How to Influence the Entire Revenue Funnel with the Growth Stack

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PARTNER DAY 2017

#INBOUNDPARTNERDAY

INTRODUCING

THE ALL NEW SALES PROFESSIONAL

Open Better Relationships. Close More Deals.

FUNCTIONALITY: STARTER VS. (NEW) SALES PRO

SALES STARTER
Core CRM
Send Later – schedule email to send later
Teams – ability to create 1 team
Multiple Deals Pipeline – x2
Templates - unlimited
Sequences - unlimited
Documents – unlimited
Meetings & Live Chat – unlimited
Calling – 500 minutes / mo.

(NEW) SALES PRO
Everything in Start, PLUS…
Workflows – lead rotation, tasks
Predictive Lead Scoring
Reporting – unlimited custom reports
Smart Notifications
Product-based deal object

HUBSPOT SALES PRO vs. SALESFORCE LIGHTENING PRO

	HUBSPOT SALES PRO	SALESFORCE LIGHTENING PROFESSIONAL
USD / User / Mo.	$80	$75
Annualized, up to 5 years	$320 (20% discount)	$375
CRM	Access HubSpot CRM Free	Pay per user to access CRM
Automation	• Predictive Lead Scoring • Smart Notifications / send times • Sequences • Workflows	• Rules-based lead scoring • Task management / activity feed
Reporting	Ad-hoc reporting +1 additional dashboard	Configurable reports and dashboard
Team Productivity	• Higher limit on calling (35 hrs / mo.) • Multiple deal pipeline (unlimited) • Products	• Click-to-call (“SF Lightening Voice”) • Collaborative forecasting • Products & price books

Full SF Comparison here, Sales Pro feature set here

Where are we now?

THE GROWTH STACK: WHAT IS IT?

Marketing Hub ($)
Attract more of the right customers by creating marketing people love.

Sales Hub ($)
Simplify your process, build better relationships, and close more deals.

Customer Hub ($)
Succeed because your customers did.

HubSpot CRM Free helps growing companies create delightful, modern, end-to-end experiences for their customers.

"Free Forms"

"Pipeline Mgmt"

"Contact Database"

"Messaging"

"Support ticketing"

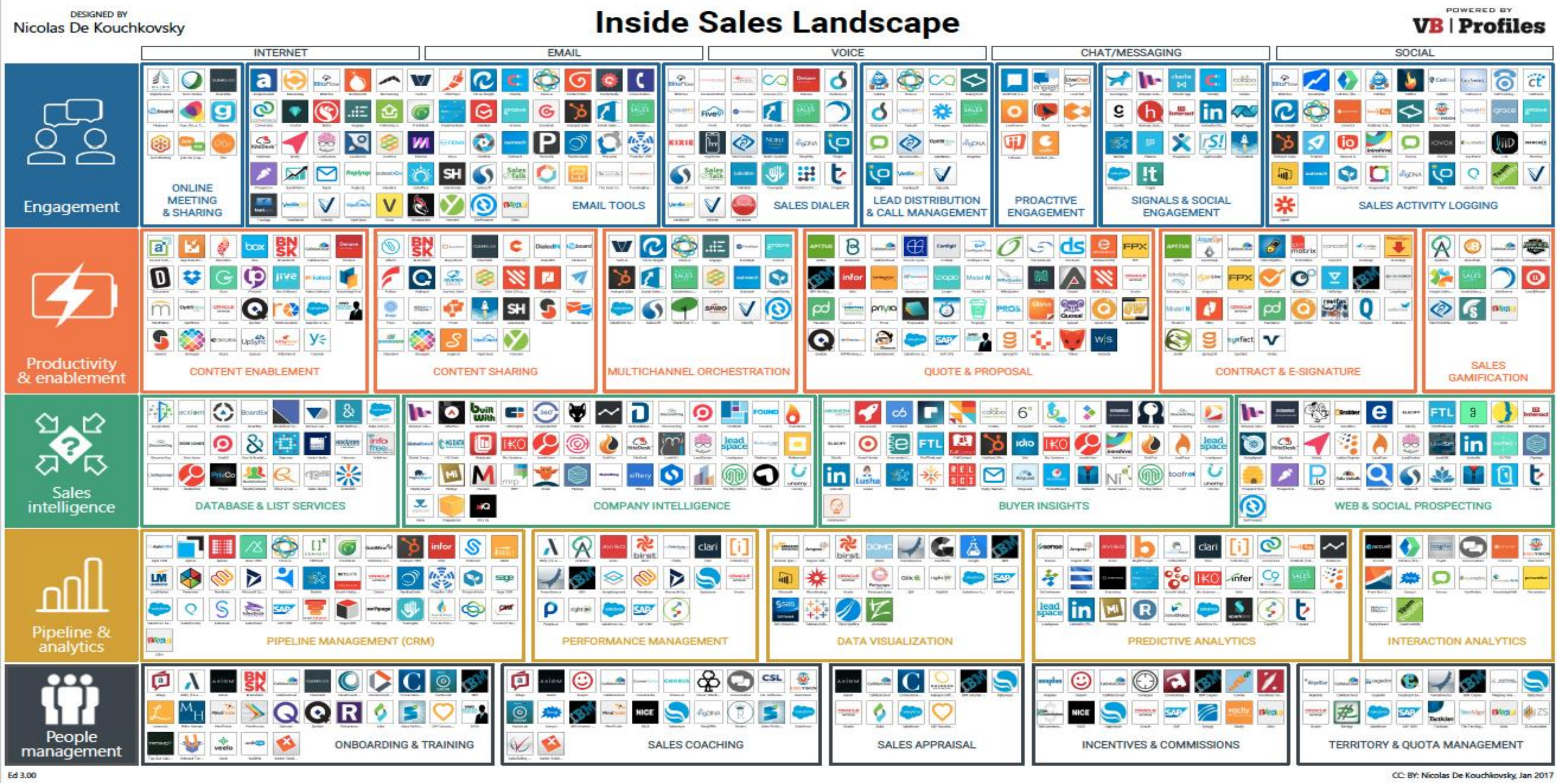
"NPS"


IGNORE
ME

715

The sales tech landscape has more than <u>doubled</u> in size in only two years.

SOURCE: VBPROFILES



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$10 Billion+

Venture capital has also taken notice.

SOURCE: VBPROFILES

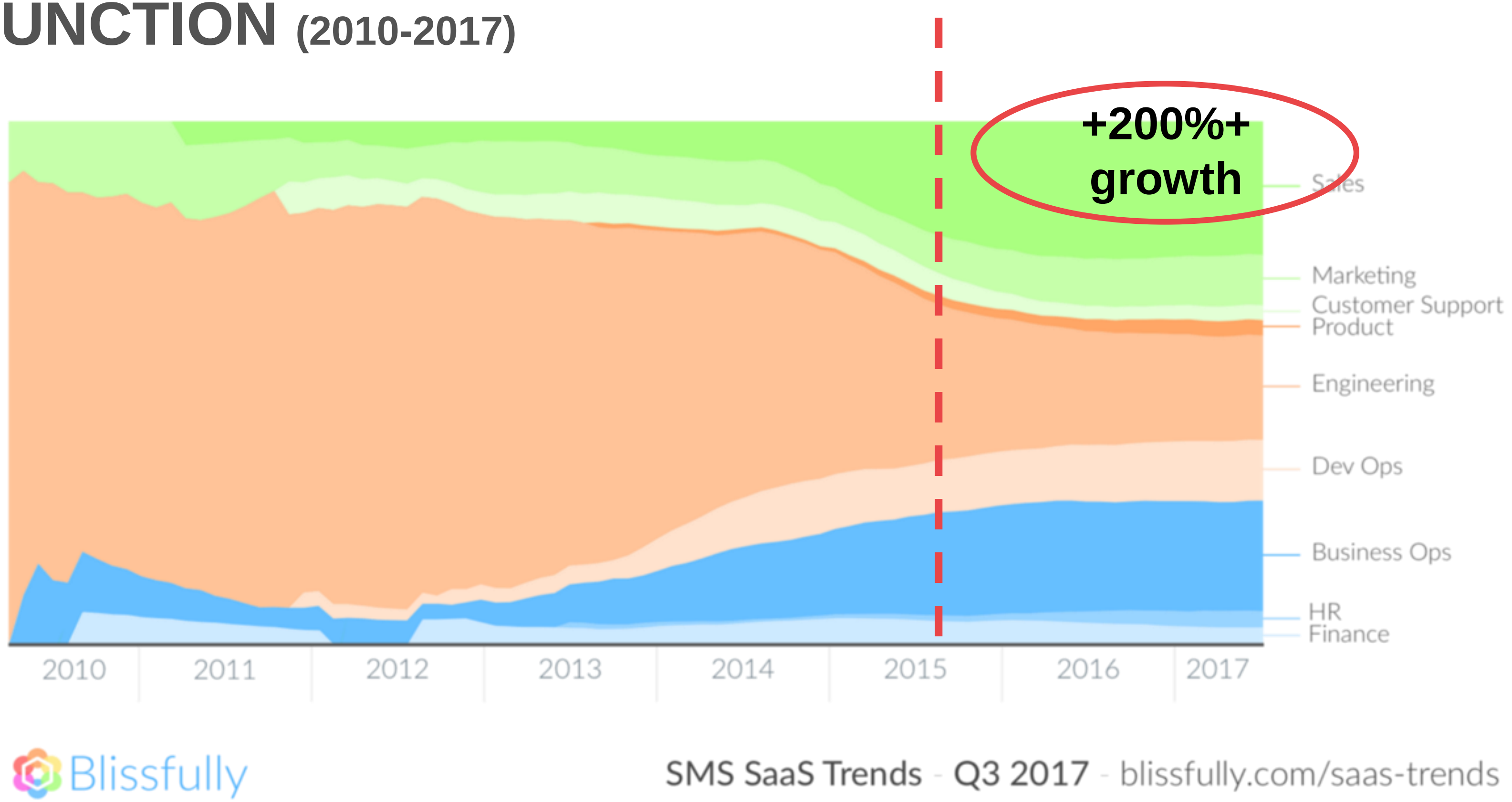
100,000+

And employs a growing number of people every single day.

SOURCE: VBPROFILES

...Your Clients Have Taken Notice Too.

SHARE OF PAID SaaS SUBSCRIPTIONS BY BUSINESS FUNCTION (2010-2017)



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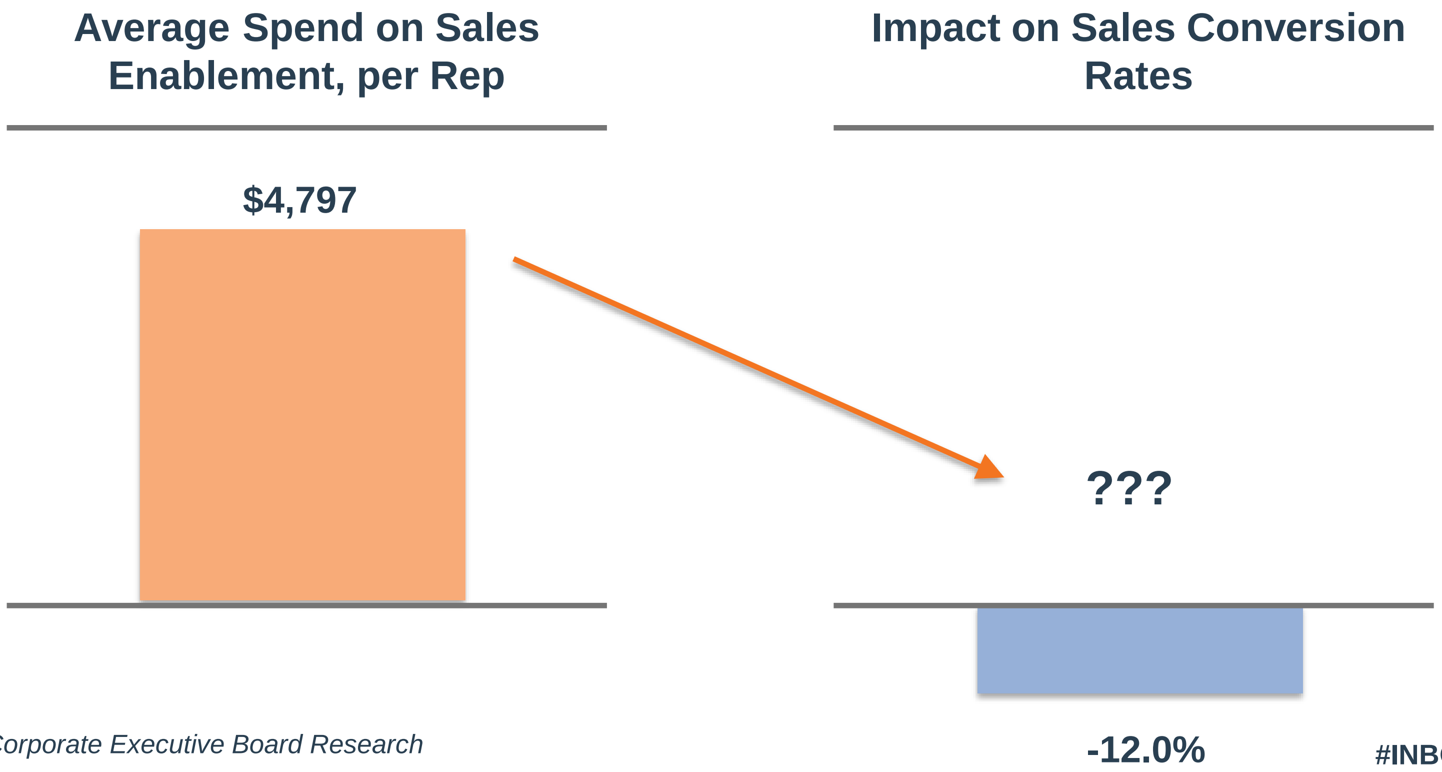
IRONICALLY, THIS TECH EXPLOSION HASN'T PAID OFF…YET



Source: Corporate Executive Board Research

I REPEAT...

“THIS IS SLOWING SELLERS DOWN”

IN SPITE OF THIS, INTEREST CONTINUES TO GROW...

Source: Google Trends

...EVERYONE SEEMS TO BE TALKING ABOUT IT...

Image Source: ExtremeMeetings.com

SiriusDecisions

CEB Research

TOPO HQ

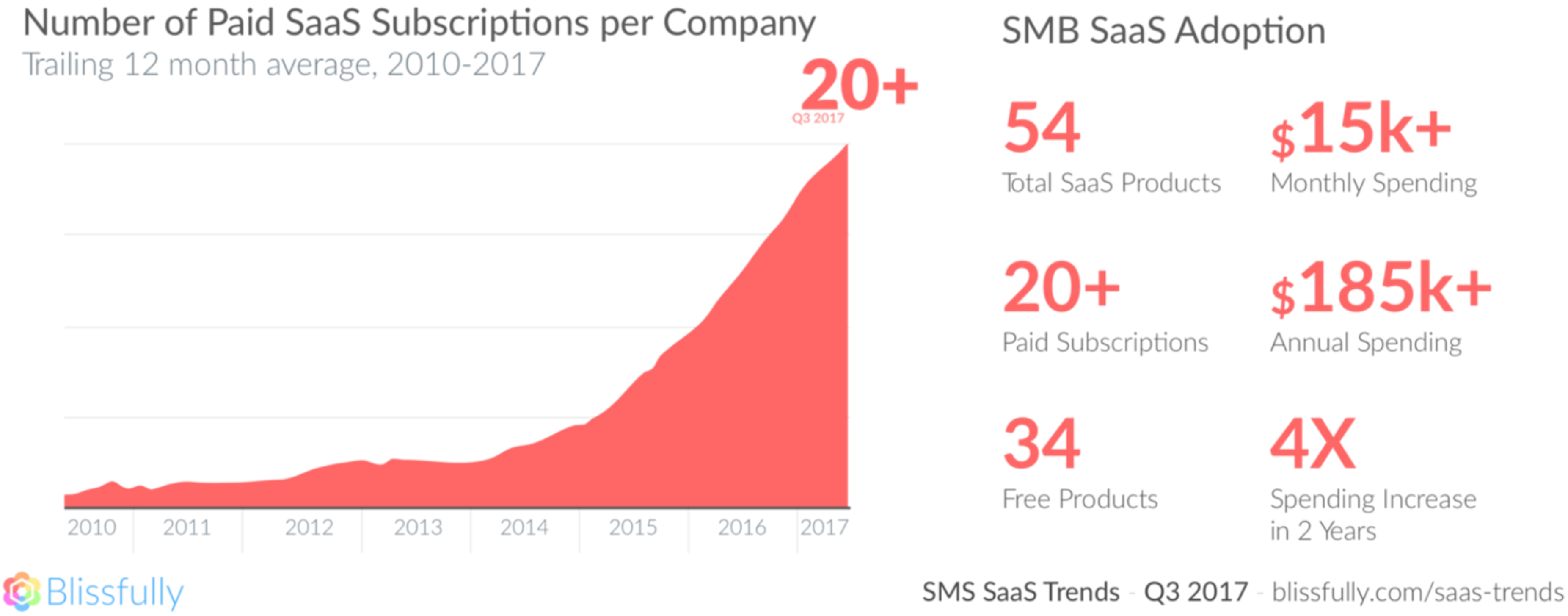
HubSpot

Forrester

CSO Insights

Gartner

... AND SPENDING IN THIS SPACE ISN'T SLOWING DOWN ANYTIME SOON



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... but where does this leave <u>YOUR</u> Clients? ...

...and what does this mean for YOU?

You're in the business of being an expert…

... AND EXPERTISE IS ALL ABOUT FOCUS

FOCUS ON YOUR CORE MARKETING SERVICES

***

Make a conscious choice not to play in the sales services space.

ADVISE ON REVENUE SOLUTIONS

***

Offer advisory, but not full implementation services, to your clients

FULL-FUNNEL CHANGE MANAGEMENT

***

Offer sales advisory AND end-to-end implementation services to your clients.

But How Do I Know Which to Choose?

ASK YOURSELF THESE FIVE QUESTIONS

1. What is **our agency’s reason for being**? What makes us uniquely superior to other agencies right now?

2. To what extent **does offering sales services align with our agency's long-term goals** (acquisition, pure growth, leave to employees, something else)?

3. Do the types of **clients we serve ACTUALLY need (or want) help** transforming the way they sell, now? What role do we truly need to play to get them there?

4. What are all the **steps involved in helping our clients** fully make that transformation?

5. Do we even have **the talent bench** to offer an end-to-end sales transformation solution?

I'M READY TO DIVE INTO THESE SERVICES… NOW WHAT?

FOCUS ON YOUR CORE MARKETING SERVICES

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FULL-FUNNEL CHANGE MANAGEMENT

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TAKEAWAYS

1. The Sales Tech space is exploding

2. Your clients are taking notice, <u>and</u> spending heavily on it

3. There's a lot of noise in this space, likely confusing your clients

4. To properly service clients, you'll need to decide which role you want to play in this space

A CASE STUDY: Transforming an Inbound Marketing Client into a Full Growth Stack Client

LEADG2
by THE CENTER FOR SALES STRATEGY

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THE SITUATION

MEDIA CLIENT

MARKETING SOLUTIONS:

- Own 9 radio stations and 3 magazines
- Digital marketing and creative services

$15MM ANNUAL REVENUE

TARGET PERSONA:

- Business owners and marketing directors at small to medium sized businesses

THEIR SITUATION:

- New B2B website w/out strategy
- Rely 100% on sellers for lead gen
- Increased competition
- Harder to get first appointment
- Trouble recruiting top talent

GOALS:

- To grow new revenue from 12% to 20%
- To create a min. of $440,000 in new revenue from inbound leads
- To increase retention rate with existing clients
- To increase the number of qualified applicants when recruiting for a position

OUR RECOMMENDATIONS:

HubSpot Marketing	Target Personas	Lead Gen and Content Strategy
Sales and Marketing Alignment	Account Based Marketing	Inbound Selling

IMPORTANT TO NOTE:

Brought up HubSpot CRM at this time – absolutely no interest because they had had bad experiences with CRMs

YEAR 1 → YEAR 2

Focused on inbound strategy,
lead gen, and marketing campaigns…

OUR SALES PROCESS

NEW NEEDS UNCOVERED IN YEAR TWO:

- No CRM or Centralized Database
- Lackluster Reporting for Management
- Little to No Accountability
- Low SQL to Opportunity/Customer Conversion Rates
- Lack of Consistency in Sales Process
- Slow and Stalled Sales Cycle

LAYING THE GROUNDWORK:

Conversations consistently focused on **revenue generation** and **ROI**.

Discussions around sales were not new to this partnership, despite a heavy focus on marketing.

OBSTACLES TO OVERCOME:

Owners and leadership team were skeptical of CRMs

Sales team was resistant to new technology

No “Sales Enablement” Budget

Lack of education / understanding

WHAT WE DID:

1

Built a Beta Team

2

In-Market Discovery, Education, and Feedback

3

No Surprise Proposal

4

Stood Strong in Our Rec.'s

THE CLOSE:

Decision made within 1 week!

Went with exactly what we proposed.

WHY WE WON THE BUSINESS

LEADG2 by THE CENTER FOR SALES STRATEGY

THE ROLE OF ROI:

Over $500,000 in new revenue within the first 18 months directly attributed to inbound marketing.

We built trust and credibility.

LEADG2 by THE CENTER FOR SALES STRATEGY

THE ROLE OF FREEMIUM:

HubSpot CRM used for tracking inbound leads (since year 1).

Manager and select salespeople tested out HubSpot Sales (year 2).

LEADG2 by THE CENTER FOR SALES STRATEGY

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CREDIBILITY:

More than a marketing agency.

Trusted because of our sales consulting experience.

Conversations focused on revenue, marketing, and sales throughout partnership.

LEADG2 by THE CENTER FOR SALES STRATEGY

CATEGORY EXPERTISE:

Experienced thought leader and expert in the media space.

Proven track record with media companies in sales consulting.

LEADG2 by THE CENTER FOR SALES STRATEGY

BRANDING & MARKETING:

Early and consistent marketing around full growth stack, sales playbook, sales strategy, and sales enablement.

No surprises.

LEADG2 by THE CENTER FOR SALES STRATEGY

THE DELIVERY

LEADG2
by THE CENTER FOR SALES STRATEGY

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THE INVESTMENT:

Full Growth Stack Consulting Meant:

115.5% increase in spend with LeadG2

**Inbound marketing retainer stayed exactly the same Year 2 to Year 3.*

OUR APPROACH:

We’re the experts and provide our recommendations first and foremost, throughout the entire process.

Our job is to get our expertise used.

This is what our clients expect and value in working with us.

STEP 1: SALES ENABLEMENT & CRM DISCOVERY

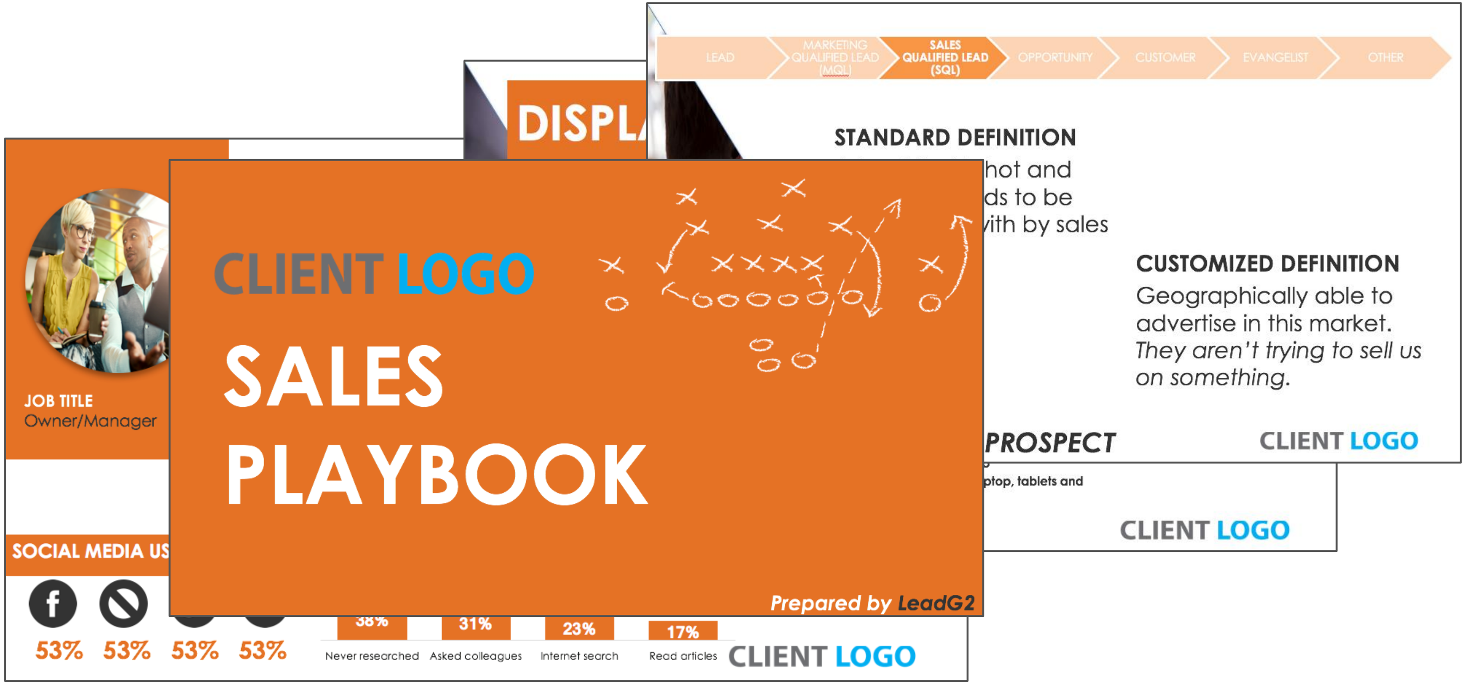
To start, we worked closely with their organization to examine and uncover pertinent information that will go into their sales enablement strategy including the use of the CRM for their organization's unique needs. This audit will be done over virtual calls and email.

- **A deep dive into existing processes**, strategy, content, and tools used
- **Uncover gaps**, inconsistencies, and opportunities
- A clearly defined critical path and next steps for **locking in training dates**
- **Recommendations for CRM set-up** including pipelines, deal stages, etc.
- **Sales playbook** outline and determination of sales plays
- **Sales content development plan**
- **Review of existing database** and plan for cleaning and migrating it

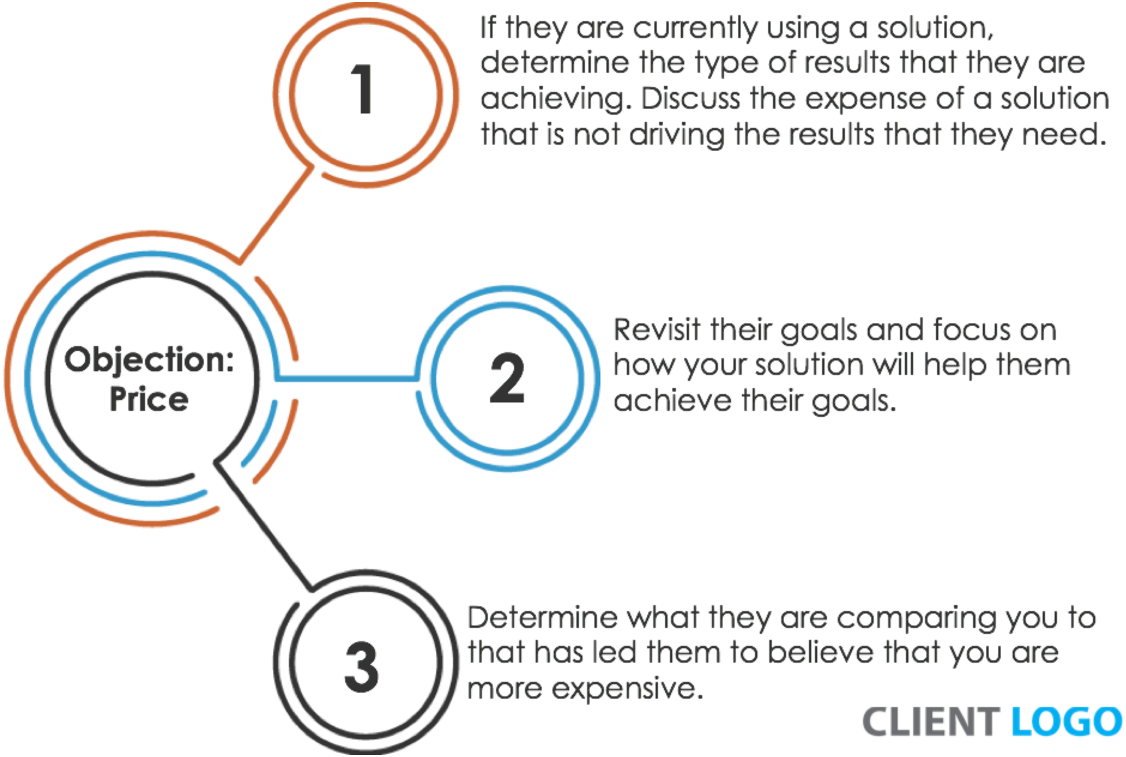
STEP 2: SALES PLAYBOOK DEVELOPMENT

- Company Overview
- Outline of Products and Services
- Competitive Analysis (up to 3 competitors)
- Target Persona(s)
- Customized Buyer's Journey
- Sales Process
- Sales Pipeline
- CRM Parameters and Usage
- Account List Management Structure
- Lead Definitions
- Elevator Pitch and Value Proposition
- Common Objections and Talk Track (up to 6)
- Sales Plays (a variation of 20)
- KPIs and Leading Indicators
- Sales Content Organizational Plan

Step 2: Sales Playbook Development



Step 2: Sales Playbook Development



CLIENT LOGO

Step 2: Sales Playbook Development

Buyer's Stage: Awareness

SECURING THE FIRST APPOINTMENT → CHALLENGES SECURING THE NEXT APPOINTMENT → PRESENTED AND WAITING FOR A DECISION → PROSPECT IS DOUBTFUL WE ARE THE RIGHT DECISION → UNSURE THEY'LL SEE ROI

Scenario: You work at a staffing firm serving the healthcare industry. You have identified a regional senior living company as an ideal prospect. They offer assisted living, home health services, and skilled nursing. You are focused on their recruitment needs, as they have a constant need for RNs, physical therapists, and occupational therapists. You have found the name of the HR director that oversees all of the hiring efforts for the region, and you are working on securing an appointment with her to discuss the needs of the company and to determine if there is a fit for the two of you to work together.

Day 1:
- Intro email to the HR Director. Use *Email Template 1a*
- Include link to download *Top 10 Recruitment Tips for 2017* eBook
- Provide a specific time to call in 1-2 days to discuss eBook information

Day 2-3:
- Call prospect on the date and time you specified in your email
- If you get voicemail, use *Phone Script 1a*
- Note you will call again next week

Day 6:
- Send a personalized LinkedIn invite
- Include link the *5 Obstacles to Overcome When Hiring for a New Healthcare Position* blog
- Ask them to visit and follow the blog

Day 8:
- Call again. Mention the *Healthcare Recruitment and Preparing for a Nursing Shortage* blog
- Email immediately following your call with a link to the mentioned blog post

Day 11:
- Email and include a Valid Business Reason on why they should meet with you
- Include *Recruitment Case Study*
- Focus on your collaborate with clients and the results they achieve
- Specify a time/date to call tomorrow

Day 12:
- Call at the specified time and date
- Communicate if you don't hear back soon, you will need to move on and share your ideas with others in the market, but your preference is to work with them

Day 16:
- Send a final email. Be clear that you would not be calling if you did not feel strongly about being able to create value for the company
- Give her three times that you are available in the next 2-4 days. Ask her to pick one or call your cell

CLIENT LOGO

STEP 3: SALES CONTENT CREATION

In addition to the development of the Sales Playbook and agreed upon Sales Plays, we'll need the content that runs their sales enablement strategy. We determined in the audit what they already have and what they will need to be created to fulfill the plan.

We use a point system for content, and in this case we were providing 50 content points.

Sales content includes:

- Sales call script
- Sales email template
- Sales one-sheet
- Case study
- Competitor comparison sheet
- Infographic
- Custom sales proposal PowerPoint template
- Capabilities brochure
- Explainer videos
- Website pages

STEP 4: HUBSPOT CRM & SALES PRO CUSTOMIZATION

Once all the pieces are in place and a strategy is agreed upon, we will confirm and then execute all customization pieces of the CRM including:

HubSpot:

- Settings and notifications
- Custom deal stages and sales pipelines
- Custom fields for contacts, companies, and deals
- Uploading email templates and documents
- Creating sequences to run sales plays
- Reporting and custom views

The Process and Usage Handbook:

- When and how to create new contacts, companies, and deals
- Lead definitions corresponding with deal stages
- Fields to update for each deal stage
- How to claim contacts
- Expectations and rules

STEP 5: TRAINING

Training was customized to be done with managers first and then rolled out to the sales team. Training for this client included:

Virtual Training Calls including:

- Full Team Kick-Off Call (pre-workshop)
- Follow Up Troubleshooting Calls (post-workshop)
- End of Year Team Review and Feedback Call
- Ongoing Consulting Calls

Live, In-Market Training:

- Over 2 Days at their Office
- Full Team Interactive Workshop
- Group 1 Training (Beta Team / Tech Savvy)
- Group 2 Training (Veteran / Less Tech Savvy)
- Q&A Time
- One-on-One Training as Needed

FIRST 30 DAYS:

Sales Playbook Discovery	CRM Discovery	Content Audit	Database Organized (by Client)	Critical Path

NEXT 45 DAYS:

CRM and Sales Pro Recommendations Approved

CRM and Sales Pro Recommendations Completed

Sales Playbook Developed with Custom Sales Plays

Sales Content Created

Database Cleaned and Imported

NEXT 30 DAYS:

Sales Playbook Delivered	CRM And Sales Pro Handbook Delivered	Virtual Training Begins with Managers	Virtual Training Continues with Sales Team

NEXT 30 DAYS:

In-Market, Two-Day Training Workshop Takes Place

Post-Workshop Training and Feedback

Further Optimization

ROI

HOW WE'RE TRACKING ROI:

1. Hit critical path deadlines
2. Full adoption of CRM by end of year
3. Improvement of Sales Cycle Speed
4. Increase in New Appointments
5. Increased Conversion Rates across entire Sales Pipeline
6. Salesperson Usage / Engagement Survey

A CASE STUDY:
Approaching New Client with a Comprehensive Approach to Scale Growth

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THE SITUATION

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TECH/SAAS COMPANY

- $1.5MM revenue, completed $8MM series A
- Providing a new solution to enable multifamily operators to market the units in their properties more effectively.
- Strong senior team, with success in past start-ups
- 2 person marketing team, 5 on sales side (plus senior execs)

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HubSpot PARTNER DAY 2017

THE SITUATION

- Had experienced success in specific markets
  - This is what provided their current revenue base
- We had been recommended by others in the industry
- Tech Stack:
  - HubSpot
  - Salesforce

THE CHALLENGE

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WHAT THEY THOUGHT THEY NEEDED

- ”Add to the momentum”
- Create a white paper
- Make some introductions.
- Feedback on the product (given our experience in the industry)

WHAT WE “TAUGHT” THEM

- Message confusion
- Sales model issues
- Product/Market fit
- Message/Market fit
- Why they were getting success in certain markets, while hitting the wall in larger market
- The revenue generation model and where things were missing

The 3-Sale Mindset™

	SALE 1	SALE 2	SALE 3
THE "SALE"	There is a problem and the status quo is no longer viable	The best way to solve the problem is…	The best provider to solve the problem is…
DECISIONS MADE	• There is a problem • This is the problem • The status quo is not viable	• Defining expectations and success • Resource allocation	• Vendor selection

ASSESSMENT

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Generate Strong Lead Volume

That's (Relatively) Easy

Generate Lead Volume That Drives
<u>Revenue</u> Growth

That's More Difficult

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Observation 1:

They were not adequately investing in customer acquisition.

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CUSTOMER ACQUISITION MODEL

	Scenario 1	Scenario 2
Current Revenue	$1,000,000	$1,000,000
3 Year Goal	$10,000,000	$10,000,000
Revenue Growth	$9,000,000	$9,000,000
Average Client Size	$30,000	$30,000
Churn	20%	15%
New revenue needed	$11,665,574	$10,945,627
# of Current Customers	33	33
New Customers Needed	389	365
Closing Rate	33%	50%
Fit Rate	20%	33%
Proposals Needed	1,179	730
Sales Qualified Leads	5,894	2,212

THE ECONOMIC MODEL

Lifetime Value Analysis

Average Sale Value	$30,000.00
Gross Margin	80%
Gross Profit	$24,000.00
Average Lifetime	5
Total Lifetime Value	$120,000.00
Year 1 Target Customers	50
Year 2 Target Customers	115
Year 3 Target Customers	200
Year 1 LTV	$6,000,000.00
Year 2 LTV	$13,800,000.00
Year 3 LTV	$24,000,000.00
Total LTV	$43,800,000.00

CAC Analysis

%LTV to CAC	20%
Target CAC	$24,000.00
New Customer Target	365
Total Investment	$8,760,000

Observation 2:

They needed to look at the

market

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This is where we were REALLY challenged

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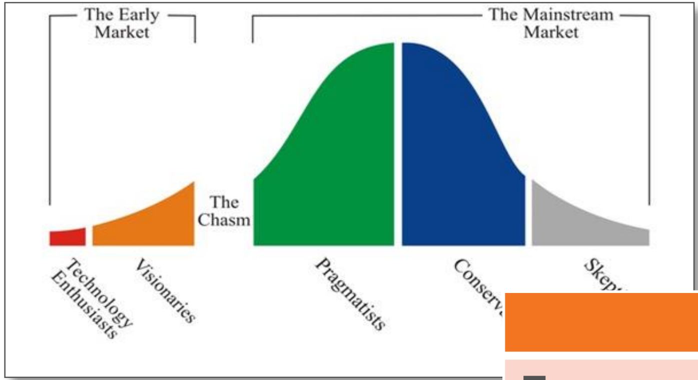
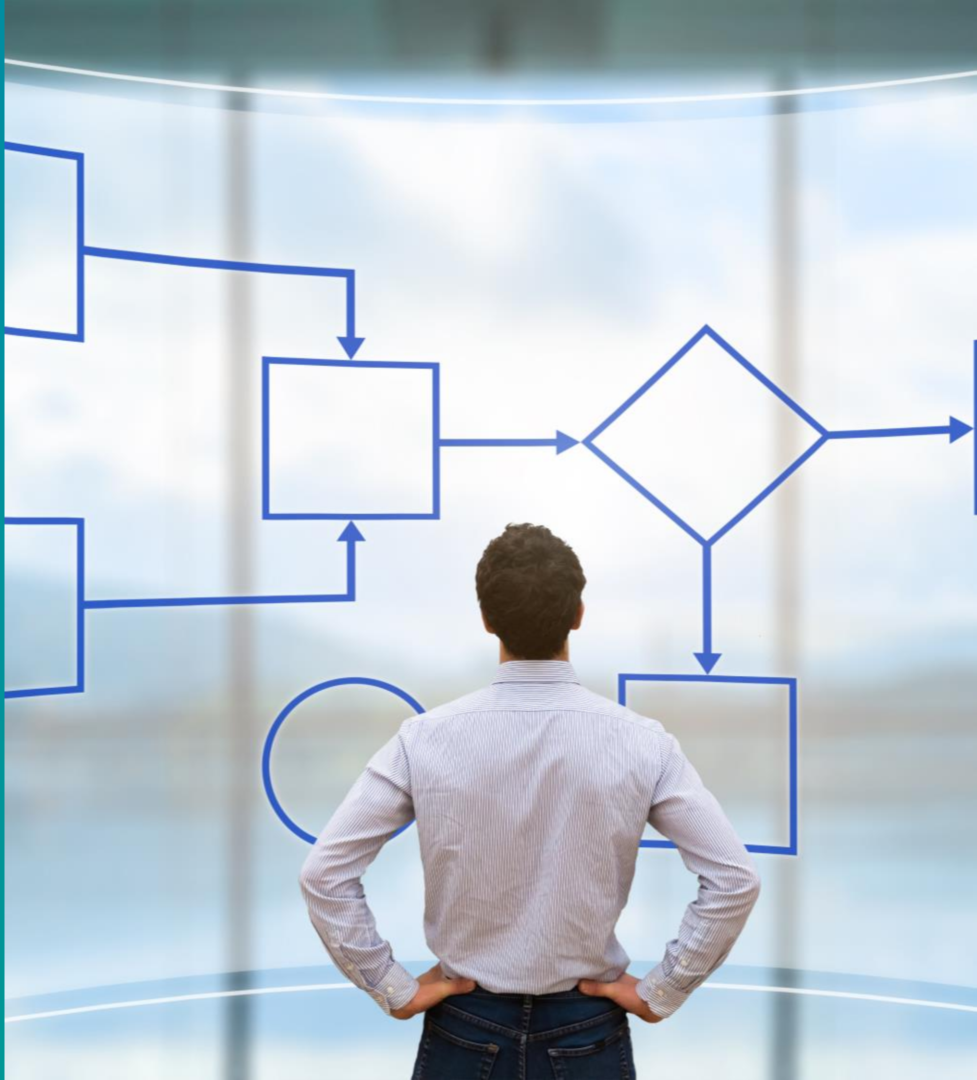
MUST MOVE BEYOND "THE FUNNEL TO "THE BUSINESS"



SEGMENTING THE MULTIFAMILY MARKET		
Type: • Fee manager • Owner / operator • REIT vs. Non-REIT • Owner	**Level:** • Corporate • Regional • Site	**Size (units):** • Mega: 100,000+ • Large: 35,000 – 100,000 • Mid: 10,000-35,000 • Small: 1,000 – 10,000 • Micro: <1,000

Observation 3:

To achieve scale they needed to take a structural & systematic approach to sales and marketing.



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Greater Awareness & Engagement
Higher Volume & Velocity of Quality Leads
More Quality Conversations
More Quality Sales Opportunities
Increased Win Rate
Scale Growth

WHAT WE’VE DONE

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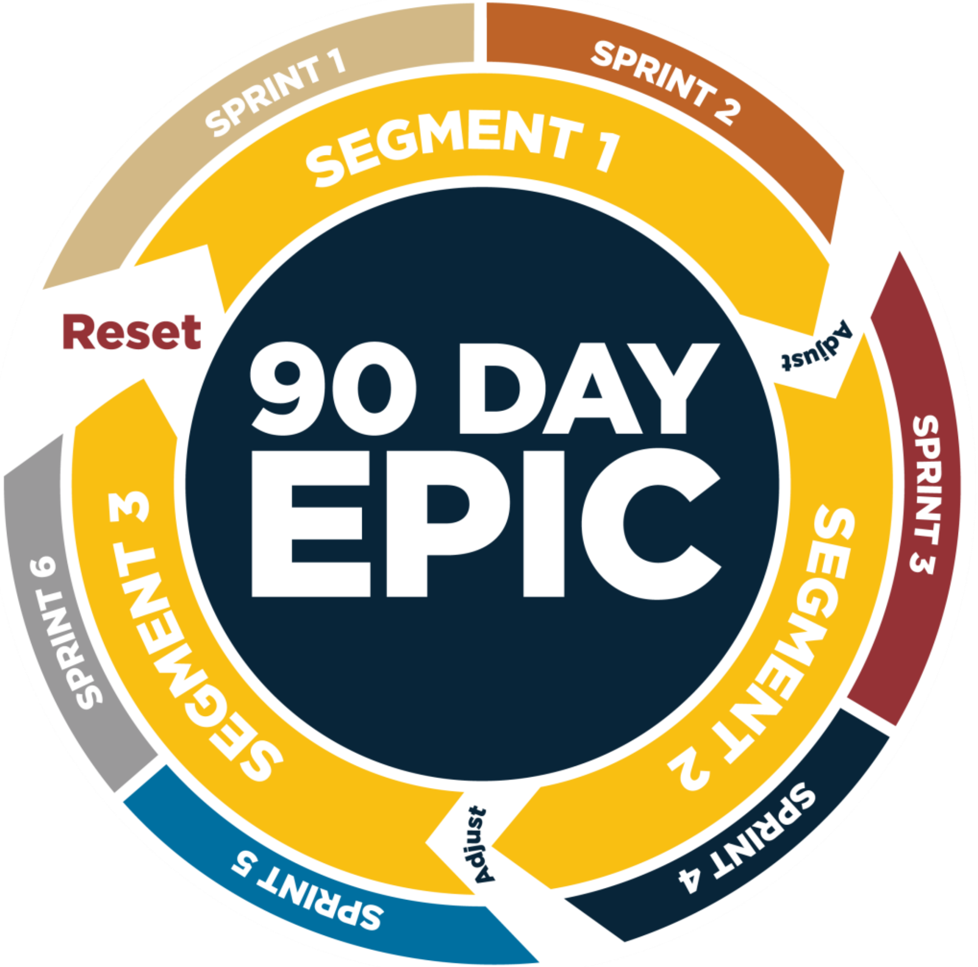

90 DAY
EPIC
SEGMENT 1
SEGMENT 2
SEGMENT 3
SPRINT 1
SPRINT 2
SPRINT 3
SPRINT 4
SPRINT 5
SPRINT 6
Adjust
Adjust
Reset

EPIC 1

Day 1 – 45:
Personas & messaging

Day 1 – 45:
User stories

Day 30 – 60:
Define the funnel & sales process

Day 30 – 60:
Define metrics & dashboard

Day 45 – 90:
Outline the playbooks
- Lead generation
- Lead management
- New sales

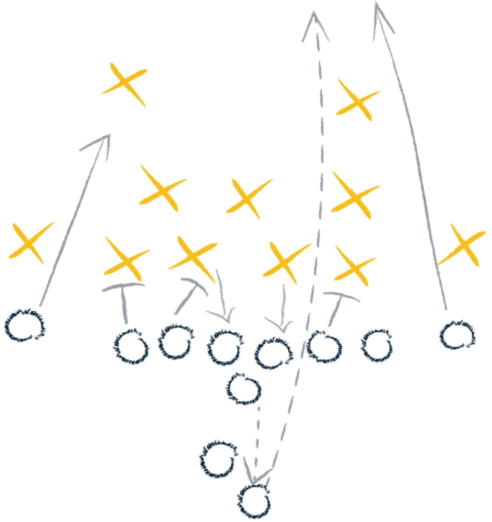
Day 45 – 90:
Define sales process

UNDERSTANDING YOUR FUNNEL

- **QL:** Demographic Fit
- **PQL:** Use of product
- **MQL:** Psychographic Fit & Engagement
- **SQL:** Authority, Need, Understanding, Fit (ANUF)
- **Opportunity:** Timing

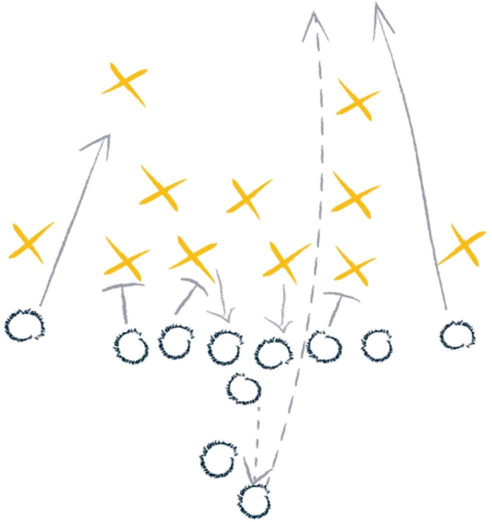
Lead Generation Playbook

- Funnel Definitions
- Segmentation & Workflows
- Editorial Philosophy
- The Journey & Plays
- SLA & Handoffs



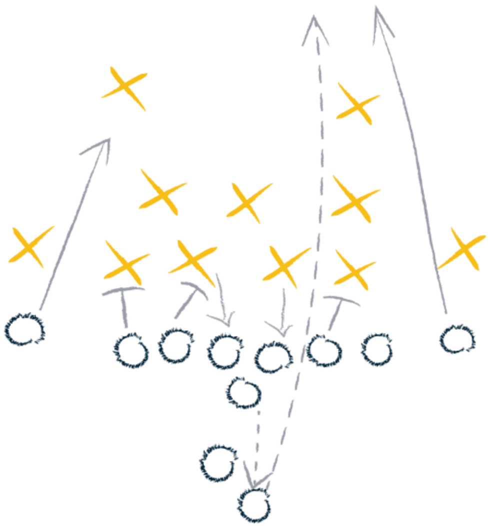
Sales Development Playbook

- Workflows
- Cadences
- Call Scripts & Soundbites
- Email Campaigns
- Handoffs & Ops



New Sales Playbook

- The Story & Offering
- Profiles, Personas & POV Message
- The Sales Process & Milestones
- Common Scenarios - The Plays
- Operations Manual



Funnel Metrics

- Leads
- Qualified Leads
- MQLs
- SQLs
- Opps
- Revenue

LeadGen Effectiveness

- Leads Generated
- Lead Velocity
- CPL
- CAC
- LTV

Content Effectiveness

- Email Performance
- Content Effectiveness
- Heat Maps
- Time on Pages
- Content Usage
- Attribution

Sales Effectiveness

- Sales Cycle
- Time in Stage
- Sales Velocity
- Win Rate
- Fit Rate
- Close Rate

SALES PROCESS ARCHETYPES

- Simple Sale
- Complex Sale - Fundamental Value Buyer
- Complex Sale/Established Category - Total Value Buyer
- Complex Sales/New Category - Total Value Buyer
- Land & Expand
  - Strategic Land/Tactical Expand
  - Strategic Land/Strategic Expand

RESTRUCTURED LAND SALES PROCESS

Previous Process

Acquisition
Feemium License

↓

Engagement
User Who Fill In Certain Sections

↓

Referral (Champions)
Leverage Users to Connect to Authority

↓

Revenue
Customers Enters Paid License

Redesigned Process

Outreach
Targeted Organizations & PQLs

↓

Discovery
Meet SQL Definition

↓

Diagnosis
Define The Problem | Cost of The Problem

↓

Design
Build out Solution

↓

Proposal
Recommendation Made

EPIC 2

1. Launch Content
2. The Tech Stack
3. Map The Buyer’s Alpha Journey
4. The Plays – Managing Common Scenarios
5. The Campaigns
6. The Cadence
7. The Hypothesis

THE TECH STACK

Foundation	Lead Generation & Management	Sales Development Prospecting	New Sales
Database	Database	Pre-Call Research	Pre-Call Research
CMS	CMS	Prospecting Outreach	Contact Management
SEO	Conversion Tools	Sales Content Management & Share	Sales Outreach
Metrics & Analytics	Social Media Management	Email Management	Opportunity Tracking & Management
Data Cleaning & Management	Email Marketing	Prospect Data	Opportunity Nurturing
	Lead Management	Calendar Management	Calendar Management
	Metrics & Analytics	Lead Management	Metrics & Analytics
	Content Curation & Engagement	Metrics & Analytics	CPQ, Sales Content Management & Share

THE TECH STACK

seventh sense

HubSpot

zoom

enthusem™

TRENDEMON

lucky orange

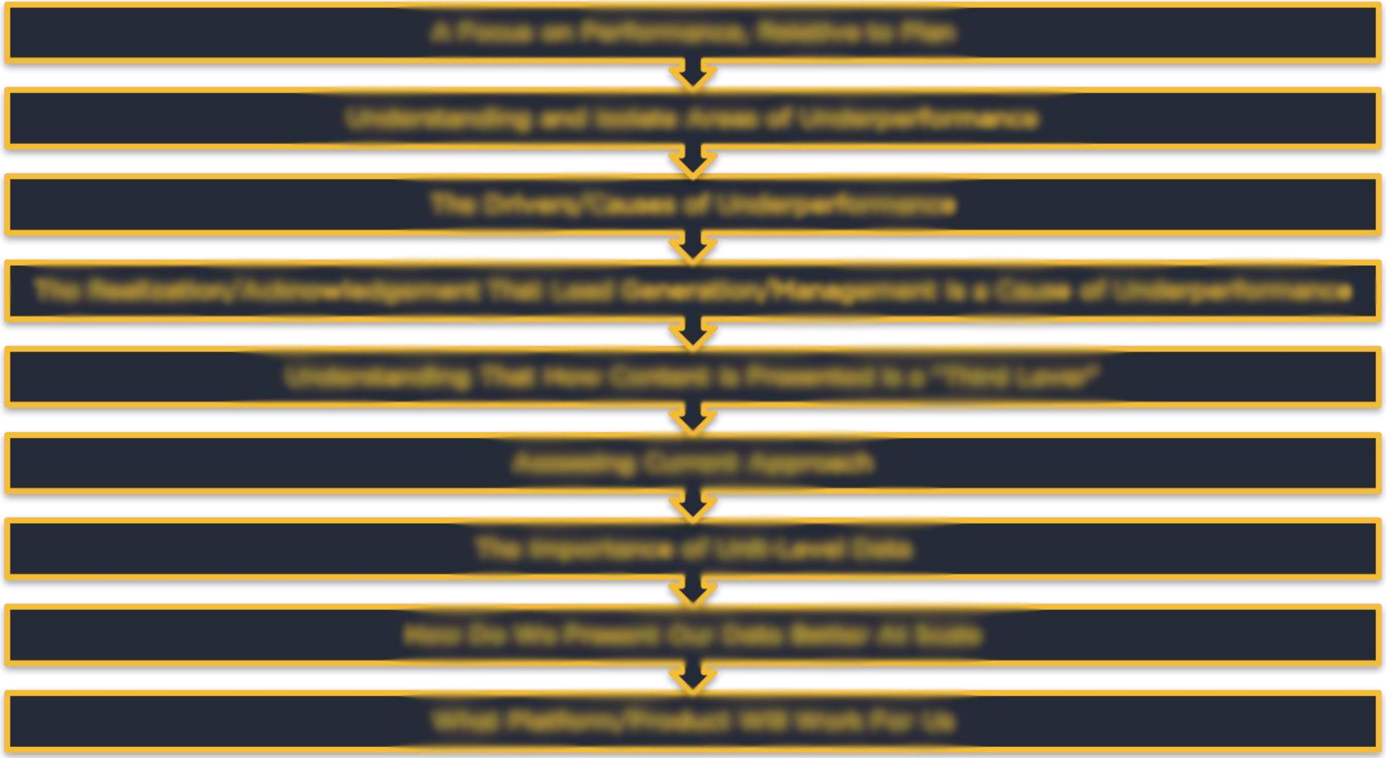
HubSpot SALES

PandaDoc

semrush

databox

THE ALPHA JOURNEY



[illegible]	Purpose	Measurement	Tactics	Campaigns	Triggers/Exit Criteria	Messaging
Above The Funnel (The Epiphany Stage) Segment A Discover	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Top of Funnel (The Awareness Stage) Segment A Discover	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Middle of Funnel (The Consideration Stage) Segment A Discover	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	
Bottom of Funnel Segment B Diagnosis Sale 1 The Problem We Solve	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bottom of Funnel Segment C Design Sale 2 The Best Solution	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bottom of Funnel Segment D Implementation Sale 3 The Best Choice	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]	The Sale	What Is Sold	Leads To	Decisions Made	Tools	Training	Primary Role
Above The Funnel (The Epiphany Stage) Segment A Discover					[illegible]	[illegible]	[illegible]
Top of Funnel (The Awareness Stage) Segment A Discover					[illegible]	[illegible]	[illegible]
Middle of Funnel (The Consideration Stage) Segment A Discover				[illegible]	[illegible]	[illegible]	[illegible]
Bottom of Funnel Segment B Diagnosis Sale 1 The Problem We Solve	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bottom of Funnel Segment C Design Sale 2 The Best Solution	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Bottom of Funnel Segment D Implementation Sale 3 The Best Choice	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

IMPACT

- Reorganized teams to increase capacity by 50% with no increase in headcount or costs
- Increased clarity and resource allocation to key areas
- More than doubled SQL rate
- Increased quality conversation rate >33%
- Increased win rate by 20%

Q&A

THANK YOU