

Sales Process



LEAD DEFINITION



Lead:

A prospective consumer of product or service that is created when an operator shows interest. A sales lead is not a sales opportunity, meaning that further qualification of the lead is necessary to determine intent and interest.

SALES OPPORTUNITY DEFINITION



Opportunity:

When a lead is qualified using BANT criteria to the point it progresses into a bi-directional discussion about your solutions.

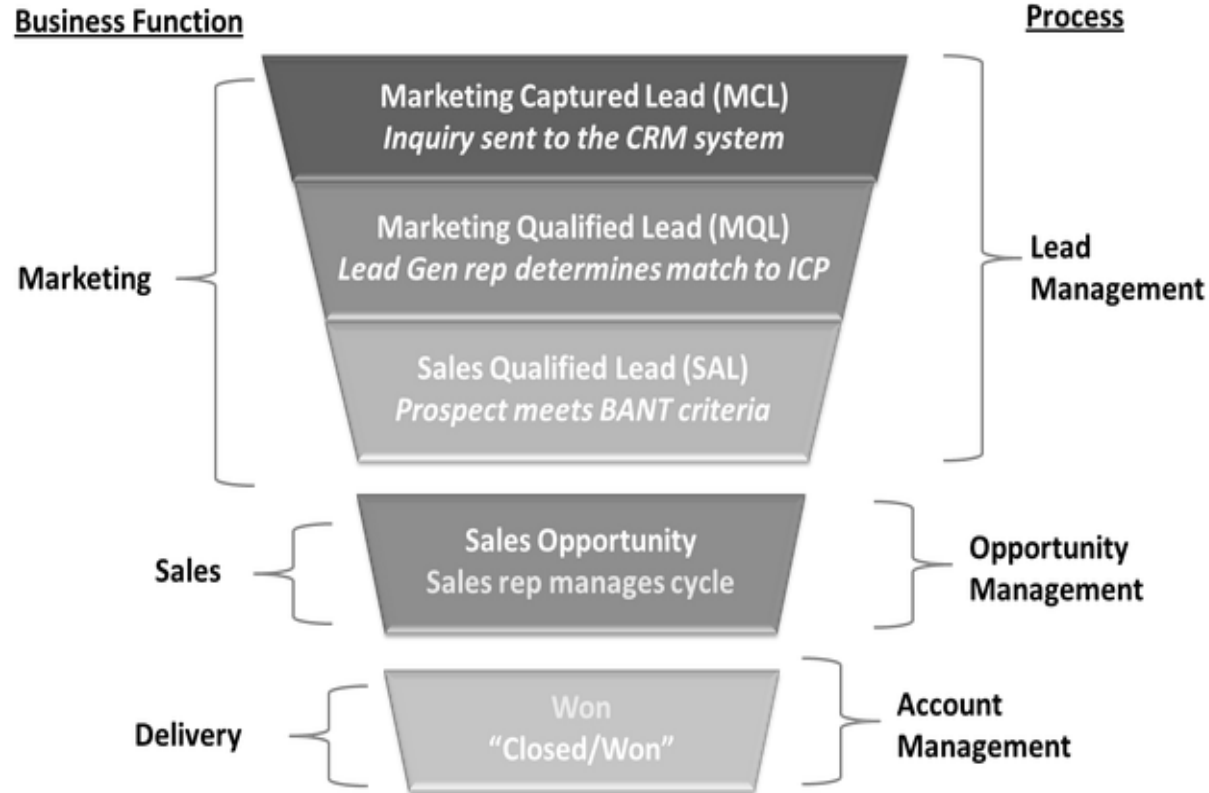
PRE-SALES PROCESS ACTIVITIES



Activity	Definition	Owner
Market Awareness	Creating Awareness via Marketing Campaigns, Events, Website (Microsite), Content, Presentations, etc.	
Trigger Event Prospecting	Proactively reaching out to operators that are blocking Direct traffic. Obtaining a better understanding where the operator is in the Monetization process and the BPM.	
Lead Nurturing	Engaging with operators that are not ready to buy. Moving them from 'Aware' to 'Stimulated' on the BPM.	

Only Applicable through June 2014

LEAD FLOW



LEAD QUALIFICATION CRITERIA



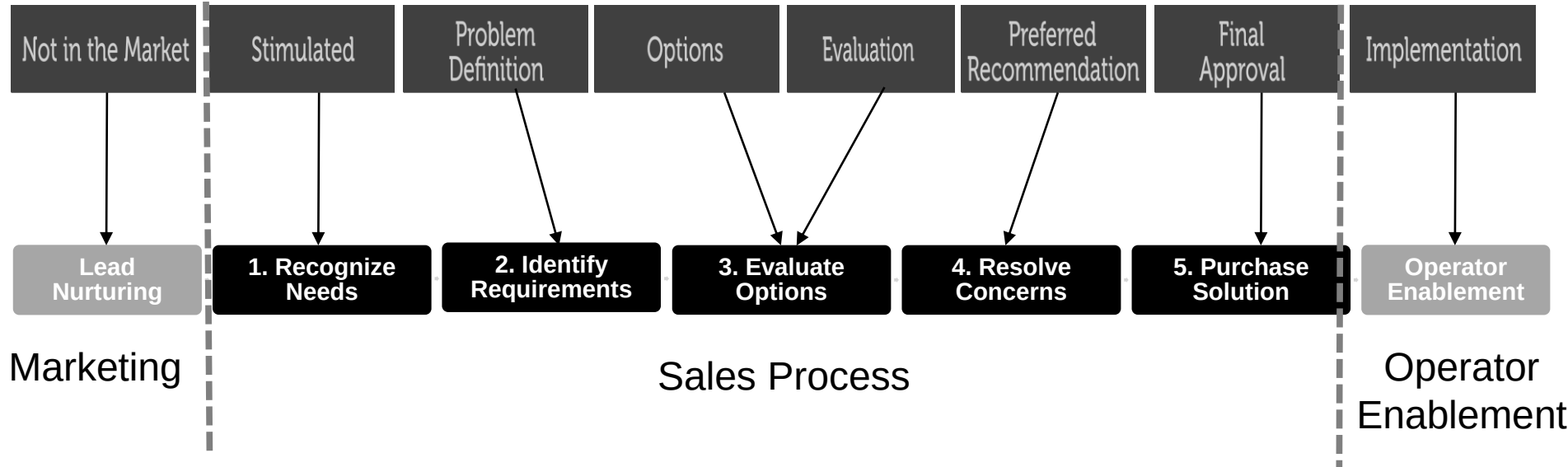
BANT	Criteria
Budget	• Operator has funding to add resources (people/technology) to filter A2P traffic • Operator has a revenue initiative specific to A2P
Authority	• Conversations are with are either with or driven by designated person. Note: Qualification conversations can take place with others, but the initiative will need to driven by designated person.
Need	• The operator has identified a pain: SPAM, lack of revenue, traffic imbalance, etc. that would provide the need to move forward with the initiative
Timing	• The operator has an initiative and/or desire to move forward within the next ~6 months. The timing doesn't need to be exact, but the intent is to weed out operators that are not looking to implement within a 9 month timeframe.

Required for Qualification: Establish Need+1 other

SOS BUYING PROCESS



Buyer Persona Stages



SOS Buying Process

	1. Recognize Needs	2. Identify Requirements	3. Evaluate Options	4. Resolve Concerns	5. Purchase Solution
Buyer Questions	- How much traffic do I have? - Who is sending this traffic? - How much is SPAM? - Is it going to impact my P2P traffic? - How big is this problem? - How big is the revenue opportunity? - How does this impact my local traffic?	- What do I do to control this (stop, specific to SPAM)? - What are my options to block the traffic/grey routes/GT's? - How is this going to impact my team? - When can I realize revenue? - Can I do this with existing partners?	- Are there existing partners/suppliers that can help me? - Which technical solution is best for me? - Can I afford to do this & where do I get budget? - How fast can I get this done? - How long does it take to implement? - Does the solution meet requirements? Priority & weight. - Is this solution better (risk, compliance, efficiency, cost) than what I do today?	- How do you know what GT's to block? - Am I going to meet my deadlines? - Can I trust this process? - Can I trust the aggregator and filtering company? - Am I going to get final approval from the technical team? - Am going to get final approval for the budget spend (assuming CapEx)? - Is the local sales team on board with this? - Can they guarantee revenue? - Is all the traffic going to be 'clean'?	- Can we clear all the contracting hurdles? - Is this company financially stable, any risk? - When are we going to begin implementation? - How quickly can we get up and running?
Buyer Actions	- Speaking to internal teams - Speaking to their peers and industry colleagues - Assess amount of pain (active, volume of litigation, ongoing) - Research best practices on e-discovery - Research e-discovery industry - Research possible e-discovery solutions	- Speaking to internal teams - Speaking to their peers and industry colleagues - Assess what is missing - Identify ways to solve needs - Begin reaching out to solution providers , advisors - Review budget and source - Finalize requirements - High –level Business Case	- Identify top vendors - Conduct Proof of concept - Conduct RFP - Engage procurement - Evaluate vendors - Develop ROI/ Business Case	- Finalize ROI/Business case - Conduct Proof of concept - Obtain buy-in (IT risk compliance) - Engage Decision Maker - Evaluate risks of this new solution - Negotiate final pricing/terms	- Sign contract - Send PO - Approve implementation plan
Resources	- Internal teams - Online resources	- Online research - Peers - Attend Events	- Trusted Vendors - Customer case studies/logos - Peers		- Legal Team - Procurement
Stage exit criteria	Meeting with member	Operator is aware of the entire monetization process and has agreed to evaluation criteria via the	Selection of Manual or Automated Filtering	Selection and filtering option (manual or technology)	Signed Contract

1. Recognize Needs



2. Identify Requirements



3. Evaluate Options



4. Resolve Concerns



5. Purchase Solution

Definition – Identify, describe, and educate the buyer on how to monetize A2P

Actions

- Research the prospect
- Conduct internal account planning
- Hold introductory meeting(s) **(MI #1)**
 - Generate interest to learn more
 - Identify how buyer gathers information
 - Secure discovery meeting
- Hold discovery meeting **(MI #2)**
 - Assess process and scope, then compare to desired state
 - If event driven, understand the event details (revenue, spam, traffic, etc.)
 - Provide customer examples
 - Test budget source/process
 - Determine timeline and appetite for change
 - Understand buying decision process/team
 - Secure requirements meeting
- Document current state and gaps to desired state
- Possible Interconnect Agreement Signed – If necessary

Sales Aids

Internal

1. SFDC Records
2. Call Plan (every MI)
3. Qualifying Questions

External

1. Use Case Examples
2. Project Summary
3. Marketing materials and nurture templates
4. Market Analysis Examples

Exit Criteria: Meeting with BDT member

1. Recognize Needs



2. Identify Requirements



3. Evaluate Options



4. Resolve Concerns



5. Purchase Solution

Definition – Operator becomes fully aware of the entire scope of the monetization process

Actions

- Hold education meeting(s) with BDT **(MI #3)** (F2F preferable)
 - Revenue and Resources
 - Technical Options (Internal and External)
 - Revenue and impact on Local Traffic
 - Impact on “Business as Usual” and International Traffic
- Prepare Draft Project Document and present to the BDT **(MI #4)**
 - Initial Market Analysis
 - Immediate Routes to be Blocked
 - A2P Evolution
 - Revised ROI Calculator
 - Timelines
 - Introduction to Manual or Automated Filtering Options
- Document current state and gaps to desired state in the Project Summary

Sales Aids

Internal

1. SFDC Records
2. Call Plan (every MI)
3. Qualifying Questions
4. Opportunity Assessment

External

1. ROI Calculator
2. Project Summary/Document
3. Marketing materials and nurture templates
4. Market Analysis Examples

Exit Criteria: Operator is aware of the entire monetization process and has agreed to evaluation criteria via the Project Summary

1. Recognize Needs



2. Identify Requirements



3. Evaluate Options



4. Resolve Concerns



5. Purchase Solution

Definition – Operator commits and initiates A2P monetization process

Actions

- Engage BDT on merits of Manual vs. Automated Filtering Options **(MI #5)**
 - Ensure 'Ned' is part of the decision process
 - Detailed information on the filtering options as it pertains to the monetization process
 - Presentation of Market Data on a specific cadence
 - Outline commercial models on manual and automated filtering options
- Introduce Automated Filtering Vendors to Operator **(MI #6)**
- Present recommended option specific to the operator (manual or automated and vendor (if applicable) **(MI #7)**
- Document current state and gaps to desired state

Sales Aids

Internal

1. SFDC Records
2. Call Plan (every MI)
3. Qualifying Questions
4. Opportunity Assessment

External

1. Use Case Examples
2. Project Summary
3. Marketing materials and nurture templates
4. Market Analysis Examples

Exit Criteria: Selection of Manual or Automated Filtering

1. Recognize Needs



2. Identify Requirements



3. Evaluate Options



4. Resolve Concerns



5. Purchase Solution

Definition – Identify, describe, and educate the buyer on how to monetize A2P

Actions

- Hold Monetization & Business Requirements meeting (**MI #7/8**)
 - BDT demonstrates their awareness and agrees to the scope of the project and signs off on the 'Project Document'
 - BDT acknowledges the entire monetization process and agrees resource accordingly
 - Discuss the merits of 1 to 3 partners (max)
 - Secure lowest price from operator
 - Getting commitment on operator resources and timelines
 - Present timeline and 'roadmap'
 - Define Automated filtering install (if applicable)
 - Roles and responsibilities for both parties
 - Discuss applicable contracts
- Document current state and gaps to desired state

Sales Aids

Internal

1. SFDC Records
2. Call Plan (every MI)
3. Qualifying Questions
4. Win Plan ?????
5. Opportunity Assessment

External

1. Use Case Examples
2. ROI Calculator
3. Project Summary
4. Marketing materials and nurture templates
5. Market Analysis Examples

Exit Criteria: Selection as a strategic partner and filtering option (technology or manual)

1. Recognize Needs



2. Identify Requirements



3. Evaluate Options



4. Resolve Concerns



5. Purchase Solution

Definition – Operator enters into technical and business partnership with company.

Actions

- Obtain final internal legal approval
- Obtain final internal finance approval
- Obtain signed Project Document back from Operator
- Obtain final signed contract (insert contract type) back from the operator

- Hold project kickoff meeting with the Operator (**MI #X**)
 - Discuss deliverables from both parties
 - Discuss timelines
 - Include filtering vendor (if applicable)
 - Note: You should be involved with the technical KO with the filtering vendor and operator

Sales Aids

Internal

1. Legal – Final Internal Approval
2. Finance – Final Internal Approval
3. Operator Enablement

External

1. Project Document
2. Contract(s)
3. Filtering vendor

Exit Criteria: Signed Contract and Project Document

Appendix



SALES PROCESS OVERVIEW



Purpose & Application



What is Sales Process? Sales Process is a defined series of steps that allows a company to sell the way their customers like to buy. It is repeatable and replicates top performer behavior and manages an opportunity.

Purpose:

A Sales Process enables the Sales Force to consistently sell more business in less time at better margins with greater predictability.

Application:

It means a sales force can have one approach with the customer to bring more revenue in less time. It also establishes a base and common language for Sales Leadership and Executive Management to coach and develop a sales force.

Example Output and Metrics Impacted

Sales Win Rate - % of all opportunities resulting in a win

Customer Share of Wallet - % of total customer frontier potential spent

Stage Conversion – % of opportunities and revenue that progress through the pipeline

Velocity - Sales velocity is the average time deals stay in the pipeline before they are won

Average Deal Size – Increase and consistency in deal size

Accuracy – Forecast and pipeline accuracy and measurement

Execution – Capturing strategic dollars by executing tactically

Repeatability – Consistency in process and execution drives adoption