CoE Webcast Series

Accelerating Your Sales Pipeline

Host

LEADERSHIP • FINANCE • MARKETING • SALES • PRODUCT •

CENTERS OF EXCELLENCE

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VP, Go-To-Market Center of Excellence

Guest Speaker

MAESTRO GROUP

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Sales Acceleration Expert

Poll #1

What is your biggest pipeline challenge?

What You Will Learn

1. DRIVE and D-RECT
2. Identification of Issues Associated with Ineffective and Inefficient Pipelines: Why You Aren't Getting the Results You Want
3. Improved Efficiency Between Sales and Sales Ops: The Two Main Players of Sales Success
4. What We Have Seen (the Good and the Bad) and Case Studies
5. Reduce Risk in Your Pipeline Through Operational Excellence: How to Assess Your Organization

Data Is
Modern Business

D R I V E

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D R I V E

D — Decision

- Who?
- How?

R — Resources

- Budget
- Human Capital

I — Impact

- Why are you doing this?
- What if they don't?

V — Velocity

- Date we are driving towards
- Why this date?

E — Expectations

- What is a win?
- What are the roadblocks?

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D-RECT Is Iterative Success

Define the desired business outcome

Review current state and next steps

Execute changes to achieve business goal

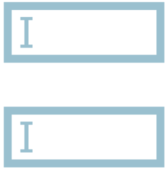
Confirm efficacy of changes through testing

Tweak changes based on result of testing

Why You Aren't Getting **the Results You Want**

The Tech Stack Attack

Two Obstacles to Insight

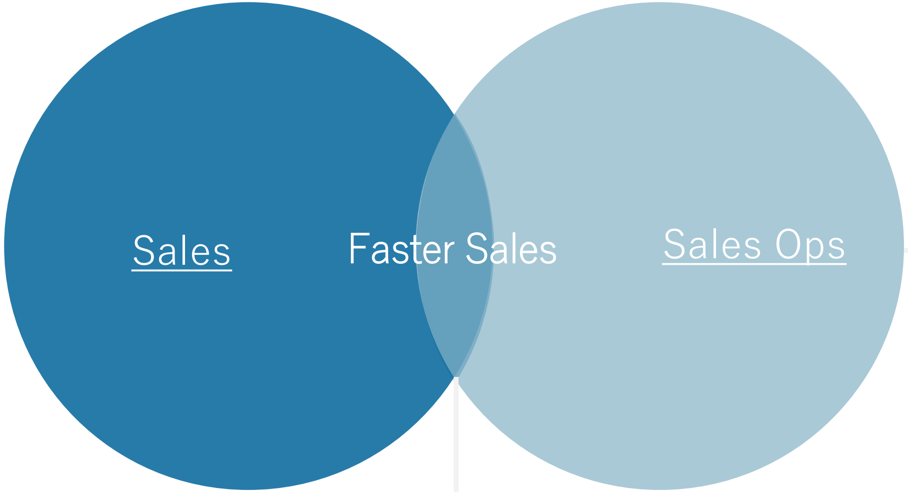


Data Infrastructure

Data Integrity

Two Main Players to
Sales Success

Sales & Sales Operations



- Generate revenue
- Get to decisions faster
- Execute consistent process
- Create feedback loop (Sales and Marketing)

- Process analysis and design
- CRM adherence
- Historical reporting
- Predictive reporting

- Mitigating risk
- Increased information
- Relentless accountability


Insights
Strategy

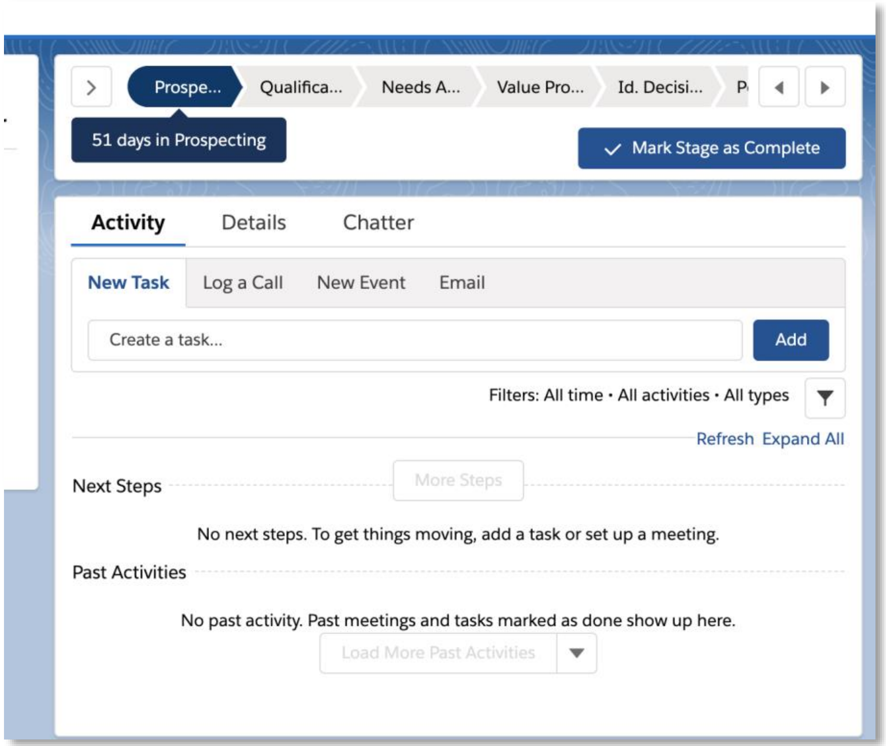
What We've Seen
the Bad and the Good

The Bad

- No one updates the CRM
- Everyone has a different definition for pipeline stages
- Movement back and forth of opportunity stages.

The Bad

- Sitting in top of funnel too long
- No registered activity
- No next steps

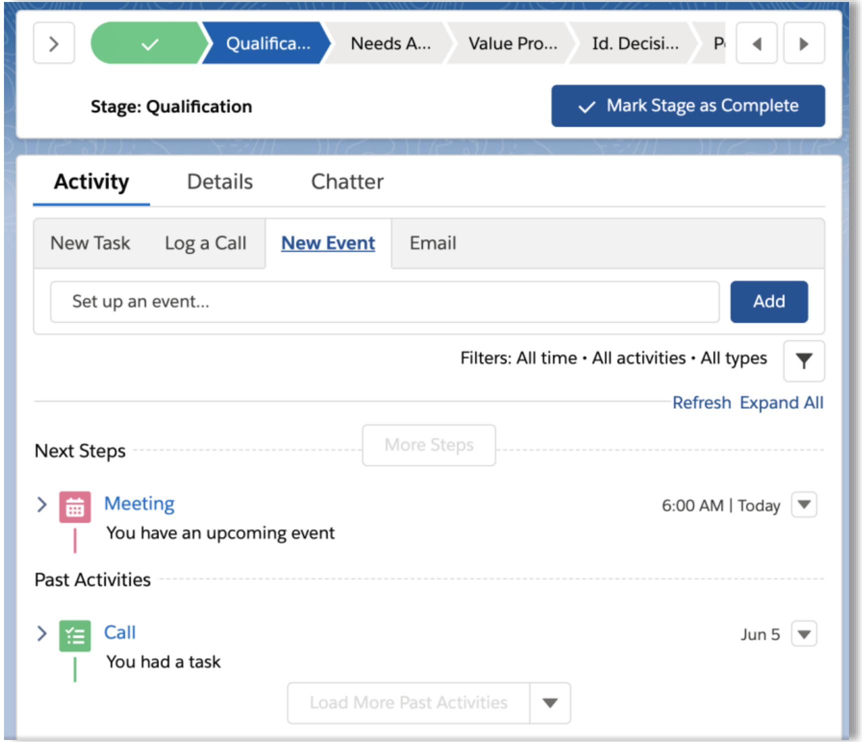


The Good

- Unanimous understanding of pipeline stages and exit criteria. Data also shows consistency.
- Activity is always documented in the CRM .
- Reporting metrics show trend data and how pipeline is changing over time.
- Emphasis on key drivers around win rate, time in stage, and deal size.

The Good

- Listed activity
- Next steps



Insights to Seek

- Accountability
- Identifying strengths and weaknesses
- Slow spots in sales cycle
- Activity level of individual reps and team trending over time

Case Studies

Case Study 1

- Company: SaaS provider selling to global 500 banks
- **Problem: 15–month average sales cycle**
- Discovery Process: Review of relevant CRM reports and notes
- Issue Uncovered: IT review was stalling deals near or at the bottom of the funnel
- Solution: Used DRIVE questions to uncover decision-making process during top-of-the-funnel conversations. Specifically, identify when IT would be involved and what they would be looking for. Then created two distinct IT Fact Sheets for use at the top and middle of the funnel. Created SLAs of when they needed to be used and held team accountable by vigilant review of CRM data, notes, and activities
- **Results: Reduced average sales cycle to 9 months**

Case Study 2

- Company: SaaS provider selling to both SMB and Enterprise clients in home services industry
- **Problem: Low conversions AND 45–day sales cycle on SMB**
- Discovery Process: Review of MQL/SQL criteria and SDR comp; review of Time in Stage metrics
- Issue Uncovered: No true MQL/SQL criteria, SDR comped on meetings set not opportunity generation; deals stuck in between discovery and demo
- Solution: Created SQL criteria—both levels of "I" or 1 level of "I" plus 1 letter or any combination of 3 letters. Created expectation of follow-up email after discovery, articulating three values and scheduling for demo with 3 times best practice.
- **Results: Increased conversions by 35% and reduced sales cycle to 22 days**

Case Study 3

- Company: SaaS provider selling to health care and higher ed industries
- **Problem: Unpredictable revenue; lumpy pipeline; 40% of sales cycle spent in contract review/negotiation**
- Discovery Process: Review of all stage criteria; audit of sales team understanding of stages; review of recorded calls
- Issue Uncovered: No true stage criteria; every individual on sales team defined stages differently; contracts being sent ad hoc and deals moved to negotiation; once deals were truly in negotiation touches became more spread out
- Solution: Created stage criteria. Used pipeline meeting to reinforce team understanding of stages. Established that contracts were to be sent only after verbal agreement. Instituted 48–hour max time between touches while in negotiation.
- **Results: 23% increase in conversions; decrease in sales cycle from 163 to 122 days; much more predictable revenue; smoother pipeline**

How to Assess Your Organization

Can You Run These 3 Key Reports?

- Completed activities by reps
- Leads and opportunities that moved stage
- Pipeline trending

Is Your Team Aligned on Sales Process?

- Stage definitions
- Exit criteria
- What fields/purpose?

Stage/Action	Outcome
Lead: Suspect • Lead has been imported • Fill in Lead Source field	• Assign for BDR outreach • Convert to Lead: Open
Lead: Open • BDR makes 2 calls and 2 emails in 2 weeks	• Contact and meets qualification criteria, convert to an Opportunity. One of these must be TRUE: ❑ 10 or more agents ❑ $1.3B in assets ❑ Budget for investment • Contact but does not meet qualification criteria, convert to Unqualified • Fails to generate a response, move to Nurturing

Is the CRM Aligned With the Sales Process?

D-RECT Is Iterative Success

Define the desired business outcome

Review current state and next steps

Execute changes to achieve business goal

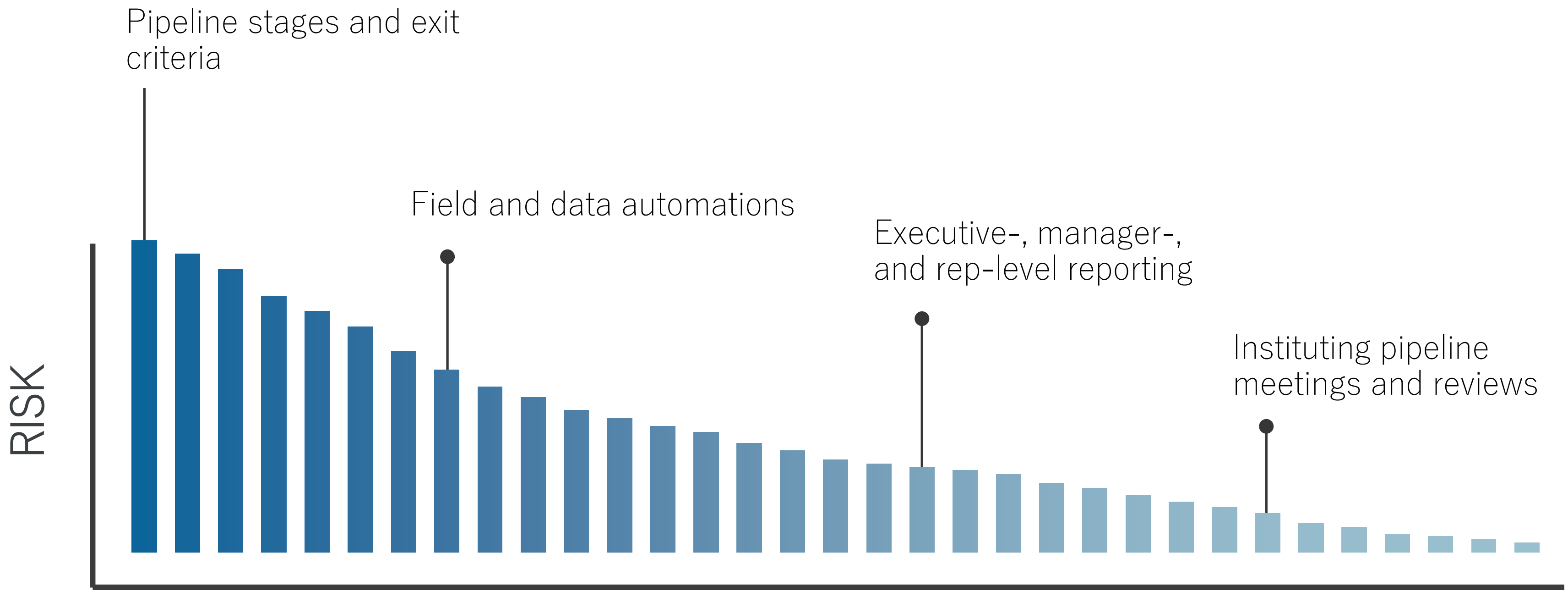
Confirm efficacy of changes through testing

Tweak changes based on result of testing

Is the Team Held Accountable?

- Data entry
- Accuracy
- Consistency

Reducing Risk With Operational Excellence



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Getting the Answers You Need

- Close Date
- Value
- Qualifiers
  - BANT
  - SPIN
  - DRIVE

D R I V E

D — Decision

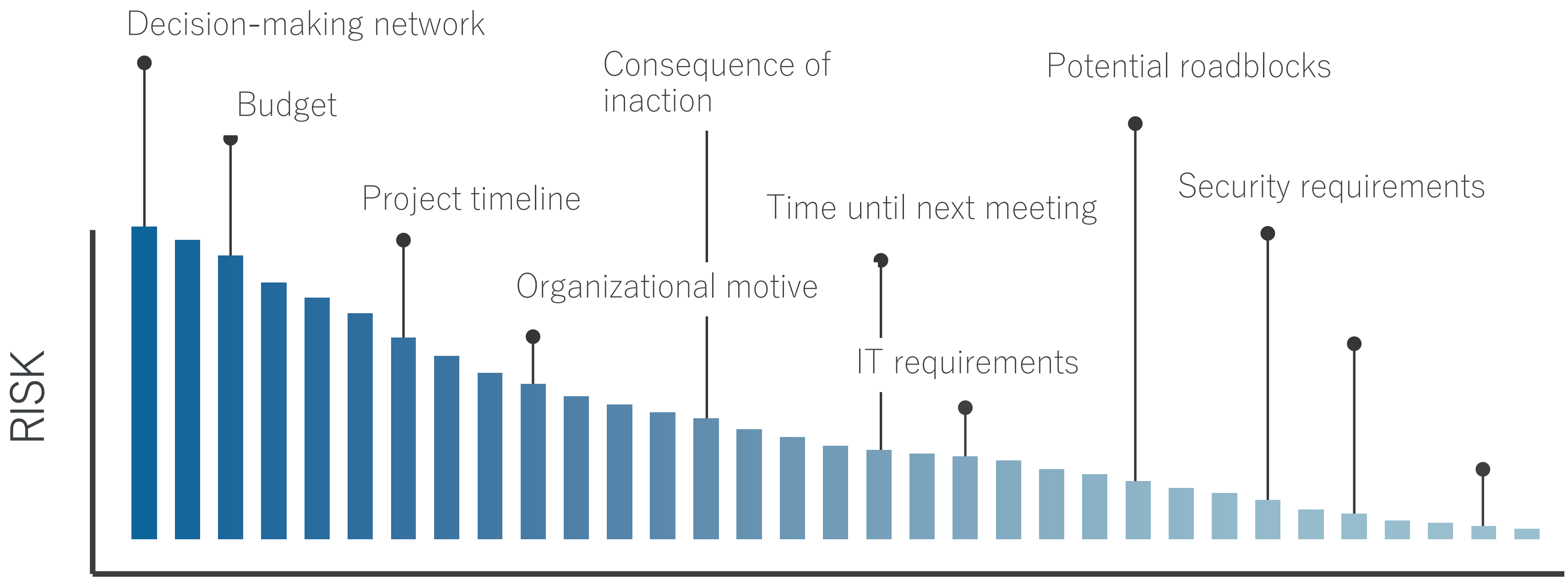
R — Resources

I — Impact

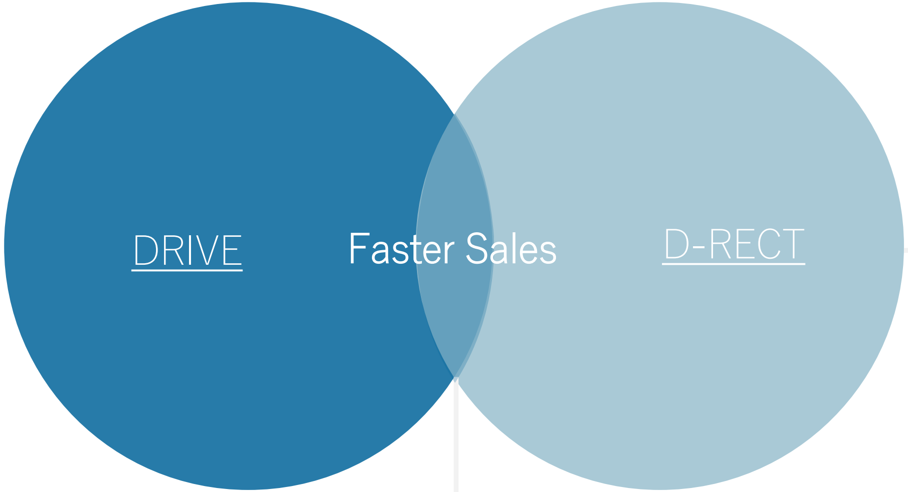
V — Velocity

E — Expectations

Reducing Risk With Information



DRIVE & D-RECT



- Decision
- Resources
- Impact
- Velocity
- Expectations

- Define
- Review
- Execute
- Confirm
- Tweak

- Process driven
- Rapid impact
- Sustained impact

Questions?

Pipeline Acceleration Toolkit

Sample Sales Team Audit Survey Questions

The sales team audit survey is designed to get a pulse on how aligned and informed the sales team is with respect to what they are selling and who they are selling it to. After the survey is sent, all responses are collected and assessed. We look for alignment and patterns to gain insight into the areas of opportunity. This is also a way for our team to get acquainted quickly.

- What is your **elevator pitch**?
- List 3 **features** of your product.
- List 3 **benefits** of your product.
- List 3 **values** of your product.
- Who are your **top 3 competitors**?
- What makes you **different from your competitors**?
- Describe your **ideal customer**. (e.g. organization type & size, buyer role, goal
- Where do you get stuck in your sales cycle?
- Provide us with **one objection** you **answer well**.
- Provide the **answer for the objection** you answer well.
- Provide us with **one objection** you would like **an answer for**.
- Copy and paste the **last email you sent to a prospect** below. (Provide contex the sales process)

Question Tree Sample

Question trees are a preparation tool for salespeople to use before their meetings with the goa predicting and facilitating conversation to uncover DRIVE.

The format of a question tree is:

1. Write down a question that the salesperson can ask
2. Come up with all possible responses the prospect may have for that question
3. Prepare questions and insights for each of those responses

See an example below:

In the example, the dialogue from the highlighted branch may be:

- Salesperson: "What prompted you to want to learn more about our solution?"
- Prospect: "I became the head of marketing about a month ago, and am looking for ways to improve our team's outreach efficiency."
- Salesperson: "I see. In your time with the company so far, what specific challenges are you seeking to address that may pertain to our solution?"

We quickly create question trees using a tool called XMind. https://www.xmind.net/

DRIVE and DRECT Amplify Revenue Trajectory through Risk Reduction.

At Maestro Group, we live by two pillars: **control what you can control** and **mitigate risk**. The DRIVE and DRECT methods are centered around both. Together they operate across the full spectrum of sales activities to rapidly increase sales teams' **conversion rate**, **speed of sales cycle**, and **deal size**.

The DRIVE Sales Training Methodology

DRIVE is the methodology created by Maestro Group. It took years to create and perfect the concept throughout engagements with dozens of B2B SaaS companies, yet the purpose of DRIVE is simple: to mitigate the biggest risk in enterprise B2B sales - lack of information. The letters of DRIVE represent the information salespeople need to pursue in order to accelerate their deals. There are two "levels" to each letter in DRIVE described below.

D Decision | R Resources | I Impact | V Velocity | E Expectations

- Decision: *who* is involved in making the decision and *how* is that decision made?
- Resources: what is the *financial budget* for this project and what will the *human capital* requirements be?
- Impact: how will this project *benefit the organization* and what will the *consequence be of not moving forward?*
- Velocity: what is the *target completion date* for this project and *why is that date important?*
- Expectations: what does a *personal win look like* for each decision maker and what *expected roadblocks* may get in the way of achieving that win?

DRIVE is the core focus of elite sales people. The Maestro team infuses the DRIVE methodology into your sales team's efforts through a combination of instruction, practice, and relentless accountability.

Data Field and Reporting

While there are hundreds of reports that can be useful in Sales Operations, those most immediately important depend on your current goals and challenges. For example, a team focused on increasing pipeline momentum through consistent outreach cadences will be highly attentive to activity and time.

The full range of metrics we prescribe reports on include:

- Volume
  - How many leads created?
  - How many deals created?
  - How many leads did we close (lost)?
  - How many dead did we close (won)?
- Time
  - How long does it take for SAL to SQL?
  - How long does it take to reach Demo Schedule to Demo Complete? ** If you give demos
  - What is the average time in status or stage?
  - What is the average age of our open deals?
- Conversion
  - How many of our leads converted to deals?
  - What number of our MQLs become SQLs?
  - How many of our SALs become SAOs?
  - What is our Deal Win Rate?
- Historical/Snapshot (velocity)
  - How many active leads are we currently working on and how does that compare MoM?
  - How many active opportunities did we have and how is this number changing MoM?
  - What opportunities are being moved out?
  - How is open pipeline value changing from a MoM snapshot?
- Activity
  - What is the number of touchpoints it takes to convert a lead?
  - What is our response rate to our emails?
  - What time are we calling our leads that convert?
  - What is the time between each activity for our won vs. lost opportunities?
- Preventative
  - What leads have not been contacted in "X" days?
  - What opportunities have not moved from Demo Schedule to Demo Complete in "X" days?
  - What leads have not been contacted in "X" days that are in SQL?
  - What opportunities have had no response back in "X" days?

Poll #2

Please rate the value of this webcast

Upcoming CoE Webcasts

Pricing

July – Date to be announced

Alex Symos, *VP, Go-To-Market Center of Excellence*

edisonpartners

Finance Webcast: Cash in Your Pocket – Navigating R&D Credits and NOLs

Thursday, August 22nd at 2:00 p.m.

Eileen Covey, *Director of Finance & Operations*

edisonpartners

Tim Rankins, *Senior Manager, R&D Tax Credits*

EISNERAMPER

THANK YOU

for joining us