

Scaling B2B Sales:

How to build a revenue rocket ship





What's inside?

Foreword	3
Justin Welsh, SVP Sales, PatientPop	
Pipeline growth and management: getting real about deals	4
Nazma Qurban, CRO, Cognism	
The playbook: the blueprint to your money machine	7
Ben Wright, Director, Ben Wright Consulting	
Scaling outbound: from nowhere to somewhere	9
Ananda Mele, Head of Sales, i-surance AG	
Reporting, analytics and KPIs: how to design for scale	12
Dean Eggleton, EMEA Operations, CrowdStrike	
Scaling contract process: how to close 1000 sales contracts a month	16
Richard Mabey, Co-founder and CEO, Juro	
Performance management: finding and managing tomorrow's sales leaders	19
James Ski, Founder, Sales Confidence	
The toolbox: everything you need to scale sales	24
A curated list of best-in-class tools	
About our sales experts	32



Scaling B2B Sales | Foreword

Building a revenue rocket ship isn't easy. In fact, building my current business, PatientPop, to \$50M in recurring revenue in less than five years has been the most difficult thing I've ever done in my career.

When I go back to January 26th, 2015 with \$0 in revenue on the board, I remember very plainly thinking, "Where the heck do I start?"

That might be where you find yourself right now. Maybe you're a bit more advanced, or maybe you're even at \$20M and need that next big push on your way to \$50M or \$100M. If you're like me, with each dollar earned comes a new, uncharted territory. A shiny new milestone appears on the horizon and having a guide to get there is the only thing missing.

The lessons provided inside of this book will help do just that. It will act as a go-to manual for scaling your B2B business by helping you build a predictable and performance-based sales machine. You'll get lessons I never had, and learn the strategies and tactics that sales leaders have already used to grow businesses like yours. You'll have a companion resource as your growth goals move higher and higher.

“It's not the mistakes you make - it's making sure you learn from them and don't make them twice”

As you begin reading through this book, remember that rocket ships are complicated. They require lots of little things to go right, stitched together by strong leaders, and executed by incredible team members. Sometimes, when you're racing to grow fast, you can forget just how complicated it can be. That's when you miss. You make a mistake. You might feel like it's nearly impossible to fix. Like everything is falling apart.

I would encourage you not to get caught up in that stuff. For a moment, don't worry about what you've already done at your company. When I look back at the last five years, I've made nearly every mistake you can make. I've planned too late, missed establishing proper frameworks, lacked a true playbook, and failed the first time I built an outbound team. The list could go on and on. What I've found is that it's not the mistakes you make, it's how you correct them. It's making sure you learn from them and don't make them twice. When you fix mistakes, improve processes and get things right, that's when the really fun stuff starts happening!

So pick up this eBook, jump into the table of contents, and learn how to fix a problem. Establish a new framework. From outbound selling, to creating playbooks, managing team pipeline and accelerating revenue, the Juro team has you covered. Just remember: no matter what stage you're at, what dollar amount you've collected, what mistakes you've made...

There is always a way forward. We're here to help.

Happy growing.



Justin Welsh is SVP, Sales at PatientPop, where he grew ARR from \$0 to \$50m. He was previously employee #10 at Zocdoc, which expanded to serve more than 5m monthly users. Justin is an SMB SaaS advisor and can be reached at justindwelsh.com.

Pipeline growth and management: getting real about deals



Nazma Qurban is CRO at Cognism. As employee #1 she built Cognism's sales function from scratch, achieving 657% revenue growth in 2018. Nazma was voted a top 10 SaaS Sales leader, UK in 2018.

Building a pipeline from scratch is no mean feat – but how do you make it robust enough to scale? How do you keep deals moving and how do you know when it's time to let them go?

When I arrived at Cognism, pipeline management was pretty simple. It was simple because there was no pipeline. No pipe, no line. I joined as the first employee and sole salesperson in 2016. But the one thing we did have was a product that was ready to change the world; so to make that happen, there was only one thing to do – understand our total addressable market, and start testing.

I started out slicing off an individual persona, A/B test messaging against that persona, finding out what worked in terms of outbound response rates, and then replicating it with a much larger number of personas in different locations. Then I'd feed the learnings back into the experiments each time to improve the strategy.

We'd set out initially with gut feel but got nowhere; a venture-backed startup that's just raised money has no place to hide when it comes to growth, and there's no time to rely on gut feel if it isn't working. When I analysed the data, the personas that I had expected to generate responses were the polar opposites of those that I'd predicted with gut feel. By analysing on a weekly basis, actioning feedback straight away and using every single conversation with prospects as a datapoint with which to reinforce our approach, we were able to make data-backed decisions that brought results. This is how we built a pipeline from nothing.

“A venture-backed startup that's just raised money has no place to hide when it comes to growth, and there's no time to rely on gut feel if it isn't working”

The self-built sales machine

When it came to the question of where my pipeline should live, I did what lots of early-stage sales leaders do: I spent plenty of time trying to avoid buying Salesforce. I made do with marketing automation tools with CRM functionality, I undertook plenty of research, and I looked for compelling reasons not to fork out for a platform as expensive as the category leader. I tracked everything I did in Word, stored data manually and tried to collect and collate it all in a sensible way.

Ultimately I gave in – Salesforce is not bad at managing leads – and without an implementation engineer or any real tech support, I created all the pipeline infrastructure myself. But it turned out that all the hours I put in under the hood in Salesforce gave me a really robust understanding of how to build an ideal pipeline that scales. The other key tool to put in place for a frictionless pipeline is a digital contract management system, because paperwork blocking closing is not an option. With those in place, it was just about testing, scaling and results.

“If you’re serving enterprise clients, having an accurate ability to forecast can be as elusive as it is valuable”

And the results came. In the first year, we grew 30% month on month in revenue. We went from 0 to 200 customers in 18 months. Cognism's total revenue growth for the calendar year 2018 was 657%. The focus became pipeline management, and sustaining and accelerating growth.

Pipeline realism

Defining the stages of your pipeline is crucial; they don't just help to create momentum and track deals, but they're often triggers for compensation for members of the sales team. Pipeline stages at B2B SaaS typically progress through opportunity created (10%), demo held (25%), proposal sent (50%), contract/negotiation (75%) and closed won at 100%.

Pipeline review should happen at least weekly and focus on what's been added, how many have moved through, what's stuck and why, and how long the current sales cycle is. This is vital for forecasting, which is always difficult for high-growth businesses looking to scale – particularly in the B2B space, where buying can happen slowly and contract values are often large. If you're serving enterprise clients, having an accurate ability to forecast can be as elusive as it is valuable.

Pipeline management is often a struggle due to a lack of realism on the part of the sales team. When we were building our sales process from the ground up, establishing a playbook and driving growth, we had no process of formalised nurture for prospects that didn't fit, or who weren't ready to buy. We had no choice but to force everyone we encountered into one of two directions: either push prospects through the pipeline where possible, or discard them. The upside of this brutal process was that we learned a huge amount from the data, and had no choice but to rapidly improve our ability to find new prospects – and learn to let go of dead opportunities.

Sales teams always struggle where reps' attachment to deals leads to unrealistic opportunities hanging around in the pipeline and refusing to die. Weekly reviews must pay close attention to opportunities' current age, versus the average time to close. If an opportunity has been live more than 2.7x the average time to close, research from Heresy shows that it's clinically dead, and your reps are just wasting their time and polluting their forecasts.

Research from Heresy suggests that the lack of realism is so endemic in pipeline management that at any given time, as much as 30% of deals committed in a forecasting period are actually dead. Realising this needn't be the end of your potential relationship with a prospect; manual or automated re-engagement after some time has passed is a worthwhile strategy, and likely to lead to reviving and closing deals in the long run.

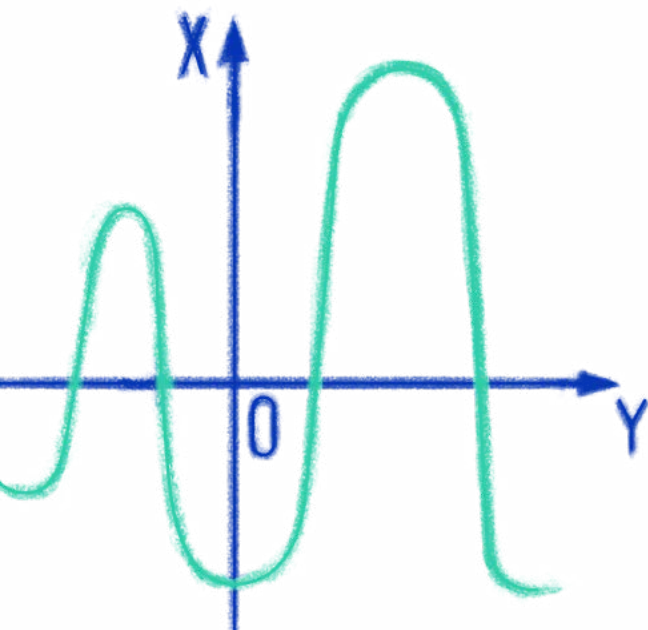
But ditching your deadwood and focusing on deals that actually merit their position in your pipeline is a harsh lesson that every salesperson has to learn. It reinforces the headline point about relying on data rather than gut feel: Salesforce found that high-performing sales teams are 1.7x more likely to prioritise their pipeline based on data analysis than intuition. Nonetheless, only a third of teams are taking this approach – meaning there's plenty of money being left on the table.

“If an opportunity has been live more than 2.7x the average time to close, research shows that it’s clinically dead”

New markets: new approach

As Cognism continues to grow at pace, we'll look to scale our sales efforts and establish in new markets. Planning the launch of our US office is a big focus for me, and when it comes to establishing, managing and growing a US pipeline, it's important to realise just how different each market really is. If we took our current playbook and rolled it out verbatim to the US, there's no doubt that we'd fail. The US is a different culture with a more mature sales environment, a different mentality and different problems to solve. For example, Salesforce's 'State of Sales' found that CSAT was the most tracked KPI for UK sales teams, with 82% tracking it; in the US, this figure falls to 69%. Who's right?

Understanding these behavioural differences is key to establishing pipeline in a new market. We'll need to start from scratch in many ways, and ensure we have clarity on our team's goals. Team composition will also be crucial to get right – we have a mantra that we don't carry passengers, so making sure we identify the right personalities to execute against our US pipeline growth strategy will be key. We're well known as a business for having a sales team composed mainly of millennials, and my focus as a mentor is on developing empathy and understanding my team's personal goals. If we preserve this culture as we push into new markets, then I can be confident that our pipeline will grow – no matter how challenging the market. 📖



The playbook: the blueprint to your money machine



Ben Wright is Director at Ben Wright Consulting. Ben is a B2B sales expert with more than 25 years' experience, including

Ariba's journey from a 20-person startup to the fifth highest software IPO ever on NASDAQ at the time.

“The lack of a playbook is one of the most common problems that I see in businesses that are struggling to scale in sales”

B2B sales teams often make fundamental mistakes when they're trying to establish consistency and scale successfully. Is a failure to develop the playbook sabotaging your sales efforts?

This is the best analogy I've heard that describes how early stage tech companies often build and run their sales teams.

Imagine you're the head chef of a Michelin-starred restaurant, with the mandate to deliver 100 exceptional meals to discerning diners each night. You spend months finding, interviewing and hiring a team of cooks and kitchen staff. Then on opening night, two hours before the doors open, you walk into the kitchen, hand out A4 copies of the menu, say "here you go - make these", turn on your heels and leave the kitchen. No explanation of ingredients, no recipes, no techniques, not even pictures of what they should look like or the time they should take to prepare.

The results would be chaos. No head chef in their right mind would run a restaurant this way. But this approach to planning, training and management is how many early stage tech teams plan and run their sales teams today. And it does indeed lead to chaos.

Teams of salespeople launch into their prospects with no common understanding of who they're selling to, the precise nature and value of the product, the factors that motivate people to buy, the stages that potential clients are at and how they affect their thinking, and any unified concept of how to manage people through the sales process from start to finish. This problem is exacerbated in high-pressure environments where the necessity to grow can push wise heads into rash decisions.

The results are the sales equivalent of the anarchic restaurant: lost deals, missed targets, horrible forecasting, unhappy customers and demoralised salespeople. Company growth targets go from aggressive to impossible and businesses with outstanding potential drift into stagnation. All because there's no plan.

The map to a scalable sales function

Creating your sales playbook is the way to avoid this chaos and build a repeatable, scalable sales engine that will power your company's growth. As a sales consultant and coach, the lack of a playbook (or the lack of an accurate and up-to-date playbook) is one of the most common problems I see in businesses struggling to scale in sales.

Codifying your approach in a playbook ensures that everyone has a common understanding of the best practices at every stage of the sales cycle. If you do it right, you'll create a resource that tells every single salesperson:

- How to generate leads in the best possible way
- How to qualify the right sort of customers for your business

“No matter how good a new hire is, they still haven't sold your particular product to your particular prospects before”

- How to run customer discovery sessions to get the most relevant information
- How to engage with customers to articulate your value in the best possible way
- How to customise their demos to show the most value for each customer
- How to control their deals in the most effective way
- How to place their prospects at the correct stage in your sales cycle

Scaling implies serious hiring, particularly in sales. One of the biggest impacts you can make in scaling your sales team is the creation of your Sales Playbook to define the best practice – as you know it today – at every stage of the sales cycle. While a lot of this information may be held in the heads of your founder and early sales team, to effectively scale your business you have to formalise this knowledge so new hires can be trained to the playbook from day one. Your playbook will make sure all your new hires get up to speed as quickly as possible, and give them, and you, the best possible chance of hitting their revenue targets.

And it's not just for less experienced hires, this matters for senior hires too. If you make a lateral hire at a senior level, perhaps even recruiting a quota-destroyer from a rival business, then no matter how good they are, they still haven't sold your particular product to your particular prospects before. If you can arm them with all that information in a clear, written format on day one, their chances of ramping successfully and quickly are much better.

Always be learning

Sales managers own the playbook, and it's their responsibility to feed every learning that the business gathers into the playbook. Update it every month based on won/lost deals. It needs to be a living, iterative document, continually updated as you learn more about the market, your business and your customers – what works, what doesn't, the data to support it and feedback from reps using it – it all needs to be recorded.

If time and money allow, you should create a granular training programme based on the playbook, and make sure to refresh and rerun it: research from Gryphon Sales Intelligence found that 84% of all sales training is lost after 90 days, mainly due to the lack of information retention among sales personnel.

None of this should be news. Breaking sales down into extremely granular, data-driven processes, codified for everyone, aligns with the approach that Mark Roberge popularised so successfully in the Sales Acceleration Formula, and plenty of high-growth businesses have learned how to create repeatable sales engines that become money machines. Nonetheless, the number of businesses trying to scale sales that ignore these lessons and still go by gut feel is astonishing. And as we see elsewhere in this guide, data beats gut feel every single time.

If you're struggling to scale in B2B sales, but you haven't invested the time and energy in producing a watertight playbook, then the answer to your problem is staring you right in the face. Without the right recipe, you have no hope of feeding the masses. 📖



Scaling outbound: from nowhere to somewhere



Ananda Mele is Head of Sales at i-surance AG, an insurtech company that redefines the insurance experience by making

it simple, innovative, and effective. Ananda has led sales efforts into new markets across the world at a range of different startups and scaleups.

“Salesforce research found that SDRs perform an average of 94 activities a day, across every different kind of media; successful cadences usually offer a blend of calling, emails, video and social touchpoints”

Taking an unknown company out into the world, in a way that engages relevant sales prospects, is one of the most difficult and yet fundamental tasks that sales teams face.

Inbound lead generation is a luxury that most startups don't have – at least, not at first. Without the followers and market recognition that come with some track record and maturity, trying to scale through inbound alone can feel like shouting into a void: traffic and volumes are hard to come by. That's why the answer for almost every startup – particularly in the B2B or B2B2C spaces – is outbound.

Succeeding in outbound is the fastest way for a startup to gain the market visibility it needs to scale up successfully. And the more specialised the niche that the business occupies, the more important outbound becomes – without targeted outreach, it's vanishingly unlikely that potential buyers will become aware of who we are, what value proposition we offer, and how we can help them.

Own it

When it comes to creating and scaling an outbound function, the first question to answer is who owns outbound: sales? Marketing? A dedicated outbound team? The answer will usually depend entirely on the product. In a B2C environment, marketing has a significant impact on lead generation, and is well-placed to drive and coordinate outbound activity. But in the B2B space, it's a different story altogether.

If your product focuses on a particular industry, and particular buyer personas within that industry, then the determining factors in driving leads from outbound activity might be different: the strength of your network, your support system of potential partners, or a strong presence at the right events. Although marketing might contribute significantly to outbound, it might make more sense for its owner to be the function that ultimately converts and closes deals.

Scale it

Next you need to think about the roles that will be central to scaling outbound. The core team should include sales managers (globally), business development, to handle market research, and account managers to handle pre- and post-close prospects. Then decide how you'll segment your outbound efforts: per country, or per vertical? For a B2B scaleup looking to dominate a niche, it often makes sense to target per vertical, or per industry or set of enterprises, in order to find and engage the decision-makers that will find your product most relevant.

“Invest in content - it provides a reservoir of assets to deploy in outbound cadences that you can tailor to specific audiences”

This allows you to focus your outbound efforts on areas of extreme relevance. For example, if we target mobile banking, then we need to make ourselves present and heard at every single mobile banking event we can find. This will arm us with the network and the dataset to be able to target the right individuals and participate in the right tenders to gain momentum in our chosen segments. If this feeds into a robust and rigorous end-to-end pipeline that's properly tracked, we have a much better chance of growing against our chosen niche.

Find your strongest channel

Finding outbound channels that perform predictably is one of the biggest challenges we face. Salesforce research found that SDRs perform an average of 94 activities a day, across every different kind of media; successful cadences usually offer a blend of calling, emails, video and social touchpoints. If you find a channel that works, then you need to be decisive and commit to it. In our case, InMail through LinkedIn has been the channel that's delivered the most reliable success. Industry email newsletters have been useful when it comes to finding and refining groups of prospects, but when it comes to reliability and ROI, LinkedIn reigns supreme.

Of course, it doesn't hurt to have a plan B. Outbound efforts can fail for so many reasons – in this high-pressure environment, the relentless desire for quick results can lead to a failure to map your proposition accurately to the customers you're targeting, meaning that the right match remains elusive. You might even find the right fit, but find yourself on the phone with the wrong person, wasting your time with someone without decision-making authority, or worse, with someone who actively blocks the opportunity's progress.

In my experience, there are various techniques that can help to mitigate this. Carrying out surveys is a great way both to understand pain points and motivations in the industries you serve, but also to make contact and establish relationships. You can also showcase your results at an event and market them through social media, which will drive engagement and help your inbound efforts, as well as increasing your network for outreach. It's also worth investing in content – while blogs and articles might seem disconnected from outbound at first, they provide a reservoir of assets to deploy in outbound cadences that you can tailor to specific audiences.

According to Hubspot:

More than **40%** of salespeople say that prospecting is the hardest part of the sales process, followed by closing (**36%**) and qualifying (**22%**).

It takes an average of 18 calls to connect with a prospect.

Most SDRs spend around 2.8 years in the role and require 4.1 months to ramp.

According to Salesforce, amongst business buyers:

78%

want salespeople who act as trusted advisers

73%

say their standards for how companies interact with them are higher than ever

72%

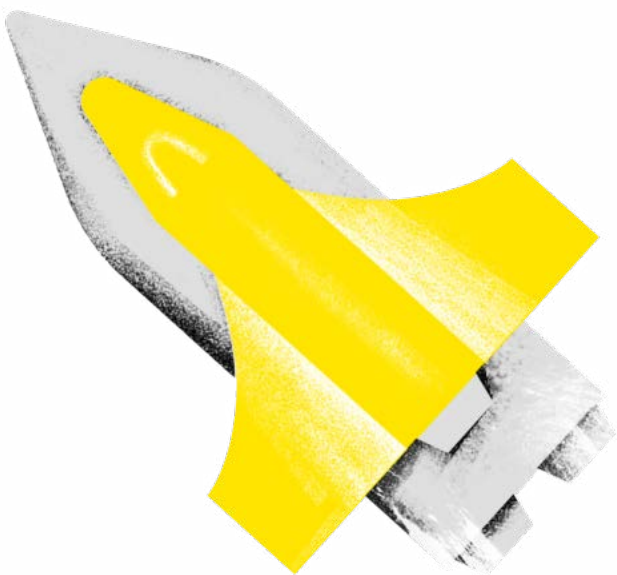
expect vendors to personalise engagements to their needs

Go global

When we were ready to aggressively scale outbound efforts, a key step was to add country sales managers. The specific knowledge, language skills and networks required to supercharge outreach in a new market – and drive forward lead gen – are priceless. Unfortunately, that means that individuals who possess those skills are hard to find. The quickest shortcut here is to bite the bullet and recruit from your direct competition. It'll come at a price premium, but it's the best way we've found to shorten the time it takes to find the right people.

“It can be tough to convince salespeople of the merits of working together, but if you can unite the team around a common goal, the results can be remarkable”

Perhaps the most valuable insight I've found in scaling is that the agile method can and does translate to outbound sales. It seems counterintuitive to salespeople; we're so used to everything being competitive, racing each other to quota numbers and fighting over our prospects. Agile encourages sprint techniques that flatten competition and blunt this competitive edge, forcing the whole team to collaborate and work towards the same goal, rather than compete. It can be tough to convince salespeople of the merits of working together, but if you can unite the team around a common goal, the results can be remarkable. 📄



Reporting, analytics and KPIs: how to design for scale



Dean Eggleton manages EMEA Operations at 2019 IPO CrowdStrike, having previously led the sales functions

of several high-growth SaaS businesses. His prior experience includes periods at seven different startups, as well as Salesforce.

“Even at a tiny, seed-stage startup, with five customers, you’ll always have an easier time closing the sixth if you analyse the data from the first five”

There are few modern business functions that haven't expressed a desire to be data-driven. But how do sales teams know what's worth tracking, how often, and who to share it with?

Gut feel is seductive. I'm sure everyone setting out to achieve incredible sales and fuel massive growth would like to think that their instincts are finely tuned, their intuition is frighteningly accurate and they have a preternatural understanding of how their prospects think, feel and behave.

The truth is much simpler: data and analytics will always beat gut feel when it comes to decision-making in sales. Even at a tiny, seed-stage startup, with five customers, you'll always have an easier time closing the sixth if you analyse the data from the first five, rather than going on gut feel. There's likely to be a commonality about how you won that business – was it a matter of having the right contacts? The entry point? Being aligned on requirements? Targeting the right role? Identifying the right business pain?

Any data is always better than none when you're scaling sales. Follow the data, and growth won't be far behind. That's why setting up the right reporting, analytics and KPIs is amongst the most important things you ever do in this role – so what should you measure? What do you use to measure it? How often do you look at the data, who should see it, and what happens next?

The basics: set up your reporting stack

The core system for setting up your reporting and analytics is obviously your CRM. Salesforce is the weapon of choice for huge numbers of sales teams, but any CRM system that gives you the demand sources for your pipeline will work as the central pillar of a decent reporting stack. Start with the obvious metrics – splitting your pipeline up by activity across each of your demand sources (i.e. outbound demand-gen, marketing-driven inbound, partnerships, customer referral, and so on).

Split everything down as far as possible and you'll have the basic ability to see which channels are over- and underperforming, which reps are on target and off target, and particular issues across the board; for example, if a particular region or vertical is underserved by marketing. This granularity will help you surface problems and make decisions day-to-day.

Move beyond the basics and you'll start to find more nuanced metrics that will really help your decision-making. For example, tracking deal velocity by demand source per country: this level of details arms reps with the ability to execute hyper-tailored plans – even more so if you automate this reporting to be a live feed of data.

“Confront the data and make actual business improvement decisions. If all you’re doing is describing past events, then you probably all have more valuable things to do with your time”

However, where CRMs fall short is achieving a level of granularity that can surface all this insight in one place, which you'll need as you scale. This is why ultimately you should make CRM just one pillar of your reporting stack, along with your marketing automation tool data, and then any Google sheets in which you collect data too. The goal then should be to find a way to abstract data from all those sources, using tools like Tableau and Domo, that allow you to slice, dice and combine data from multiple sources in one place for a blended view. If you can feed and water those systems and have them run properly, then the data will empower you to be a genuine change agent for the business. Rather than just feeding back numbers about past events, you can use it to align functions going forward, make smart decisions, and offer valuable insights as to where change is needed.

Of course, that kind of reporting stack doesn't come cheap. At the other end of the scale, the low-cost way to accomplish something similar is to use a tool like Google sheets and plug in API data directly. Various tools offer rolling contracts of as little as \$30 a month to create and define reports in your CRM, with a series of summary tabs, then using filtering to pull the right data in. If you set these up to automatically update on an hourly basis, it's not quite a live feed, but you can be confident the information you're using to make decisions is at least relatively recent.

What's leading and what's lagging?

Leading indicators and lagging indicators offer different insights to sales teams looking to scale. Lagging indicators let you look back at a certain point in time, helping you to understand how you got where you are; the primary lagging indicator is, of course, closed revenue; conversely, leading indicators get you to that closed revenue. The key leading indicators are metrics like the volume of discovery calls the team is holding. This shows you the level of activity that the outbound sales team is carrying out in terms of understanding new potential customers. This must be tracked through to a meeting, where ideally three things are present:

- An individual (potential champion) with a clear, identified pain point;
- Specific financial impacts; and
- A finite, compelling event (ideally).

It's up to reps to accept this as a qualified opportunity. The volume of qualified opportunities moving into proof-of-value (POV) is the next key indicator, and then the output of POVs versus closed revenue closes the loop.

More data is always better – that's an evergreen statement – but how much is enough? The baseline has to be the bare minimum data that you need to progress the opportunity through all its different stages. If you can't understand the champion, identify the financial metrics and spot a compelling event, you won't be able to move the opportunity forward.

The next question for data-hungry salespeople is how often they should review the reporting and analytics they gather. In my case, I look at everything daily. There are some numbers where that level of currency isn't hugely valuable – for example, I can see pipeline creation and receive alerts

“You don’t know what you don’t know. It’s a huge mistake to discard a datapoint now as being irrelevant, only to find that a year from now, you need to start collecting it”

in real time, but we run monthly reports to enable the serious analysis. Alerts on created opportunities and closed business are great to receive, and meeting volumes are a good metric to be able to see in real time.

But the true determining factor of how often you should report on any given metric is how quickly you want to be able to react to changes in it. For example, if your pipeline suddenly increases 10%, do you want to know straight away? Was it one big deal falling happily into your pipeline, or has a inbound/outbound strategy suddenly paid dividends? Similarly, if pipeline, or SDR calling volume, slows down in week 2, do you want to be able to take corrective action mid-month? The frequency with which you report and share data should be driven by how actionable that data is – and what you plan to do with it.

Less is not more

In an enterprise environment, if you were to join a sales team and start receiving alerts at the level I've described – opportunities created, deals won, and so on – the volume would be overwhelming. But if you're building a sales function from the ground up, and then scaling it, then getting the full picture from day one is never a bad idea. As you scale, you'll build regional teams to be responsible for particular datasets, giving them a narrow focus and filtering out the rest. You can't provide that laser-focused snapshot without capturing as much as possible from day one.

It's crucial to find a way to incorporate data from existing users of the product into your reporting streams. It informs your conversations with prospects, helping you to understand usage and adoption, arming you for the discussions that start when a renewal is looming, and surfacing any red flags you need to see. It also helps SDRs to understand the challenges and pain points that their prospects face – never a bad thing.

Managing the reporting/analytics transition to multiple teams, verticals and regions seems complex but it should be straightforward if your source data lives in one CRM. Define a master report that encompasses absolutely everything as a basis, then use your abstraction tools to filter and manipulate it as per the requirements of each team. The important thing is that you start out with clean reliable data, and above all, that you avoid building something that's not agile. Make sure your reports can support, for example, changes to individual fields, without causing repercussions that break your reporting and force you to rework them from the base level. If you want to scale sales, then design for scale – set up a reporting stack that can handle, and enable, rapid iteration and growth.

Remember that you don't know what you don't know. It's a huge mistake to discard a datapoint now as being irrelevant, only to find that a year from now, you need to start collecting it. In a high-growth environment if you're suddenly asked to double the size of the business, you might need that data to make decisions – keep those reports running in the background and collect as much data as you can, even if you haven't defined what it's for yet. It might prove to be your secret weapon a year from now.

“Rolling up the numbers into headline figures can easily be misleading - blended averages can obscure weakness and overperformance”

What your C-suite needs to see

Deciding the level of detail that your leadership need to see is a reporting challenge for every sales team. Sometimes the C-suite want the same level of access as you have to sales reporting and KPIs, so you make need to provide access to Tableau, Domo or whichever system you use, with an executive dashboard that surfaces the same slice of data you see. Somewhere in the middle are the leaders who just want direct and reliable answers to ad hoc questions, meaning you need to pull data on the fly as and when they require it. Then at the other end of the scale are the traditionalists who prefer to view everything through the prisms of PowerPoint and Excel. If you get your basis dataset right, then the process of abstracting the right data and translating it into decks and sheets can be relatively painless.

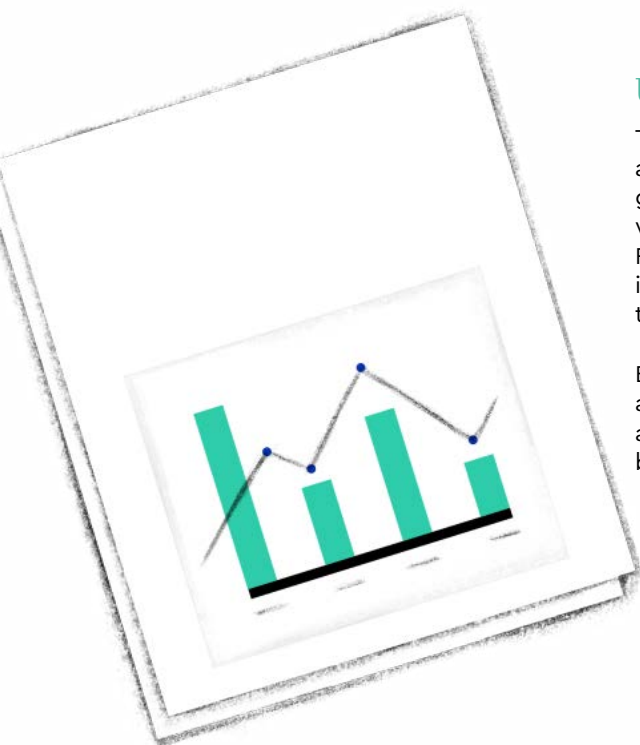
A common demand is that the key indicators and metrics are reduced down to one slide. This is a worthwhile exercise in focus, but it's important to remember that there's always a big story and a bunch of lagging indicators behind the reporting headlines. Rolling up the numbers into headline figures can easily be misleading – blended averages can obscure weakness and overperformance that may need to be addressed. The right level to share depends on how interested senior stakeholders are in the stories behind those numbers.

In my experience dealing with tech companies, C-suites often include a CTO co-founder from an engineering background, who leads on the product side; and a CEO with a more sales-oriented skillset. CEOs excel at peer-to-peer executive selling, and by volume they're often the person in the company who's held the most sales meetings, having been involved in scaling the company from day one. This kind of personality will often want details and granular access into the sales data – even if they're no longer involved in sales processes. Make sure you're able to provide it, because the knowledge they have about selling the specific product never goes away. You might be surprised at the insight they can add even years later.

Use it or lose it

The final key lesson about reporting and analytics to keep front of mind as you scale sales is very simple: make sure you actually use the data you gather. Don't let your number-crunch meetings drift into being forums where data collectors sit around reading out the numbers on screen. Functional owners must confront the data and make actual business improvement decisions. If all you're doing is describing past events, then you probably all have more valuable things to do with your time.

Every company wants to be data-driven – particularly in tech – but to achieve the pace of scaling that most startups want, getting reporting and analytics right, and turning those insights into upside for your business, is a winning formula you can't ignore. 📊



Scaling contract process: how to close 1000 sales contracts a month



Richard Mabey is co-founder and CEO at Juro, an AI-enabled end-to-end contract management platform that helps businesses like Deliveroo, Skyscanner and Babylon Health save up to 96% of time spent on contracts.

Creating sales contracts and getting them signed are amongst the most fundamental business activities involved in driving growth and scaling. So why are so many companies failing to optimise the process?

It's no exaggeration to say that the majority of business commerce depends on contracts. Indeed, the IACCM estimates up to 80% of the revenue that flows through B2B deals is governed by contracts. But they also estimate that 83% of people are dissatisfied with contract process and that includes dissatisfaction from sales teams and their prospects.

Getting to yes quickly is a core aim for all salespeople and this ultimately means getting a signature on a page. Arguably the contracting process is the single most important touchpoint in the sales process – get it wrong and you risk longer sales cycles or, worse, losing momentum in the deal. So for every business looking for high growth and quick scaling, an optimised contracts process is a must-have.

Unfortunately, too few businesses have woken up to the unfair advantage that a frictionless contract workflow provides. The IACCM estimates that 80% of contracts are still managed with clunky, manual processes. Time and again we see the same bottlenecks appear, slowing down sales cycles, creating resentment between legal and business teams, as well as corners cut in the contract lifecycle – baking in risk to be discovered at some indeterminate point in the future.

If you want to design for scale, and create a sales contracts process robust enough to handle unstoppable growth, here's what we recommend:

“You have zero chance of pushing through high volumes at the end of a quarter if you still insist on using manual contract processes”

1. Digitise the process end-to-end

This should go without saying, but that familiar process you encounter when signing a rental agreement, where you print stuff, sign it, scan it, email it, send it back and forth several times and generally waste away hours of your life that you can't get back? That process has no place in a high-growth business looking to scale quickly. Don't try to sign new customers at scale for your cutting edge tech business by using some kind of medieval technique. You have zero chance of pushing through high volumes at the end of a quarter if you still insist on doing it manually.

2. Brevity and clarity

Don't stuff your documents with jargon, indecipherable by anyone not fluent in legalese, and then be annoyed when people ask lots of questions and take weeks to sign. Legal services as an industry does a bad job with user experience, and contracts in particular are a regular offender. Before we even tackle the jargon, length alone is a turn-off in legal documents.

“Trying to make sales decisions on gut feel is pointless, when there’s so much data to be exploited - contracts are no different”

One way to keep contracts moving even while you scale is simply to make legal documents shorter. Of course, sometimes it's impossible to avoid dense legal information, but more often than not boilerplate wording and standardised clauses add no real value and denigrate the contract experience.

We tried this approach with the Juro privacy policy, which could be reduced to a one-page summary. It's been viewed 12,000 times – not bad for a document that nobody usually reads. Instead of adding five pages of dense terms and conditions to each document, can you host your standard terms online and link out to them? Make documents accessible and easy to read, and they're much more likely to be read – and signed.

3. Try to avoid accepting third party paper

Making sure your contract workflow is frictionless means keeping control of the process. As you scale, more and more of these legal documents can get in the way: order forms, NDAs, MSAs, and so on – so an obvious way to keep this moving is to keep your contracts and templates on your own paper. Accepting documents from a third party means working in unfamiliar territory, involving legal counsel and wasting time. Sometimes you just can't avoid it, but – and I say this as a lawyer – having to involve lawyers does not generally lead to faster closing.

4. Streamline negotiation

Of course, it's unavoidable that at some point you'll need to negotiate a contract – perhaps heavily – to get a deal over the line. If this has to happen, then remember point one above – don't fall into old habits, wind the clock back 20 years and start swapping Word documents in private inboxes. Try to keep things in the cloud, so that you can collaborate both internally and externally on live documents, without losing control of the process.

To reduce friction further, consider asking your lawyer to build a simple playbook of positions you can and can't accept. Some points genuinely can't be accepted – we have seen unlimited liability requests at Juro, for example – but the plain truth is that most legal terms we see in contracts don't add very much value. Ask your lawyer to enable you to stop bothering her and she will thank you in the long run.

5. Capture data and use it

Even legal teams have woken up to the need to be data-driven by now. Contract data is an area where sales and legal teams should be aligned, so make sure you use your contract management tool's analytics function to learn and iterate on your contracts. Which contracts take the longest to sign? Which function do they sit with the longest, and why might there be a bottleneck there? Which clauses are negotiated the most, and is there a valuable trade-off to be made in adjusting the terms to achieve better time-to-close? We've seen elsewhere in this guide that trying to make sales decisions on gut feel is pointless, when there's so much data to be exploited – contracts should be no different.

Business spend on a low-risk contract from draft to signature has increased **58%** in 6 years to an average of **\$6,900**

Source: IACCM

“If signing a contract marks the start of your relationship with a new customer, it’s worth the effort to make this as frictionless, intuitive and delightful as possible”

6. For everyone’s sake, integrate

If your reps don't want to join procurement meetings, scope requirements, get training and then spend all day in a new contracting tool, then there's a very simple answer: don't make them. Find a solution that integrates with everything else they use – particularly CRM (whether that's Salesforce or any of the other big players).

If reps can get contracts to signature without leaving the platform they use all day, and you can build in the legal approvals, then the sales team doesn't need to worry about anything except closing and the legal team will remain your friends. And we can speak from experience – when Unbabel adopted Juro and started creating order forms directly in their Salesforce instance, they sped up closing by 30%. That kind of velocity is bound to make scaling just that bit easier.

7. Make contracts great again

Signing a contract should be one of the happiest moments in your business' life. It means you have a new customer. But it should be a great moment for the other side too. They found a new commercial partner. So make the contracting experience frictionless – delightful, even.

If you really want to scale, rather than just talking about it, then being a genuinely customer-experience-led business is a proven strategy. Research from Forrester found that experience-led businesses typically have 1.6x higher brand awareness, 1.7x higher customer retention and 1.9x return on spend. You only need to look at success stories like Intercom, Invision and Zendesk to see the value that a focus on customer experience can bring to your growth trajectory. If signing a contract marks the start of your relationship with a new customer, it's worth the effort to make this as frictionless, intuitive and delightful as possible.

For many businesses, contracts represent the forgotten touchpoint with new customers. Making contracts faster, smarter and ultimately more human can have a dramatic impact on sales cycles. At Juro, we've seen the difference that scalable contract workflow can make, for customers who came to us signing 10 contracts per month and now sign more than 1000. If you offer a branded, personalised mobile-responsive experience, not only do you get to yes faster, but you also set the right tone for relationships that will power your business from startup to scaleup and beyond. 📄



Performance management: finding and managing tomorrow's sales leaders



James Ski is the Founder of the Sales Confidence network of B2B SaaS Founders, Sales Leaders, VCs and sales professionals, and the annual #SAASGROWTH conference in London. He was previously the #1 global seller at LinkedIn.

“There’s a strong culture of instant gratification that’s creating serious challenges in the sales organisation”

Sales techniques are changing, sales prospects are changing – and salespeople are changing too. Do we need to adjust our management techniques to get the most out of tomorrow's sales leaders?

We all know what the perception is of sales. Salespeople are commission-obsessed, only driven by money, and only as good as the last quarter's numbers. And to a degree, that's fair: an individual's reason for getting into sales is often money-motivated at first. Typically, as a salesperson, you'll out-earn your functional peers. But in reality, there's a point on the axes where joy and happiness in sales doesn't come from the additional material gain of more money.

As time goes on, people get used to being high-earners and that buzz fades. The value of forming very strong relationships increases in importance. Over time, the individual finesses their style and approach when it comes to engaging with buyers. Before too long, regardless of money, people start genuinely caring about the job culture and environment. The focus shifts over time from dollar signs towards a desire to develop genuine skills and gain recognition from the business.

The actual close on the sale is something that's slightly different for everyone, but over time, the satisfaction from it doesn't necessarily depend on the deal value, and what it might mean in terms of commission. Particularly in B2B SaaS with high contract values, a rep might only be closing two or three deals a month. The close as the end of a successful contract can be much more meaningful than the money they'll make from it – it represents the end of a successful project.

With that success comes a new level of comfort. Salespeople accept that throughout their career, they'll have good months and bad months, good quarters and bad quarters. The importance of that never fades, but as time goes on, again and again I see that it's the experience of coming to work, and the recognition that salespeople garner in the business as a team member that's leading from the front, that gives them the greater buzz.

Identifying high performers

During the four years I spent selling at LinkedIn, I was for a time the number one seller in the company, globally. This success allowed me to establish my own network, which in turn set me on a path to create my own business and end up where I am today. Through my experiences before and after starting my business, I've encountered huge numbers of sales professionals and candidates, and there are some fundamental traits that salespeople often possess.

“Successful people in sales might not be the ones smashing the huge numbers month after month, but those strong enough to create the right environment and culture for the team to flourish together”

In my experience, people who have overcome some form of hardship or significant life challenge – be it personal, familial or professional – often have a drive to perform at their best and prove themselves to others. Similarly, people with a sports background are used to working under pressure, being target-driven, motivated, passionate and energetic – all incredibly useful traits as a salesperson.

But you don't need to be an athlete to be curious about sales. You don't need to have a tumultuous past to be successful in sales. It's nothing to do with academics, either – you can be a first-class Oxbridge graduate, or someone on the complete opposite end of the spectrum, and be equally likely to excel in sales.

You can succeed by being a linear learner who digests things quickly and easily repeats them verbatim, but those individuals often fail to scale the heights, falling down in sales when it comes to joining the dots and thinking on their feet. Ultimately, curiosity is key and non-negotiable: if you're curious in wanting to understand your buyers, their companies, and how your product or service fits into their routine, you have the most important attribute to becoming a successful salesperson. Self-awareness, drive, passion and energy are also must-have traits in successful young salespeople.

Generation Z: the future sales gurus

Younger candidates have a different outlook to sales than previous generations. This can lead to conflict. The accusation that Generation Z want it all has a lot of truth to it, and expectations are often skewed nowadays. New joiners to the sales workforce want the good money, the great culture, the latest MacBook, the merchandise, and the promotions within six months. This desire for instant gratification creates serious challenges in the sales organisation, or any part of the business that features a stressful, high-pressure, target-driven environment.

If the gap between expectations and reality persists, then colleagues become unhappy, and while mental health is discussed more broadly now than perhaps ever before, the misalignment of expectations can create even more unnecessary stress and exacerbate the situation. A big shift in the last ten years has seen new recruits to the sales workforce join for the money, but also ask about the work-life balance.

This almost never happened when I was starting out – particularly in tech or SaaS businesses. Similarly, recruits weren't expecting a beer tap in a WeWork and several office dogs to be part of their first week. Managing these changes in expectations is key to cultivating a happy, productive salesforce.

In order to achieve this, you need to create a collaborative, dynamic environment that appeals to Generation Z candidates. Firstly, it's crucial to communicate everything as clearly as possible. You need to be clear about where the given individual is in their career right now, and how their career progression will realistically map out.

This is about much more than target attainment: if you give people the impression that numbers are all that matter, they'll quickly start a job, find a way to hit the number and expect a promotion. It's important to look deeper and see whether they demonstrate the right cultural

“The truth is that high-pressure sales environments are rife with mental health problems, which must be confronted and addressed in detail on an ongoing basis”

behaviours to progress towards management roles, and find out whether they support their peers in pursuing their goals.

Beyond the numbers game, you need to establish their depth of understanding: do they genuinely understand the individual buyer's problems? For example, if they're targeting a decision-maker at a FTSE100 company, have they learned how to read annual reports and leverage relevant information for sales? That's just one example, but for enterprise sales there's a whole layer of key skills that need to be continually developed, in order to genuinely progress. That's how, as a manager, you push back on career progression – recent graduates can be dazzlingly bright and relentlessly enthusiastic, but even if they develop quickly, you need to make sure there's more to their development than just numbers.

There are specific tools you can use to track an individual employee's progress through their career development – indeed there are whole software categories dedicated to it – but if you're moving quickly and scaling, this might just be a spreadsheet. The important thing is that you make the effort to put in place a process to track their development – whatever that process is – and that you make sure they progress on your terms. Aligning with candidates on this will let them develop and improve their skills at a rate that gives them validation and encouragement, without compromising on what you and the business need from them.

Unleashing the social media natives

It's beyond question that there's a generational difference in aptitude for social selling. People joining the workforce now have grown up on social networks, and are much more comfortable than their predecessors where self-promotion is concerned. Conversely, more experienced salespeople can be reluctant to spend time on social selling, filming themselves and leveraging LinkedIn to grow their networks.

The reason behind this is obvious: their own success came without the use of social selling. They became sales leaders and made plenty of money without spending all day on LinkedIn – so why start now? We can often be dismissive of people in this category who seem social-illiterate, but to an extent they're right – they managed to build and leverage networks to sell successfully all the same.

More senior sales leaders can be dismissive of how much time young salespeople spend building their networks, commenting and sharing content on LinkedIn. But when considering how much time sales hires should spend on social media, it's important to understand that much of the sales journey is completed before you even pick up the phone. By being socially active, even if it's not directed at a prospect or a live opportunity, you are preemptively contributing to the success of the company and its salesforce.

Generation Z candidates' instinctive understanding of social media is one of their biggest advantages to your business. Social selling is only set to increase, and a team of digital natives with the ability to create viral content, drive Twitter engagement or spark LinkedIn conversation could be the edge you need to improve your lead volumes in a crowded market.

“Over the years I’ve seen a lot of people progress too early and fail to find enjoyment and success in their new job”

Social skills let your salesforce engage creatively with current events – even when it comes to celebrating things like International Women’s Day or Pride month, younger people tend to be much more socially engaged with the subject matter – and more likely to grow their business network because of it. The selfie generation is also much more comfortable filming themselves, and using organic video content to spark discussion and engage prospects. Although video is a hot topic in sales at the moment, it’s rare to meet someone who finds universal success with it. It’s still a delicate balance to find a way to self-promote without being egocentric, whilst at the same time providing value and discussing real customer issues.

Do salespeople make good managers?

Most sales managers have trodden a similar path – working their way up through a career as a salesperson. But it’s hard to gauge whether someone is ready for a managerial position, and for the responsibility that comes with leading a team. A salesperson starts out only being responsible for their own thoughts and behaviours, managing their own stress and the pressure of their job. This changes completely when they become managers, suddenly finding themselves responsible for the behaviours, stress and pressures of their team.

Early-career sales professionals often live with a head-down mentality, trying to establish themselves and understand the goals that will help them succeed as an individual. It’s a different skill entirely to step above that personal focus and look at how the team strives towards success.

The success of a salesperson as a manager is often therefore a matter of timing. The point of promotion needs to be just right; not only for them, but also for the company. Over the years I’ve seen a lot of people progress too early, and as a result, fail to find enjoyment and success in their new job. That can damage their individual motivation, as well as team morale, which is a dangerous outcome for the business.

Creating the right atmosphere

Once an individual has been promoted to management, their hard work isn’t over – far from it, especially in sales. It’s a naturally competitive environment, with people chasing numbers and trying to exceed the expectations set by themselves and the company. The pressure only continues, and it’s easy to become disconnected from the team culture, values and learnings.

For leaders, this can be a huge challenge to overcome – especially for recently-promoted managers. A Hubspot sales survey found that 53% of salespeople new to a role (working at the company for two years or less) rely on their manager for advice and support. As a manager, this means you must foster the instinct to regularly support each other, and understand that true collaboration has to be driven from the top down, through successful leadership.

Above all, make sure there's a clear structure in place to encourage sharing, learning and being open with each other. The successful people in sales might not be the ones smashing the huge numbers month after month, but rather those that are strong enough to create the right environment and culture for the team to flourish together and achieve company-level goals. These people must be allowed to thrive too.

A scalable approach to mental health

The focus on scaling means that growing fast and adding lots of headcount are inevitable. While exciting, this brings its own performance management challenges – some of which are easier to mitigate than others. In my experience, the majority of solutions revolve around coaching and ensuring you have invested time in continuous development.

In a small team, when everyone is starting out and bouncing ideas off each other, it's easy to navigate through the team and help each individual hone in on their strengths and weaknesses. As soon as that salesforce broadens out, however, the time available to achieve this naturally diminishes. At the outset, it's critical to organise yourself and your team efficiently so you can still commit a high quantity of time to coaching – no matter how dramatically you scale.

And this comes right back to the common misconceptions of salespeople that we need to dispel. We often assume salespeople are confident extroverts, full of charm and bravado, not easily swayed by the struggles of their job. The truth is that high-pressure sales environments are rife with mental health problems, which must be confronted and addressed in detail on an ongoing basis. By committing to their jobs, employees truly invest in the company – by committing to reciprocate, and to invest in them, you not only improve their mentality and approach to their work, but the overall success of the business too.

Taking the time to learn about and understand each member of the team, and to spend sufficient time addressing mental health concerns, should be a cornerstone of performance management. Get it wrong and you risk low morale, disengaged employees and real consequences for individual health. Get it right, and you'll create a scalable culture of engaged high-performers that will drive business success – and stay happy while they do it. 📖



The best tools for sales teams

Looking to scale the sales function at your company, but not sure where to start? Category by category, we've curated the tools you need to scale fast.



CRM



Global leader in CRM software solutions and enterprise cloud computing.

www.salesforce.com/uk



Airtable works like a spreadsheet but gives you the power of a database to organize anything.

www.airtable.com



All-in-one CRM designed for high-growth, high-velocity sales teams.

www.freshworks.com



Marketing, sales, customer service and CRM software.

www.hubspot.com



A sales CRM built for minimum input and maximum output.

www.pipedrive.com



Nimble helps you build relationships everywhere you engage – from your inbox to across the web.

www.nimble.com



Sales force automation software to enhance productivity, processes, and pipeline visibility for sales teams.

www.zendesk.com/sell



Zoho CRM is an online system for managing your sales, marketing & support in one platform.

www.zoho.com/crm



G-suite-focused productivity CRM software.

www.copper.com

Prospecting/lead enrichment



Sales acceleration platform using AI technology to streamline prospecting, find and deliver new revenue.

www.cognism.com



A marketing data engine for all of your customer interactions.

www.clearbit.com



Combining technology & human intelligence to help global revenue teams by producing rich, actionable data.

www.leadgenius.com



Accurate and actionable B2B contact and company intelligence to help organizations accelerate profitable growth.

www.zoominfo.com



Social selling solution built and designed for sales professionals.

www.business.linkedin.com



Website visitor tracking tool that shows you what prospects and customers do on your website.

www.leadfeeder.com



Sales automation platform for modern sales teams.

www.prospect.io.com



A tool to find and verify professional email addresses.

www.hunter.io.com



Aggregator of B2B intent data, providing insights about when customers are actively in-market.

www.bombora.com



Helping B2B SaaS companies grow sales by generating relevant conversations with qualified leads.

www.madkudu.com

Contract workflow



Intuitive sales contract management software that typically accelerates closing by 30%.

www.juro.com



Adaptive web-based business process management solutions.

www.agiloft.com



An all-in-one enterprise contract management platform.

www.concordnow.com



End-to-end, AI-powered digital document transformation.

www.conga.com



Document automation and CLM solutions available on-premises and in the cloud.

www.legalsolutions.thomsonreuters.co.uk



Cloud-based document and contract management solution.

www.contractpod.com



Contract management and workflow automation.

www.ironcladapp.com



A secure document and contract management platform.

www.springcm.com

Email automation/outreach



Helping sales organizations to deliver a better sales experience for their customers.

www.salesloft.com



Reply is an inbound and outbound automation & sales acceleration platform.

www.reply.io



Ecommerce CRM designed for building personal and profitable relationships with customers at scale.

www.drip.com



Mail merge add-on for Gmail & G-Suite users.

www.yet-another-mail-merge.com



Cold email outreach tool with proven templates, bulk email, auto followups, track clicks & replies.

www.mailshake.com



Sales engagement tool to drive efficiency for marketing, sales development, closing and success teams.

www.outreach.io.com



Sales automation CRM for startup and SMB inside sales teams.

www.close.com



PersistIQ unifies sales communication and workflow into one easy-to-use system.

www.persistiq.com

Insight & analytics



Delivering insights to user workflows, allowing organizations to extract value from their data.

www.looker.com



Software that makes it quick and easy to build live TV dashboards, which focus teams on the metrics that matter to a business.

www.geckoboard.com



Sales coaching software platform enabling you to reveal the decisive moments in your sales conversations.

www.refract.com



The operating system that allows you to run your entire business on your phone.

www.domo.com



Software solutions to transform data into actionable insights.

www.tableau.com



Actionable, real-time intelligence for sales and marketing KPIs.

www.insightsquared.com



Forecasting, Activity Intelligence and Pipeline Management for B2B Revenue teams.

www.clari.com



A revenue generation platform to forecast better and maximize the performance of sales teams.

www.datahug.com



Plandek mines data to reveal, track and manage the metrics that really drive business outcomes.

www.plandek.com



Conversation intelligence platform with call recording, real-time transcription, and AI-based insights.

www.chorus.ai

Communication and conferencing



Cloud-based phone system and call center software that integrates with CRM & helpdesk software.

www.aircall.com



Customer messaging platform helping internet businesses to accelerate growth.

www.intercom.com



Simple software for creating, managing, and sharing videos for business.

www.wistia.com



Record and share your camera and screen with audio directly from your Chrome browser.

www.loom.com



Free online calls, messaging and affordable international calling to mobiles or landlines.

www.skype.com



Communications software that combines video conferencing, online meetings, chat, and mobile collaboration.

www.zoom.us



The meetings platform for the modern workplace.

www.bluejeans.com



Global provider of cloud enterprise unified communications and collaboration solutions.

www.ringcentral.co.uk



A sales engagement and voice solution that helps inside sales reps transform phone calls into revenue.

www.ringdna.com



Conversation intelligence platform for sales.

www.gong.io

Scheduling



A simple appointment scheduler that synchronizes with your Google/iCal/Outlook calendar.

appoint.ly



Calendly works with your calendar to automate appointment scheduling.

www.calendly.com



Helping qualified leads automatically book a meeting or start a phone call after a form-fill.

www.chilipiper.com



Scheduling done right.

www.get.cogsworth.com



Simple interface and with powerful integrations to make scheduling meetings easy.

www.meetingbird.com



Appointment scheduling to turn visitors into customers.

www.vyte.in

E-signing



Adobe Sign

A cloud-based, enterprise-class e-signature service.

www.acrobat.adobe.com



A global solution for secure electronic signatures.

www.docuSign.com



GetAccept

Sales enablement software.

www.getaccept.com



HELLOSIGN

Legally binding electronic signatures.

www.hellosign.com



PandaDoc

All-in-one software for sales workflows.

www.pandadoc.com



RightSignature

Digital document sending and signing solution.

www.rightsignature.com

About our sales experts



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Juro is an AI-enabled end-to-end contract management platform that offers contract creation, negotiation, e-signing and analytics, with an intuitive interface designed to make contracts faster, smarter, and more human. Juro saves businesses like Deliveroo, Skyscanner and Estée Lauder up to 96% of time spent on contracts, and integrations with Salesforce, Slack, and Greenhouse mean Juro is loved by sales and HR users as much as it is by legal teams.

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