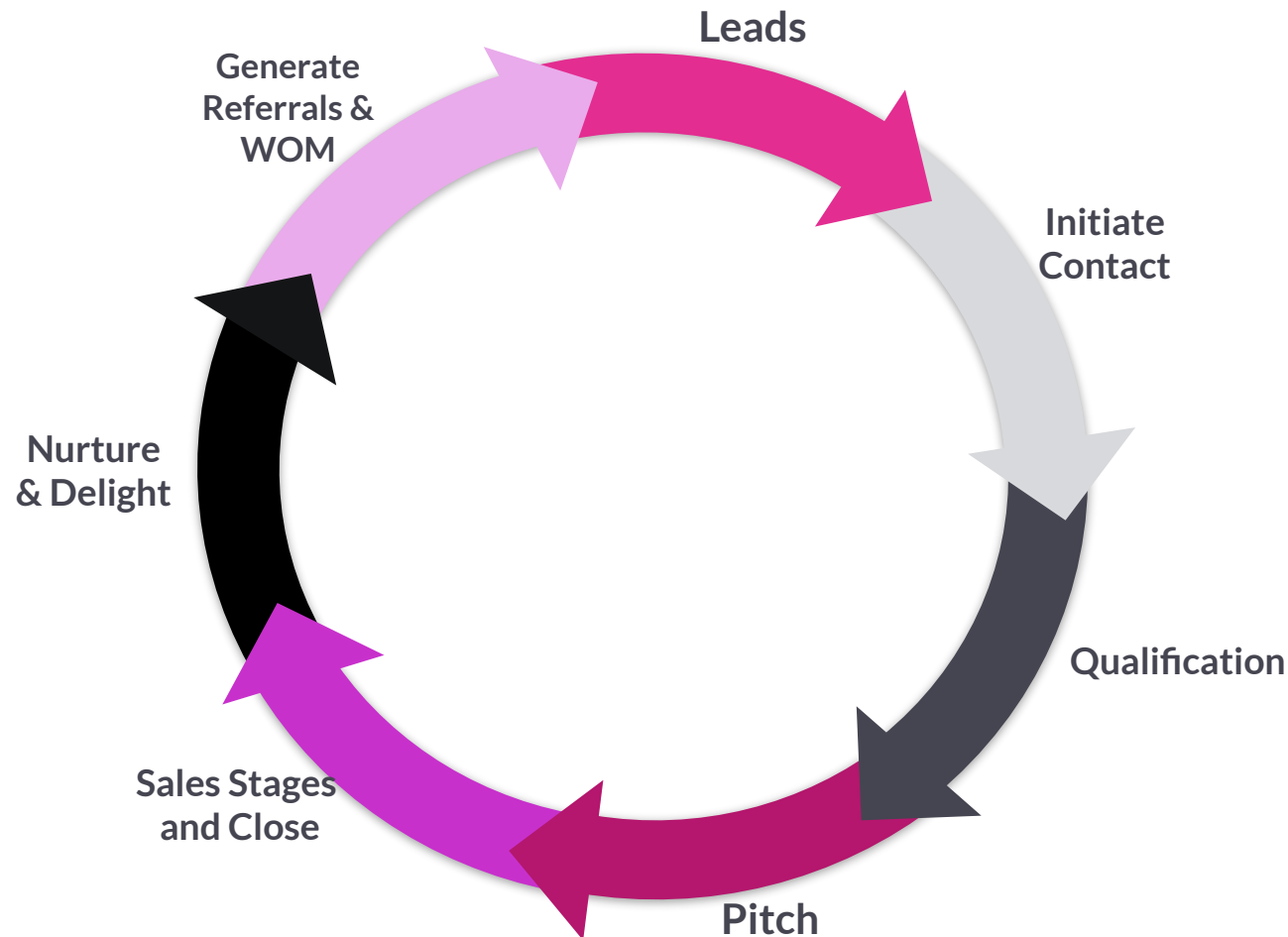
How do they do it? Friction — they've taken all the friction out of their flywheel! Buying is easy. Customer experience is king.

B2B companies that have adopted the Flywheel:



Customers are **4x times** more likely to buy, if referred by a peer.

Sales & Marketing FlyWheel



Referrals are our Best Friends
in the Whole World

37%

higher retention amongst customers who
were referred by other customers

65%

At an Avg B2B Company, What % of New
Deals Come from Referrals?

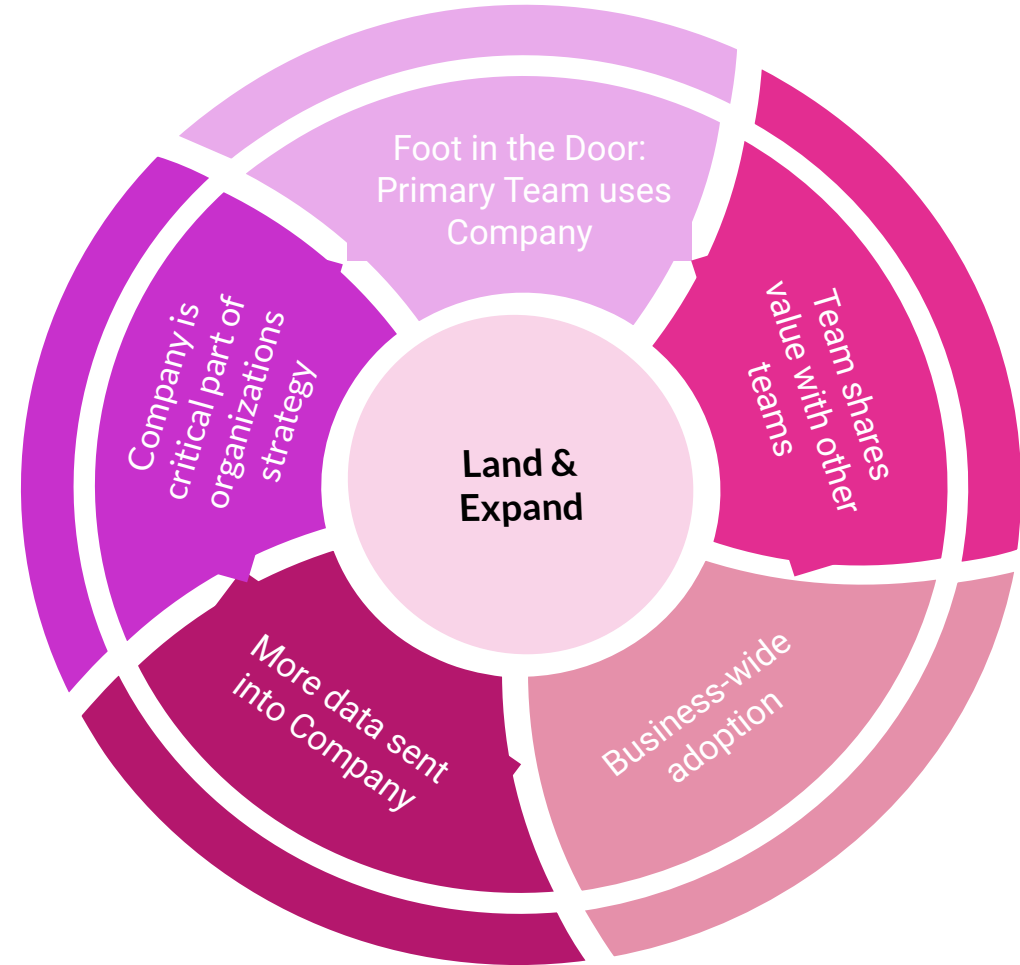
70%

higher conversion rate from referrals in B2B
companies

Source: [SignPost](#)

FlyWheel Requires Every Department

- One central source of truth for all teams to access customer data (CRM)
- Seamless handoff between departments
- Make it easy to buy!
- Make WOM easy and referral incentives
- Triggers - relevant and timely engagement
- Support in any preferred channel: bot, email, phone
- Reduce friction in accessibility and design
- Easy discoverability



Customer experience and efficiency are not at odds. You can achieve both, but **never put process efficiency over customer experience.**

RESULT: Customers buy more, refer your product, and generate word of mouth.

Thank You!

What is a Customer Success Leading Indicator?

Next Up, a can't miss session, *Chapter 10: Customer Success*



Welcome to Chapter 10

Customer Success

Customer Success

1. Roles
2. CS Process
3. Optimal Growth Path
4. Customer Success Leading Indicator

Customer Success Related Roles

Customer Support (CS)

Reactive

Phone or email center responding and assisting customers once they need something.

Self serve, Transactional, Enterprise

Implementation and Onboarding Specialist

Proactive

Train and onboard customers with the goal of setting them up to be self sufficient moving forward. Once set up, they move to support team or CSM.

Transactional & Enterprise

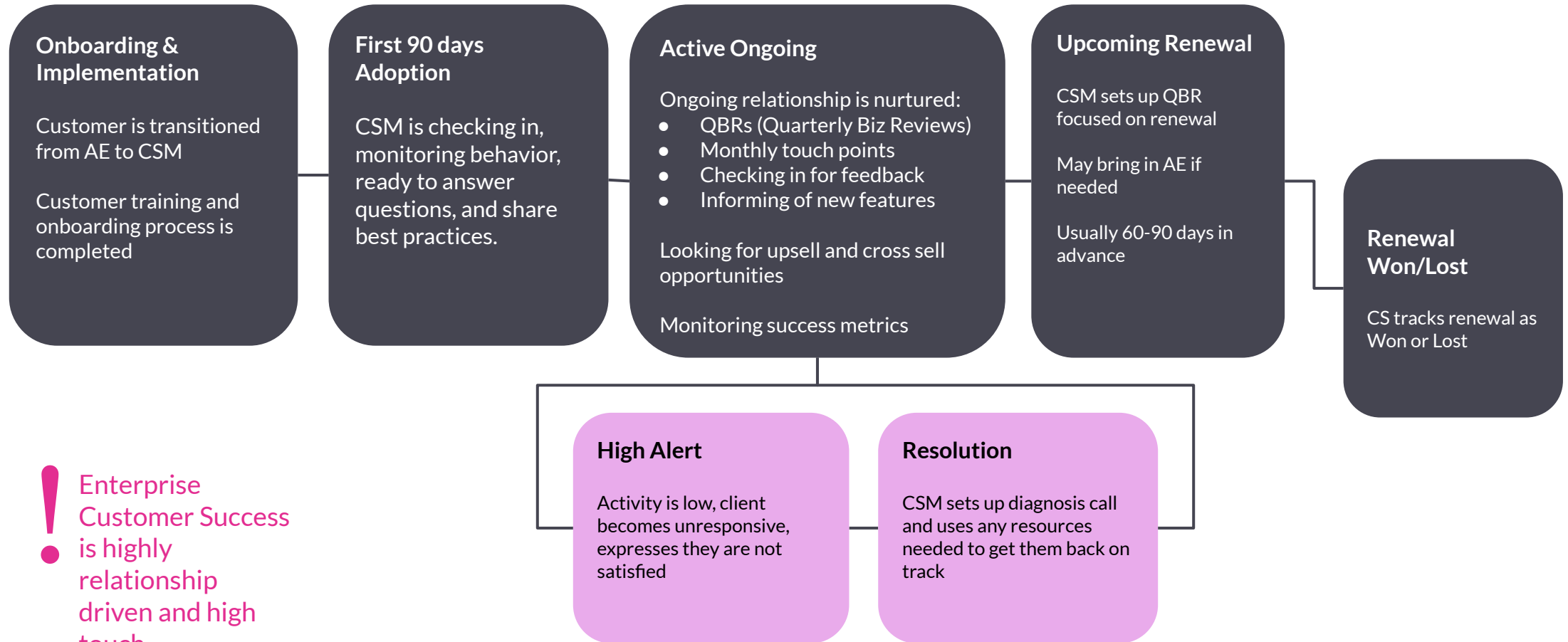
Customer Success Manager (CSM)/Account Manager (AM)

Proactive

Dedicated CSM per customer, focused on helping customer reach their goals. Quarterly business reviews, identifies upsell and expansion opportunities.

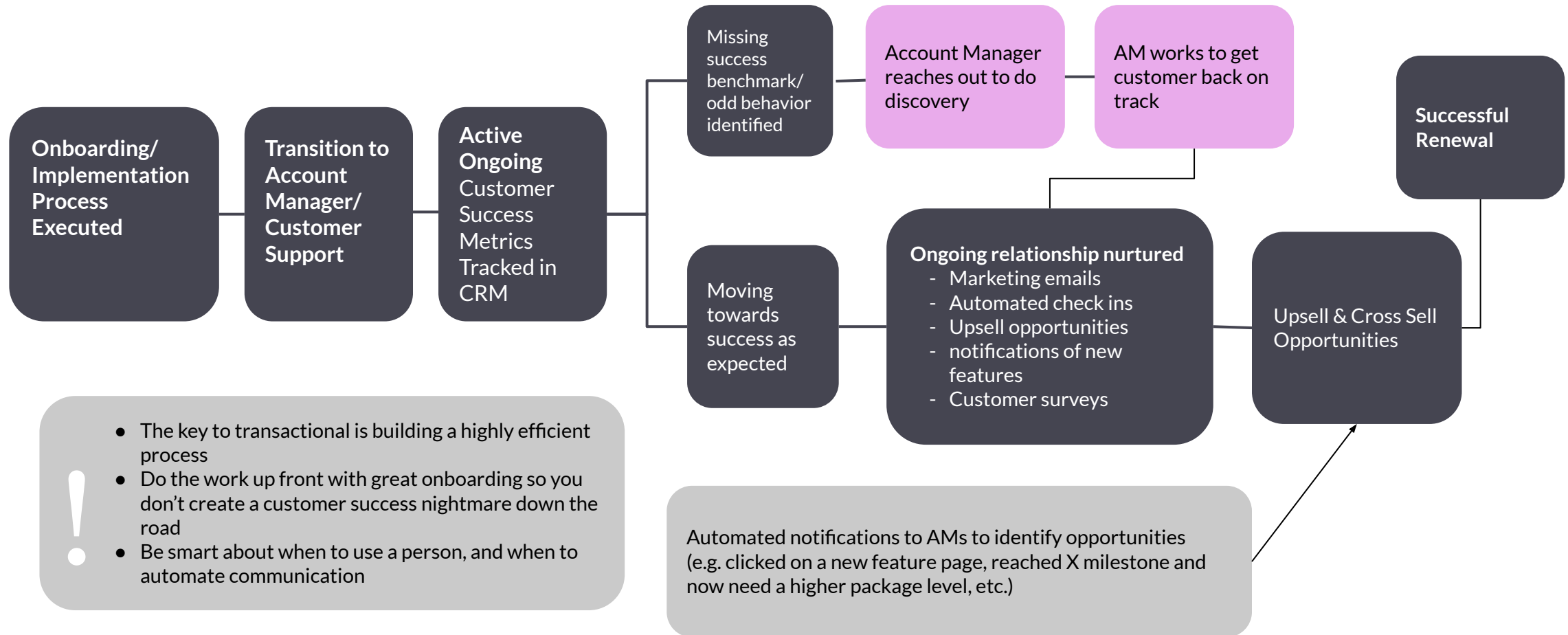
Enterprise

High Level CS Process, Enterprise



! Enterprise Customer Success is highly relationship driven and high touch.

High Level CS Process, Transactional



Customer Onboarding Journey



When to Make Customer Success Hire

Average Customer Success Manager in SaaS can manage a **\$1-1.5M in ARR** block of business.

Hire your first CSM as soon as you can. At 10 small customers or 1 large customer, you are ready to hire this person.

- They will ensure the first customers are successful and begin to help you understand success measurement
- They can begin to document the first steps towards a Client Success process

In the early days this is still founder-led! Join calls, listen to customers, hear what the CSM hears, facilitate the product feedback loop.

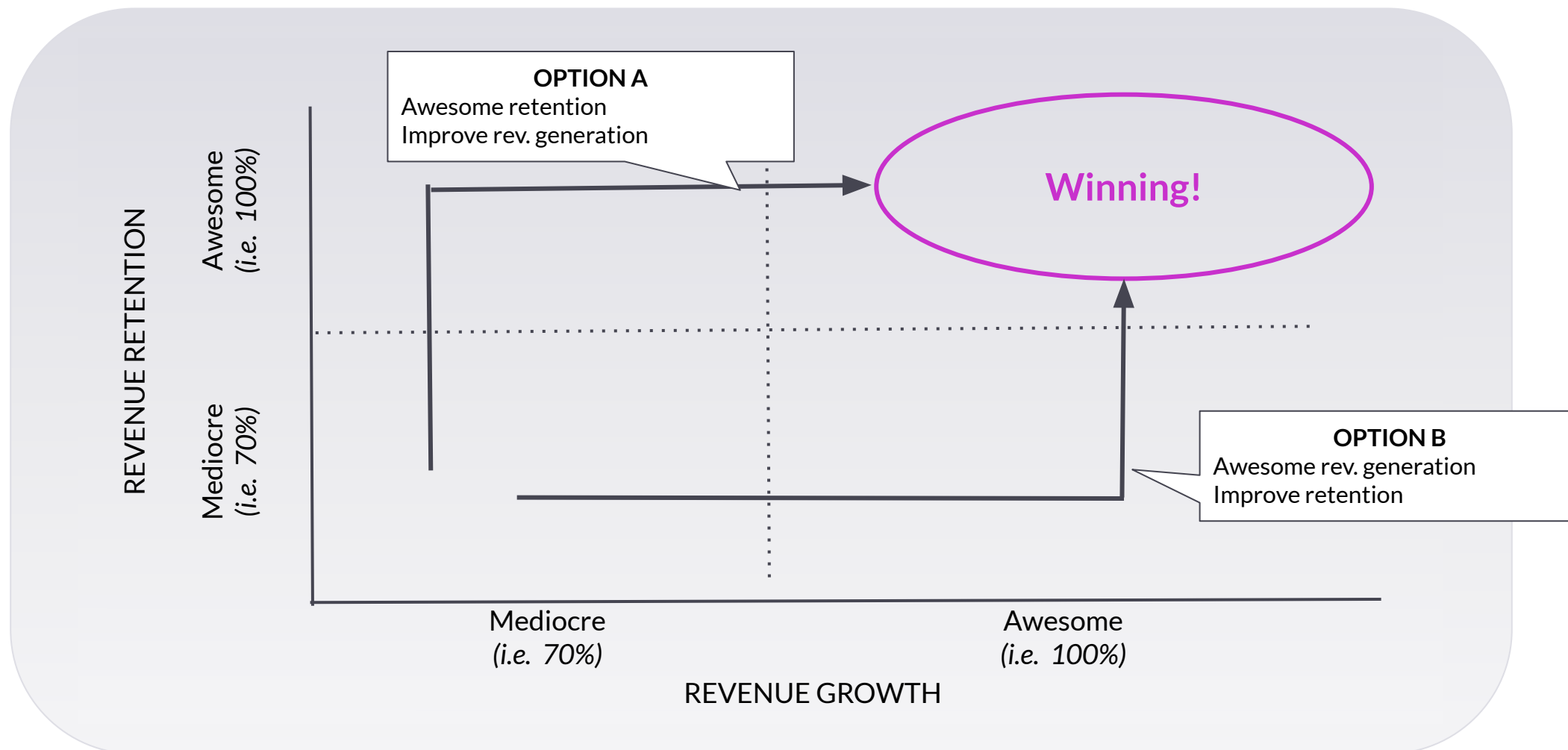
Connecting the Dots

ACV-CS-Process-Touch-Reactivity

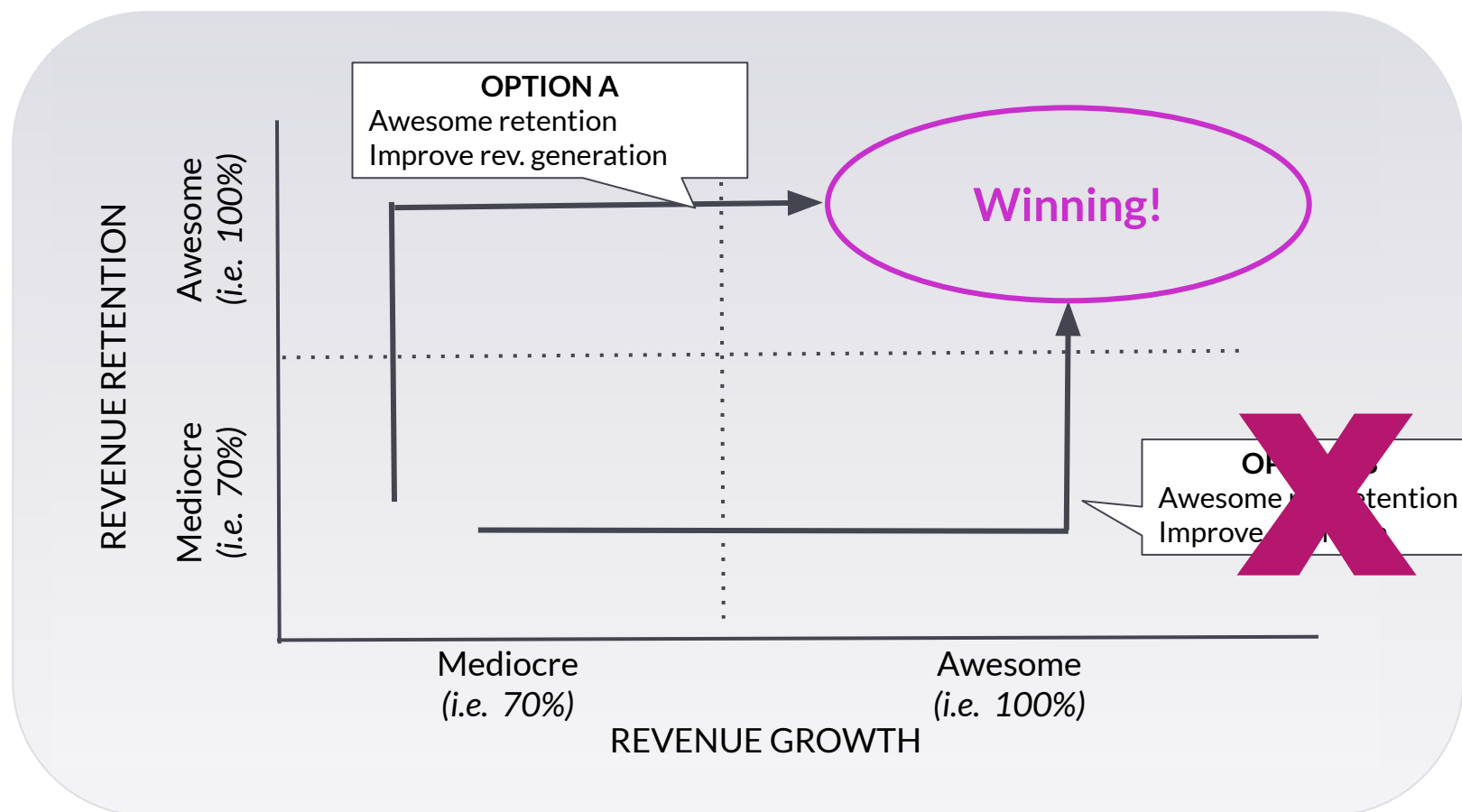
DEAL SIZE (ACV)	\$99-\$300/ month	\$5k ACV	\$10k ACV	\$25kACV	\$50k ACV	\$100k ACV
No. of Accounts (at \$1M benchmark)	10,000-3,333 <i>(customer support driven)</i>	200	100	40	20	10
Accounts per Month	833 - 278	16	8	3-4	1-2	1-2
Touch	Low	Low	Medium	High/Medium	High	Highest

REACTIVE  PROACTIVE

The Optimal Growth Path



The Optimal Growth Path



“

It is easier to push up the throttle once you have great revenue retention, then fix a retention problem while trying to scale.

Mark Roberge
Co-Founder Stage 2 Capital, Former CRO HubSpot, Author "The Sales Acceleration Formula"

Customer Success Metric: The Leading Indicator

What do you need to do:

1. What factor determines your client success?
2. What needs to happen for us to be able to say “yes, this client is a success”?

Examples:

- CRM - Using X features in X days
- Employment Platform - X placements in X months
- Messaging Platform - 2,000 messages sent in X time
- Project Management tools - Usage - X projects, daily usage

Customer Success is correlated to your LTV

Customer Success is strongly tied to Product Market Fit



Are you tracking that now?

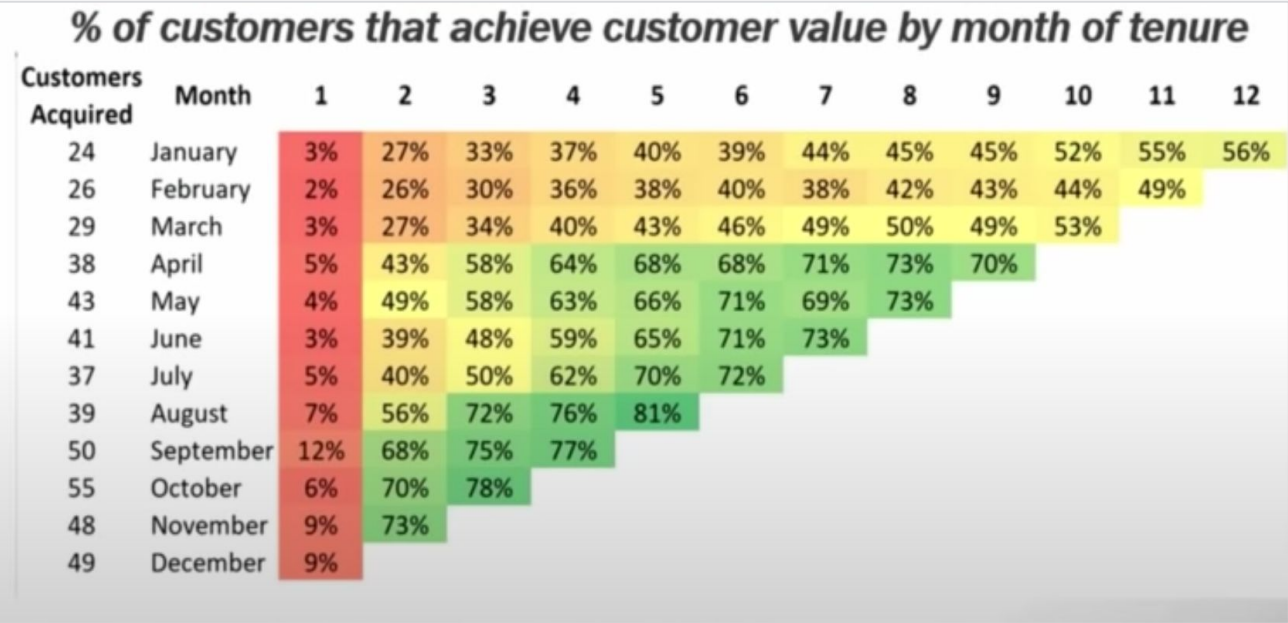
For every customer segment?



And how long it takes each customer to get there?

Customer Success Metrics

- 1. Define customer success metric
- 2. Define acceptable % of customers reaching value (product market fit)
- 3. Measure by customer group/segment



This was the first slide Hubspot would use in every board meeting.

In September - 77% of customers hit their success metric in 4 months. This is compared to only 37% in January.

They are onto something, they are creating value, now let's take the next step.

Final Takeaways

- The US is a big time Customer Success/Customer Service culture in every aspect
- Churn is the death of SaaS - Do not drop the ball on Customer Success by focusing on new revenue at the expense of CS
- New revenue is really hard to achieve if you don't understand what is making your current customers successful
- Product Market Fit has to be found in each and every market you enter, the customer success metric will enable you to see when you have a PMF problem so you can strategize accordingly
- For the lifetime of your company, Customer Success should be top priority

Thank You!

How much did you say I need pay my US sales team?

Let's dive into *Chapter 11: Sales Compensation and Developing Your Sales Plan*



Welcome to Chapter 11

Sales Team Comp & Developing Your Sales Plan

Sales Team Comp & Developing Your Sales Plan

- 1.** SDR Compensation
- 2.** AE Compensation - ARR
- 3.** AE Compensation - MRR
- 4.** Ramp Schedules
- 5.** Developing Your Sales Plan

SDR Compensation

Base/Commission split: somewhere between 60/40 and 70/30.

- Usually 60/40 for transactional
- Closer to 70/30 for higher price points where conversion may be lower

Commission is based on goal attainment, and there are a few common metrics that go into goal setting:

- **30%** Activity per month e.g. leads reached per month
- **50%** Number of SQLs generated per month
- **20%** Amount of revenue in the pipeline
- (Additional kicker) Closed deals generated from SDR lead gen

Tip: We like to do commission almost entirely on SQLs with a kicker for closed deals sourced by the SDR. SQLs is the thing that matters most, so we want to align their efforts to that main KPI we care about.

Example:

- Base: \$55,000
- Commission: \$15,000 (and usually based on % of monthly goal attainment)
- OTE: \$70,000
- Kicker: 1-2% of MRR of any deal closed you source

AE Compensation Basics: ARR

The most common SaaS comp plan is a 50/50 model.

On Target Earnings are comprised of 50% base salary, 50% commission

ACV	\$10k	\$25k	\$50k	\$250k
ARR Quota	\$600k	\$800k	\$1M	\$1.2
Deals to Attain Quota	60 (5 per month)	32 (2-3 per month)	20 (1-2 per month)	4-5 per year
Annual Commission	10%	10%	9%	9%
Commission	\$60k	\$80k	\$90k	\$108k
On Target Earnings	\$120k	\$160k	\$180k	\$216k

Quota/ACV = Number of Deals closed per Year.

Average commission:

- New Deals: 9%
- Upsell/expansion: 7-9%
- Renewals: 3%

AE Compensation as a Profit Center

ACV	\$10k	\$25k	\$50k	\$250k
ARR Quota	\$600k	\$800k	\$1M	\$1.2
Deals to Attain Quota	60 (5 per month)	32 (2-3 per month)	20 (1-2 per month)	4-5 per year
Annual Commission	10%	10%	9%	9%
Commission	\$60k	\$80k	\$90k	\$108k
On Target Earnings	\$120k	\$160k	\$180k	\$216k
OTE to Quota Ratio	5x	5X	5.55X	5.55X

General Rule:

OTE is 4x - 6X their revenue target. This is where the 9% commission comes from.

Benchmarks

AE: 20% of costs

*9% commission, 18% total pay + 2% in loaded costs

You now have 80% leftover to cover all other costs of the business

Sales Comp Plan For your 1st Sellers

Compensation for your first 2 hires can be the most tricky and requires some creativity.

To put in place a 50/50 ARR plan with 4-6x OTE to revenue ratio you have to have a leads, efficient process, sales enablement and initial traction or your reps will likely fail.

For the first hires

- First, focus on getting them to cover their costs as quickly as possible, and everything after that is upside
- Second, focus on optimizations to get to the 4-6x model

Sales Compensation: MRR Sample Plan

Plan 1: \$2 of commission for every \$1 of MRR an Account Executive booked

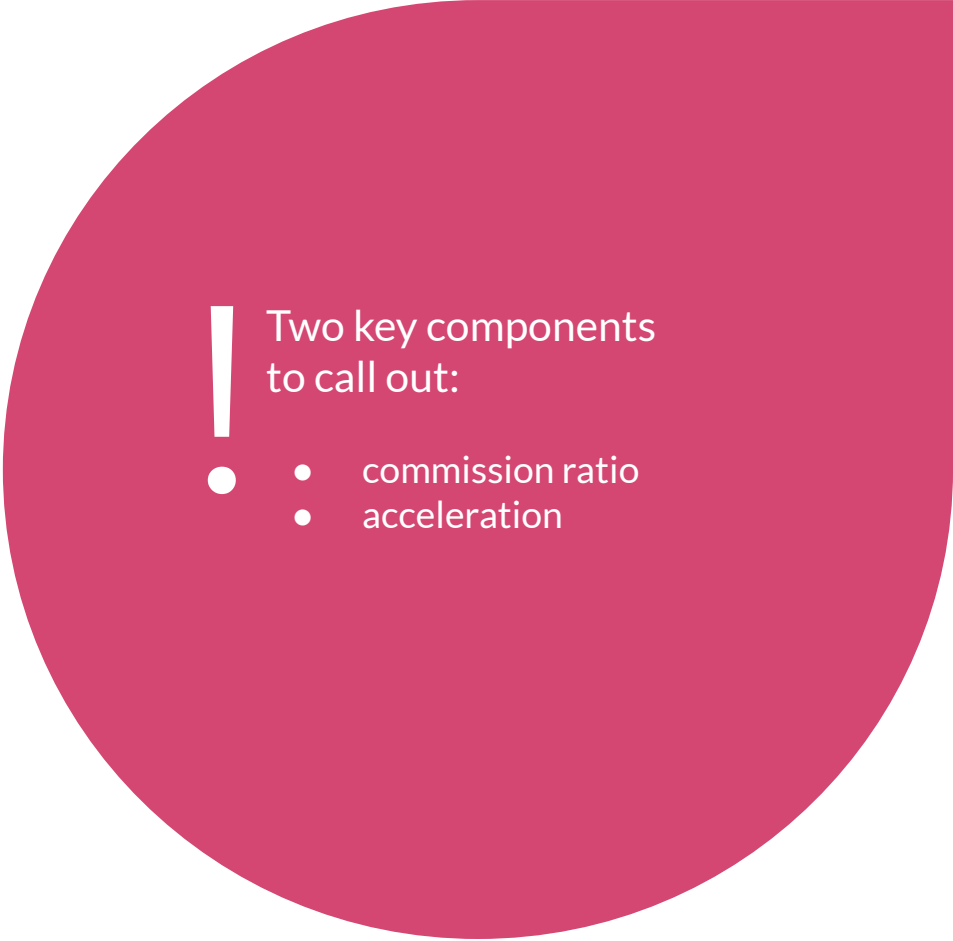
Plan 2: Focus shift to revenue retention

AE's divided in 4 quartiles by customer retention:

1. the top quartile: \$4 per \$1 of MRR
2. the second quartile: \$3 per \$1 of MRR
3. the third quartile: \$2 per \$1 of MRR
4. etc...

Plan 3:

\$2 for every \$1 of MRR, but not immediately. 50% of the commission paid in the first month, 25% in the sixth month, 25% in the twelfth month - provided of course, the customer was still subscribed.

- 
- Two key components to call out:
- commission ratio
 - acceleration

Sales Comp (MRR) Commission Ratio

Commission ratio = customer revenue divided by the sales cost for a year.

In the case of the \$2 commission for \$1 of MRR, the commission ratio is 3.3, calculated in the table

Most commission plans for inside sales teams maintain a commission ratio between 3 and 4.

The lower the commission ratio, the more a company pays to each AE for a sale, and vice versa.

Ultimately, the sales commission plan has to balance the cost to the business and the ability of the account executive to earn market wage.

\$2 for \$1 Commission Plan	
Quota	\$400,000
Monthly MRR Quota	\$2,778
Monthly MRR Commission	\$5,556
Annual MRR Commission	\$66,667
Annualized Customer Revenue	\$216,667
Commission Ratio	3.3

Sales Comp (MRR) Accelerators

Accelerators - paid for exceeding quota or to incentivize specific behavior

Accelerators for exceeding quota:

- The benefits - accelerators reward above-quota performance and encourages AEs to close deals as quickly as they can
- The risk - accelerators can encourage sandbagging - the practice of lumping contracts in one particular period to juice the commission payouts

Examples of accelerators:

- Paid a sliding % for any revenue booked above their quota
- An X bonus for selling X volume or revenue of a specific feature
- In Hubspot's second commission plan, the accelerator is based on customer retention, rather than quota outperformance

Ramp Schedules

Generally speaking, sales reps should be closing deals **within one sales cycle** and should be **ramped by 2 sales cycles**.

That means, **know your sales cycle**! If you underestimate your sales cycle as most CEO's do :), you set them up for failure and a contentious relationship with your VP, and you likely have a team never hitting their goals.

Follow the CRM data! Don't assume. If you think your sales cycle is too long, then address how to reduce it, but don't adjust your ramp schedule until you find out how to equip the team to reduce the sales cycle.

Example:

- Average Sales Cycle is 3 months (SQL to Customer)
- Expect they start closing first deals by month 3
- Fully ramped by month 6/7

! This is only if you have a strong onboarding, decent training, AND well established lead funnel. If they also are generating leads, then you're going to have to add a few months to build up a pipeline of **QUALIFIED LEADS**.

Developing Your Sales Plan

To put together your sales plan you need to know the following information:

1. Company ARR Target
2. Starting ARR
3. Churn Rate
4. Expansion ARR
5. AE quota
6. AE ramp schedule
7. Number of AEs per Dir/VP
8. Number of SDRs per AE
9. Number of CSMs per \$2M in ARR
10. Number of SEs per AE

Sneak Peak: Building Your Sales Plan

	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ARR Target		\$62,500.00	\$125,000.00	\$312,500	\$859,375	\$1,850,781	\$3,519,773	\$5,434,576
Net ARR Churn	\$0.00	\$0.00	\$0.00	\$0.00	\$3,125.00	\$8,593.75	\$18,507.81	\$35,197.73
New ARR from new customers	\$62,500	\$62,500	\$62,500	\$187,500	\$550,000	\$1,000,000	\$1,687,500	\$1,950,000
Founder/VP Sales	\$62,500	\$62,500	\$62,500	\$62,500				
AE 1				\$62,500	\$150,000	\$250,000	\$250,000	\$250,000
AE 2				\$62,500	\$150,000	\$150,000	\$250,000	\$250,000
AE 3					\$62,500	\$150,000	\$250,000	\$250,000
AE 4					\$62,500	\$150,000	\$250,000	\$250,000
AE 5					\$62,500	\$150,000	\$250,000	\$250,000
AE 6					\$62,500	\$150,000	\$250,000	\$250,000
AE 7							\$62,500	\$150,000
AE 8							\$62,500	\$150,000
AE 9							\$62,500	\$150,000
AE 10								
Total	\$62,500	\$62,500.00	\$62,500.00	\$187,500	\$550,000	\$1,000,000	\$1,687,500	\$1,950,000



Resource

Check out the SmartSaaS Sales Planning Template

Thank You!

Is my sales pitch any good?

Chapter 12: Sales Pitch & Deck is Coming at You.



Welcome to Chapter 12

Sales Pitch & Deck

Sales Pitch & Deck

- 1.** Sales Pitch Foundations
- 2.** Core Slides
- 3.** Using a Pitch Deck
- 4.** Conducting Sales Calls
- 5.** Common Mistakes

Sales Pitch Foundations

Important Tips:

- The goal of the deck should be to: Educate, Inform, Empower, Challenge to Act
- Leading to your solution, not with your solution
- The Deck should take no more than 3 -7 minutes to present
- Be Flexible! - Read your audience, tailor your pitch, focus on the things they are most interested in.
- Say “You”! It’s about how we can help “You,” not about what we have built. No one cares how fancy your tech is, or awesome you think your idea is, they only buy if you show them you can make their life easier.



! Professionally designed but editable is a **MUST** in the early stages!!!!

Then Deck Slides: Set up the Problem

Part 1

Title Slide	• Your logo nice and big in the middle • A tagline articulating your value proposition in <u>their</u> terms
The Warmer	• Introduce the context of the problem you're solving for their organization • Use statistics to illustrate the relative severity of the problem • Back it up with credible 3rd party sources when possible • This should be something that is fairly 'obvious' but sets the stage, and should create common ground between you and the reader. Reaction should simply be: <i>"Yeah sure, we all know that. And agree it's a major concern."</i>
The Warmer Cont...	• Explain the problem in more specifics as it directly pertains to them.
What's wrong with what they are doing now?	• Preemptively addressing objections • "Current solutions are not enough" - backup with stats
Quantify impact of not solving the problem	• Show cost of <i>inaction</i> • Explain it in terms of metrics they track and look to optimize • Explain how the problem is too big to ignore and establish urgency

The Deck Slides: Your Solution

Part 2

Introduce your solution	• Quick summary with your logo and what your company does.
How your solution solves the pain point	• Tie back your solution to the pain points/problems you surfaced in the beginning • Why are you the best at solving this problem • What is the value to your customers • What business outcomes does it drive
Logos of your partners/clients and case study	• Using clients that are in their sector when possible is preferred • <u>Briefly</u> describe relevant stories from your work with related clients and how they went about deciding on and launching your solution • Recognizable logos are always better even if they are partners, affiliates, or not clients directly, shows credibility and network
Transition	• Transition to demo • Contact Details
Appendix and Alternates (slides you pull up into the core, or get to after the demo)	
Show key features/benefits	• Introduce specific unique features/differentiators in more detail and tie them back to value and business outcomes
Address common objections	• Think of common objections like time, prioritization, competing initiatives, company culture, politics, etc. and explain how you handle them • You want them thinking this will be relatively lightweight project to take on that will deliver major impact with minimal risk • Start to mention other stakeholders and how this will impact them from a time commitment and key metrics standpoint
Introduce ROI/Success metrics	• Use statistics and performance from your clients when possible • Categorize the metrics you impact into easy to understand categories • Compare your performance against competing methods of solving these same challenges



Resource

Check out the SmartSaaS Sales Deck Template

...But wait, should I even use a deck?

It depends! :), but no matter what, build the deck and write the script!

This is what I do every time:

1. I build my sales deck
2. Write my script out completely including how I walk through a demo
3. I practice it 100 times out loud
4. I talk with customers
5. I revise and perfect it
6. I then end up using on average 2-3 slides for an average digital sales presentation

Why?

- The best meetings are more conversational but if I get a difficult prospect on a call, I have my back up ready e.g. the deck!
- It keeps alignment across the entire organization in how we are communicating our product and value to prospects
- It's a great training document for the revenue team
- Some people request it after a call

Summary Sample of Sales Call

1. Don't skip introductions
2. Quickly establish goal of the call
3. Introduce what the company does/how founded. Complement the client. Show them you did some research.
4. Stop and ask intro questions
5. Talk about the problem and preemptively overcome objections
6. Introduce the solution and then key features
7. Ask questions
8. Check in
9. Ask closing questions/call to action/get them to take the next step

! Start with your video on!

...then mirror your prospect. If they don't join with video or turn it on in 10 seconds, turn off your video

Common Mistakes

- Focusing on features not value
- Not asking the right questions
- Talking too much
- Not tailoring to the buyer
- Not being prepared to overcome objections
- Not asking to move to the next step
- Mistaking excitement for willingness to buy
- Asking for the sale before they are convinced



Selling is a bit like dating

- Would you sit down and rattle off what you think are all your good qualities?

Would you propose to someone the first time you meet them?

Prepare to be ghosted.

Thank You!

My Leads are dragging their feet, how do I drive a sense of urgency?

Your Final Chapter, *Chapter 13: Sales Enablement* is Up Next.



Welcome to Chapter 13

Sales Enablement

Sales Enablement

- 1.** Sales Collateral
- 2.** Objection Handling
- 3.** Driving a Sense of Urgency
- 4.** Sales Playbook

Why Sales Enablement Matters

32%

higher team sales quota
attainment

24%

better individual quota
achievement

23%

higher lead conversion
rate

PSA

**Sales People are
not Magicians!**

Sales Collateral

OUTREACH

Outreach Cadences

Objection Handling Responses

End-to-End Outreach Process

Press Releases

Blog Posts

PITCH/DEMO

Pitch Deck w/ Script

Industry relevant demo environments

Problem + Solution Slides

Follow Up Materials

Objection Handling doc

BUSINESS CASE PROPOSAL

Proposal

Pricing Slides

Pricing Calculator

MSA & SOW

CLOSING

Contract

Legal Approval

NDA

Champagne

POST-SALE

Handoff Checklist

Internal Kick-Off Checklist

External Kick-Off Checklist

One Pager Outline

- Logo
- Tagline
- 1-2 sentences about you in a summary (what you do and for who)
- Challenges you are solving (or challenges you see in the market)
- This is the impact of those challenges (benefits and what happens if you fix them)
- What we do and what makes us different
- Logos
- Contact information



Velkomly

Using technology to drive authentic inclusion in the workplace



Job search criteria has not changed in decades. We don't consider a person's physical or mental requirements...until now.

Inclusively is a disability driven employment solution. We help employers easily and efficiently find and hire qualified candidates with disabilities.

89% higher retention rate across all employees at your organization

72% increase in productivity across the entire company

\$ in direct financial impact

Why Employers love inclusively

- ✓ Easy and efficient to meet your DEI goals
- ✓ Access to a large pool of diverse, quality candidates
- ✓ Training and education for interviewing and hiring people with disabilities
- ✓ Developed for people with disabilities by people with disabilities
- ✓ Patented accommodation matching technology
- ✓ Maximize tax benefits by initiating Form 8879

Trusted by:     



Velkomly

How it Works

For Employers

- Post open jobs
- Your accommodations auto-tagged per job posting
- Get hands on support with hiring and employing people with disabilities

For Candidates

- Patented Tech will recommend best jobs by auto matching symptoms and skills to job titles, or
- Filter jobs by accommodations
- Submit application

RESULT: You receive a quality pool of applicants who know their needs can be met by your organization.

Candidates Snapshots

Data Scientist

- UC Berkeley
- BA in CS and Econ
- Minor, Data Science
- Colounder Dyslexia – app for people with reading disabilities
- Prior roles with Apple, SAP, and US Navy

UX Designer

- Massachusetts College
- BA in Animation
- 6 years experience in graphic design
- Sketch, Invision, Adobe Design and Animation Suite

XXXX

- College
- Degree
- Experience
- Prior roles
- expertise/skills

1 in 5 Americans will experience a disability in their working years

50% of accommodations cost less than \$500 (and 80% less than \$1000)

80% of people with disabilities acquire it during their working years

Get in Touch

 Brielle@goligilo.com  1-425-681-2848  velkomly

Case Study

A case study explains a specific challenge or goal, and how your company solved for it. Case studies can vary greatly in length, and focus on a number of details related to the initial challenge and applied solution.

What a case study is not:

- They are not about the product, or an explainer of features
- Case studies are not about you
- They are not an essay or press release

What makes a good case study:

- They are written like stories - they have a beginning, middle and end
- They are about the customer's journey, NOT your company
- Good case studies show clear cut results with numbers and data
- Good case studies are relevant to the audience - personalization!
- Highly visual
- Results are clear and tangible



How Top CPG Companies Use System1 Research

In just one week, quantilope was able to identify a white space opportunity targeting athletes with a commercial that would build an emotional attachment to the brand anchored on enjoyment and trust -- two emotional goals every brand in the market was missing in their marketing.

DANONE

IDEAL USE CASES:

- Uncover consumer's subconscious needs
- Identify whitespace opportunities to differentiate from a competitor
- Learn which brands own category relevant associations
- Support a brand re-launch
- Improve media relevancy

THE CHALLENGE

Danone's Oikos team needed to better compete with Chobani and differentiate its Oikos Triple Zero product during a brand re-launch. In addition to driving trial among people who were aware of Oikos to extend its target group, quantilope wanted to test whether a TV commercial Danone developed met their target group's needs.

ENTER QUANTILOPE

To do this, quantilope ran a two phase study with 2200 consumers to understand the subconscious needs of shoppers in the nonfat yogurt category and the associative network of brands in that category.

quantilope then looked at whether Danone's new TV commercial met shopper's needs and helped differentiate it.

THE RESULTS

In just one week, quantilope was able to identify a white space opportunity targeting athletes with a commercial that would build an emotional attachment to the brand anchored on enjoyment and trust -- two emotional goals every brand in the market was missing in their marketing.

Through its research, quantilope determined that Oikos should tell a story around balance and the overall health benefits of the product that framed Oikos as a product for everyday use. In particular, benefits and categories such as Non-Fat Yogurt, Tasty, Creamy, low calories and 0% fat resonated best.

They were also able to identify new flavor opportunities, such as Mixed Berry, Peach, Cherry and Banana Cream.

Buyer's Guide

Buyer's Guide

- Assist businesses and individuals alike in their buying decisions
- Used for complex products and large buying committees, or first time the client is buying something like this
- Provides all the necessary information and comparisons a person needs to choose a solution to their problems, You're giving them what they need in order to make an informed decision on the solution that is right for them

It will include

- Product specifications
- Comparisons of similar products
- Customer testimonials

This should answer any objections a person has by giving a detailed account of exactly what your product or service provides.

Beating out Competitors

Overcoming competitor objections, key items:

- Industry relevant case study
- Better yet, a case study or testimonial about why another customer left X competitor and moved to your organization
- Comparison document highlighting your advantages, features, etc. against competitors
- Write a script with responses for each competitor about why they should adopt you over them
- What are you willing to do to win a customer from an existing competitor? - Buy-out contracts? Give your product for free until their existing contract expire? Trials/Pilots can be most effective here



35% of sales leaders believe objection handling is the biggest challenge their sellers face.

Objection Handling

But why do people object?

The first step to handling objections is to really understand what drives customers to object in the first place. Often, there's a motivation lurking beneath objections and by being proactive you will be able to mitigate the true concern.

Some of the most common reasons people object that can be proactively handled with the right talk track and resources include:

Lack of Knowledge	Specific, Warranted Concern	Hidden Agenda	Perception Issue	Unclear Communication
-------------------	-----------------------------	---------------	------------------	-----------------------

Techniques to Handle Objections

Gratitude Always thank the prospect for sharing their concerns and communicating candidly with you. You want to encourage this behavior.	Empathy Let the prospect know you understand how they could feel the way they do even if you disagree with the objection so that you don't appear combative.	Discovery Ask questions to better understand the objection and what's motivating it.
Ask, probe, confirm Dig in on the objection and confirm that you are hearing the prospect correctly ("So does that mean you are no longer going to consider us over X competitor?")	Show value Show value through support materials or a revised offer.	Proof points/references Leverage the power of case studies, testimonials, and client references to approach the objection from a third-party point of view

You need an objection handling doc yesterday!

Document each objection you hear, and write a response to each one including supporting materials.

Most Common Objections

"Your price is too high"	"I don't believe this will work for us now"	"This is not a priority" or "This is not a good time"	"I'll buy from you if you add "X" feature"	"Do you have resources in the US and in my time zone to support me"
"We're already working with X competitor"	"We're going with X competitor instead"	"Just email me more information."	"I need to sell this in to others"	"How long have you been in business?"

Pricing Objection

First Ask Questions:

- “Can you tell me a little bit more about why you feel the price is too high? What price were you expecting?”
- “Do you see price being a major obstacle in the process?”
- “What would need to happen to make the offering worth the price I quoted you?”

If the real challenge is that the prospect is not understanding the value you provide or another person in the decision-making process is pushing back, **next:**

- Set up an **alignment call** to walk everyone through each line item and how it justifies the cost so that the prospect is clear on the entire value of your offer
- Use an **ROI calculator** or business case to jointly make the case
- Demonstrate the **cost of doing nothing** at all
- Share **educational materials** on how to measure success in your category
- Share **testimonials and case studies**
- Connect the prospect with a client who can share their experience by phone
- ***Pilots** - if it enables you to demonstrate value in a reasonable amount of time

Objection Handling

Requires Support from all Departments

MARKETING & SALES ENABLEMENT	CLIENT SUCCESS	PRODUCT	EXECUTIVE TEAM
Marketing and sales enablement need to lead trainings and create materials that help sales handle objections. They should be responsible for owning the talk tracks the team uses and ensuring everyone is aligned.	Client success should work hard to uncover: • Case studies • Testimonials • Client references They should contribute to content that highlights best practices.	Product should support objections with: • Clear product roadmap, dates, and trainings so the team can “sell the future vision” without over-promising. • Product should be willing to join necessary calls, especially when a deal is at risk due to a feature or functionality.	Many companies assign an executive sponsor to major deals so that they can handle objections with people at the top or continue to make the prospect feel special. Executives play a big role in building trust when handling objections and their presence can especially demonstrate commitment to key prospects in highly competitive deals.

Driving A Sense of Urgency

First mistake: Is urgency really the issue?

The customer will often use a lack of urgency as a “stall” to mask that the real problem is the lack of value, trust, or money.

Second mistake: Thinking you can start driving urgency at the end.

You have to solve this from day 1, the very first time you talk to the customer.

Driving A Sense of Urgency

Driving Urgency from Start to Close

Step 1: Ask questions to get them to communicate the urgency themselves

- Why are you looking for a solution right now?
- Why is now the right time to solve it?
- What is this problem costing you?
- What happens if you keep doing what you are doing?
- If you weren't experiencing this pain anymore, which projects/priorities could you focus on?
- What would you do with the money you saved?

Step 2: You are going to use that against them later, but it's for their own good! :)

In your proposal, you are going to repeat what they told you:

- "X was your problem"
- "The problem was urgent because"
- "You need to solve this problem by X date"
- "The longer it takes to solve the problem it costs you X"

Driving A Sense of Urgency

Your Plan B is to then Fall on Urgency Techniques

Time-sensitive offers

Offer limited-time discounts

Encourage prospects to act quickly to seize the deal

Scarcity Tactics

Emphasize the limited availability of your product or service

Sales Enablement Metrics

- Sales Cycle
 - Sales transition time - where are deals getting “Stuck”
 - Time to Close
- Quota Attainment
- Time AE’s Spend Selling
- Content/Collateral Effectiveness
- Close Ratio
- Conversion Rates
- Number of Closed Deals
- Product/Services Mix sold

- Create a sales enablement driven culture. Everyone feels part of, contributing too, and in part responsible for sales success.

The Sales Playbook

Intro to the Company

- Mission
- Background
- Team

Target Markets

- Intro to ICP and Buyer Personas
- Omissions (who we do not sell into)
- Market Segmentation

Buyer and Customer experience

- Buyer Journey
- Lead Generation Journey
- Onboarding Journey

Tools, Software and Resources

- Sales Tools, Description and Link

Product Training

- Demos
- How it Works
- FAQ
- Use Cases
- Features
- Knowledge Base

Positioning

- Market Conditions
- Value Proposition
- Competitors
- Differentiation
- Pricing and ROI
- Buyer Personas and Use Cases

Sales Training and Plays

- Top Pitch Recordings
- Sales Pitch and Demo Scripts
- Objection Handling Plays

Content & Enablement

- Content Map per Buyer Persona
- Content Map per Stage of the Sales Journey

Lead Generation

- Methods
- Lead Qualification Process

Sales Operations

- Sales stages
- CRM Process and Features
- CRM Management Expectations
- Dashboards

Onboarding and Customer Success

- Onboarding Docs
- Handoff Process
- Onboarding Process

Thank You!

I leave you with a final wrap up in our closing section up next.



We Made It

Final Thoughts!

Closing

Final Wrap Up

- 1.** Top 10 Go to Market Mistakes to Avoid
- 2.** Landing Your First Customers Reminder

Top 10 Go-To-Market Mistakes You are Now Ready to Avoid!

1. Not starting with founder led sales
2. Lack of market research and discovery
3. Not deeply understanding the competitive environment
4. Not enough attention on the critical foundations: ICPs, Buyer Personas, Value Prop
5. Wrong Sales Process: Product led or Sales drive
6. Wrong positioning for the market segments you're going after
7. Not enough traction testing to identify top lead gen channels
8. Focus on new customer acquisition over customer success
9. Thinking your sales hires will solve all your revenue growth challenges
10. Tracking not enough or the wrong metrics

Final Takeaway

Steps to Landing your First Customers

- Take Responsibility - founder led sales
- Get meetings through network and lead gen
- Pitch Pitch Pitch
- Differentiate
- Feedback Loop
- Do whatever it takes
- Focus on Customer Success
- Conduct customer interviews often



Thank You!