GROW YOUR BUSINESS IN 2020

MOUNT ARBOR

FAST TRACK YOUR BUSINESS

HOW TO ACCELERATE REVENUE IN AS LITTLE AS 90 DAYS...

EVEN IF YOU PREFER TO BE SELLING FACE TO FACE THAN SPENDING ANY TIME ON A CRM!

“To be successful and grow your business and revenues, you must match the way you market your products with the way your prospects learn about and shop for your products.”

BRIAN HALLIGAN, CEO HUBSPOT

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Introduction

"Businesses that create relationships with buyers, employees, and partners following an inbound philosophy will build a competitive advantage and increase brand recognition, conversion rates, and market share."

Dan Tyre, HubSpot

I'd like to introduce you to some of the basic concepts we've been applying to help build successful sales organisations for our clients at Mount Arbor. There's a bunch of stuff I'd like to cover, but I'm excited to share this because Inbound Selling, I believe, is going to be useful to you if you're a CEO, Sales Leader or BDR starting out on your sales journey - these are some of the things we've learned and that we apply with our clients for predictable success in sales.

What we've done is break down the sales and marketing systems we work with into their component parts, and in doing so, we can recommend some strategies you can use to accelerate sales without breaking your engine or losing momentum. What that means is lowered risk while increasing your chances of growing a thriving business.

Andrew McAvinchey

Andrew McAvinchey

(CEO Mount Arbor)

Introduction

Congratulations on downloading our free ebook on kickstarting your sales. Sell faster and better in the modern economy by following an Inbound Sales Methodology - where information rules and the buyer expects more every single day.

When you read this short book, you'll be introduced to a bunch of new ideas as well as some old ones that we've given a polish for today's modern world. As a sales leader, we know you're busy and time is of the essence, so we've tried to keep our book as short as possible. You'll read a summary of the main things you need to know to increase sales, using not only technology but the correct application of that technology to a very human area - sales. Of course, there's no way we could cover everything - and that's why at the end of this book you'll find a very special offer that we hope you'll avail of the next time you have 30 minutes to spare between meetings...

What you'll learn

The main benefits you'll get from this book are up to you - we've worked with hundreds of businesses to analyse their workflows, set up accounts, design great sales processes, create content, train sales teams, migrate data and build custom apps to integrate with their own internal systems, and more. Our view on CRMs and their correct use is simple - done right, they're awesome. Hopefully, you'll feel the same.

About Andrew McAvinchey

"We work with visionary companies disrupting the least digitised industries in the world to introduce technologies that by their nature will improve and sustain the climate, the environment and our way of life."

Andrew is an Inbound Sales consultant with over 15 years of experience using innovation in marketing and digital sales to help Startups, Fortune 500 and SMEs to grow revenue.

A unique background in Science, Marketing, Creative Content and Sales has proved invaluable in working with emerging trends in customer-focused business. His clients have included Google, Vodafone, IBM Now Factory, Altify, Boxever, Glofox & Zutec Intl Ltd.

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BOOK A STRATEGY SESSION

CLICK HERE

**A Strategy Session is a free call with me where I take a look at your business for quick wins and opportunities for hidden revenue and growth - Andrew McAvinchey, CEO Mount Arbor*

A NEW APPROACH

TO ACCELERATING REVENUE

HOW WE HELP

We help ambitious leaders from globally focused B2B companies in Europe who need a way to align sales, marketing and services for lead generation and customer acquisition

EXCEED SALES GOALS

We will help you crush your number and uncover opportunities for growth across your business

AUTOMATE LEAD GEN

We deliver a wide range of Inbound Sales and Marketing services to our customers that help their business to grow.

TRUST YOUR PIPELINE

Reduce Risk and Improve Visibility in your Sales Pipeline with our Quick Start Packages and Advanced Dashboards

WHAT OUR CUSTOMERS SAY

HubSpot Certified Partner

"Andrew impressed me by coming into our company and immediately understanding our vision and then relaying to us how we could get there. His ability to get his point across and get everyone in the organisation pulling in the same direction is extraordinary."

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Chapter One: Create a Predictable Revenue Stream

Do you find it difficult to create a predictable revenue stream for your business?

The problem with working IN the business as well as ON the business at the same time is that it’s difficult to constantly bring in new leads at the same time as focusing on building your team, delivering for your customer and making sure you’re offering a competitive product or service. Rarely do we see a perfect balance between sales, marketing, customer experience and product development. Working out the best sales process for your team and your particular kind of business can take a while. This is especially true for smaller companies in the earlier stages of development where the systems and people are not yet in place to allow them to grow the business. Lead generation and sales sacrifice valuable time and resources that would otherwise be spent on delivering value to the customer – and vice versa.

In order to grow your organization, a steady revenue stream is required. Predictable cash flow means that instead of worrying about those inevitable peaks and troughs every business experiences as you work out your sales process, you’re planning ahead and you’re always prepared.

How do you create predictable revenue?

What if it were possible to grow your business in a way that is aligned with the needs of your customer? After all, a lead is really only as valuable to your business as their propensity to buy or to act as a potential source for referral. Every lead that you encounter should be put through a qualification process. From the very first moment you're guiding them as efficiently as possible either towards a purchase from you, or else as fast as possible to a well-considered disqualification from your sales process. How much time do you waste chasing leads that go nowhere?

Implementing a Sales Process is one of the easiest ways to impact sales velocity and help the sales manager know what is going on with his or her team. The problem is that traditional sales training doesn't work - on average only 13% of sales reps retain tutor led sales training.

In order to create a predictable revenue stream, you need a predictable sales process *that everyone follows*. The best approach we've seen so far is in using software that is aligned to the business, ‘smart’ and integrated with your CRM.

- Sales Process increases your Forecast Accuracy by 200% (Altify Dealmaker Index)
- Companies with a defined sales process and coaching can improve sales by 88% (CEB Insights/Gartner)

When a company first starts out, there probably isn’t much of a sales process, or team, in place. The one or two sales hires target prospects, introduce them to your company, and close deals according to their own preferred methods.

"THE FUNNEL IS DEAD. LONG LIVE THE FLYWHEEL."

Brian Halligan, HubSpot CEO

Imagine a new hire starts in your business. Does the following dialogue between a new hire and the sales manager look at all familiar to you?

“OK – ready to sell?”

“Sure! Where do I start?”

“Go sit with Maggie. She’s our top sales performer. She’ll show you the ropes.”

No disrespect to Maggie – but this is not a sustainable solution for scaling your business. What if Maggie is so good at selling that she leaves for a better position somewhere else? It has been known to happen!

> *Even sales leaders don’t last too long in any given company – the average tenure of a sales manager is only 18 months.*

The good news is that on average, reps will sell 33% more when following a sales process defined by the business. Companies that excel at lead nurturing generate 50% more sales at a 33% lower cost (Source: Forrester, 2014).

What do you need for Predictable Sales?

We are going to focus on the human element in your sales process - if there are no humans involved in your sales process, this might not be for you - I'm talking about B2B sales - business to business - or maybe in some cases a considered purchase on the consumer side. Basically, if your customer has to spend some time talking to a salesperson before they buy, maybe they take a week or two to make a decision, then there are humans in your process.

Your sales team probably aren't analysts - they appreciate mobile drag-and-drop sales processes, rather than confusing spreadsheets. Even the most disciplined sales teams fail to follow a sales process that doesn't flow naturally into their daily routine. HubSpot Sales Hub and the Growth Suite offer a new way to unite your sales and marketing organisation so attribution, reporting and data-driven sales actually work - but not before you discover a few hidden gems you'll need to deal with first.

Sales and Marketing alignment is about speaking a common language and understanding responsibilities. In modern sales organisations, everyone is a salesperson, and the line is blurred between departments as you deliver value to each customer.

Mount Arbor was one of the first in Europe to offer clients Sales Acceleration on the Sales Hub Enterprise platform, and we'll present some case studies and some success stories. We'll also share some bad habits you'll want to avoid, especially when moving from Salesforce, as well as the quick wins and fast tracks to follow when you move your sales organisation onto this rapidly growing platform for sales.

Chapter Two: Accelerate Sales Growth

As your business grows, sales leaders will need to implement a repeatable, scalable process to turn a trickle of income to a steady, predictable stream. When all your salespeople are using the same systems and playbooks and adhering to the same process, your sales organisation can become a well-oiled machine instead of an improvised band-aid on a bigger problem that's holding you back.

What's the secret to accelerating sales growth?

Sales have always been about people, and it always will be. Even in the age of A.I. and automation, people are still at the critical meeting point when a customer weighs up value and chooses to go with one purchase over a competitor. Decisions to buy from you are usually emotional – when all the convenience, value and pricing boxes have been ticked by your prospect, they hit that 'Buy' button when it feels right. This is why sales will always need people.

While people and process usually precede systems, sales are somewhat of an exception. The right customer relationship management system (CRM) can actually help empower your people and define your process so your salespeople can focus more on the relationship with the customer and less on getting everything set up and moving as it should.

Sell Better

Sales today is a far cry from what it was just 20 years ago. The advent of search and social media mean sales are now more about research and careful customization than knocking on doors and having a well-rehearsed, perfect pitch.

But different doesn't always mean better. Many salespeople remain sceptical of modern marketing methods, and many see the new digital approach to sales as foreign to a human approach. "Just get me the leads and let me do the selling!" is a common refrain in sales teams everywhere. Even though changing times require new approaches, some salespeople merely transfer their old methods to modern channels.

For the most part, they're probably right. Until today, digital channels have struggled to compete with the real, tangible value of a one to one relationship between a salesperson and a customer.

In order for any digital system to influence day to day sales in your organisation, it's got to feel natural – it's got to fit.

Change is hard, and sometimes, scary. But fear not! In this bold, new world of sales, the right CRM system can not only enable salespeople to update their practices but also give them a competitive edge.

Sales Metrics

Any of these look familiar?

- Number of Marketing Qualified Leads
- Number of Opportunities
- Opportunity to Close Rates
- How about the Lifetime Value of your customer?

You may be looking at some or all of these sales metrics in your business already - or maybe none of them. In a lot of the growing businesses we've worked with, we find that the first thing we've got to do is make sure everyone is on the same page with sales metrics.

If you're not working directly with sales in your business, it's very likely that you don't deal with these kinds of metrics at all. If you're in marketing or the technology side of the business, something like your 'Opportunity to Close Rate' might be about as relevant to you today as the current wholesale price of bananas at the local fruit market.

These sales metrics are the lifeblood of your business! Knowing how your overall business activities affect revenue, and how these relate to the kinds of metrics you can track, is what I'd like to talk to you about today.

First let's start off with just a couple of questions for you, so you can get an idea of the kinds of business you have. Place yourself in the following categories:

- Companies with teams of 1-5, 5-10, 10-50, 50+
- Number of founders or head of sales?
- Number of salespeople on your team: 1-5, 5-10, 10-20, 20+
- Are you selling B2C - business to consumer or B2B? Both?
- Are you directly responsible for sales?

The answers to these questions will directly influence your sales strategy. We are going to focus on the human element in your sales process - if your customer has to spend some time talking to a salesperson before they buy, maybe they take a week or two to make a decision, then there are humans in your process. And humans can be tricky…

Chapter Three: Find Context

Contextualize Sales Outreach

When a sales rep receives an inbound lead or decides to target a specific company or decision maker, they don't have to go into the initial outreach blind. Today, there's a plethora of buyer information at sales reps' fingertips. Before picking up the phone or writing a cold email, reps can research buyers on some of the following:

- Search engines
- LinkedIn
- Facebook
- Twitter
- Blogs
- Company website
- Industry-specific sites

But hold on! There is just one problem. None of these virtual spaces gives your sales rep context on what the contact already knows about their company, or provides evidence of an existing relationship. Context is what gives your rep an idea of what the data means – what it means to your customer, what it might mean to your business…

This is where your CRM comes to the rescue. A CRM that integrates with your marketing automation system gives sales reps a comprehensive picture of the prospect's recent interactions with your company. This knowledge is highly valuable as it not only allows the rep to present the data to the prospect in a way that's meaningful and valuable to them, but it also avoids wasting their time.

After all, your average customer is already 57% of the way through the buying process before they first speak to a sales rep.

An Example

Let's say a prospect downloaded an ebook on a specific industry trend yesterday. Armed with this insight, the sales rep can then customize their cold email to mention this trend, and offer their expertise. Since the topic is evidently top-of-mind for the prospect, the sales rep stands a much better chance of grabbing their attention with this email and receiving a response.

On the other hand, the sales rep would take a much different approach if the same contact checked out the product's pricing page in the last hour. A demo or free trial is a much more appropriate and interesting offer in this case.

A tight bond between marketing automation and CRM enables sales reps to layer context onto their outreach. And this, in turn, helps their emails and calls to stand out in a sea of bland, generic pitches.

The Customer Journey

What's the difference between sales and marketing anyway? If you think about it from the customer's point of view, there really isn't a difference - they don't care - not really… Think about it for a minute - everything that goes on in your business, every time you interact with a customer … your point of view is the direct opposite of the customer's, most of the time. They BUY, you SELL. They EXPLORE your product, You DEMO FEATURES…

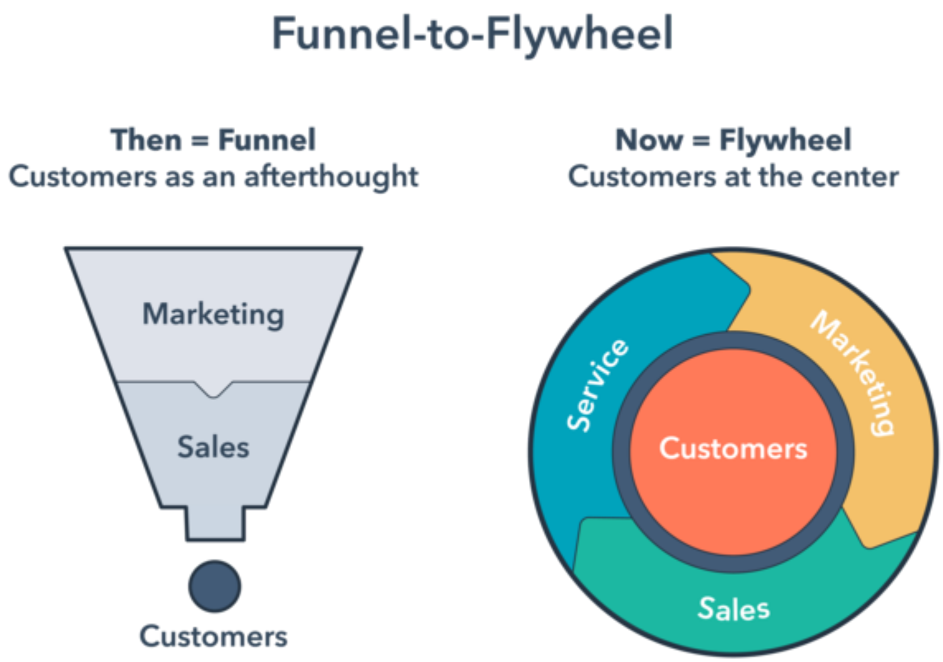
The Journey for your customer can last months, especially if we're talking about B2B sales - from the first time they download your white paper or have a chat on your website to when they purchase months later, they're probably going to talk to multiple people in multiple departments in your organisation. For the BUYER, this can be even more confusing or frustrating they're also dealing with multiple personalities along the way.

What we try to do is make this JOURNEY - the journey your CUSTOMER takes, as smooth and enjoyable as possible - after all, it benefits everyone if you can provide your customer with the value they need as quickly and easily as possible, right?

From the POINT OF VIEW of the BUYER, it's all the same to them whether you work in sales or marketing - what they'd really like is to be heard, understood, and presented with value. They want relevant, personalised options every time they talk to someone from your organisation.

But how do you make this happen? It's easy if you're a one man band, or if you've got a small team of founders doing all your sales - but what if you suddenly find yourself with a sales team and a marketing team and lots of spinning wheels in your sales organisation - how do you align everybody with this Journey in a way that works for both you and the customer?

The journey your customer takes is basically how a customer moves through your sales organisation - for example, 10000 people arrive at your website, 10 customers pop out at the bottom, and all the rest get qualified out or lost along the way…



So let's take a look at the funnel first, so we understand what's changing when we talk about a Flywheel:

Top of Funnel:

Prospect, Lead or Visitor
Leads
This is typically the Marketing team's responsibility

Statistic: Before we move on, let's think about those leads - What if I told you that on average, it takes an average of 18 calls and emails to actually connect with a buyer?

Middle of the funnel:

Marketing Qualified Lead (MQL)
Sales Qualified Lead (SQL)
This is where you'll usually find a bottleneck in a fast growing sales organisation. Usually it's sales who handle this area, or a combination of marketing and sales - which can get messy as your team grows.

Statistic: on average, salespeople spend just one-third of their day actually talking to prospects. The rest of the time they're doing data entry, updating the CRM, researching, going to meetings, scheduling calls…

Bottom of the Funnel:

Opportunity
Customer
This is where Sales team usually say "Back off, we got this". If you have confidence in your sales system, that's great. If you don't, again, things can get messy and unpredictable here.

Statistic: What if I told you that even when you're dealing with an opportunity with a high probability to close at this stage, it can take about 5-7 calls to close a deal even after your meeting

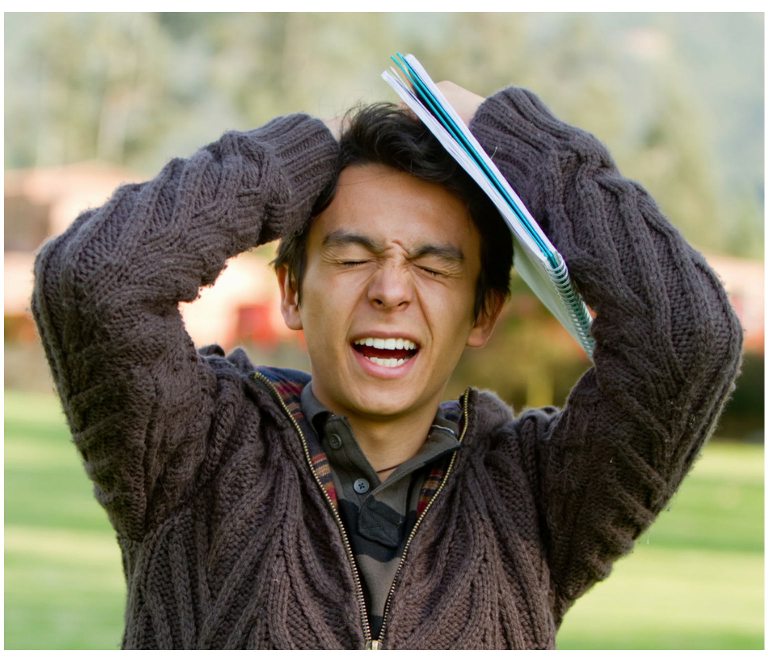
Make Sure Nothing Falls Through the Cracks

It's rare to get a prospect's attention on the very first outreach attempt. More often than not, a sales rep will need to reach out again, and again … and again.

Persistence is a virtue in sales. Most sales experts espouse making between six and 10 attempts before giving up on a prospect. Abandoning prospects too soon could leave money on the table.

How do your reps organise their time?

Let's say your rep, let's call him Tom, has a list of 50 leads. On Monday, when he starts his week, he's got to remember to call Company X on Tuesday, Organization Y on Friday, Business Z on Monday. He's got check-up emails to send on Thursday, Wednesday, and Saturday, plus he's still got a list of 20 customers he hasn't even contacted yet who are waiting to hear back from him. Keeping track of all of this using a notepad, Excel spreadsheet or even a basic, off-the-shelf CRM system is almost impossible. Valuable leads will disappear. Wouldn't it be nice if the CRM took this memory game off sales reps' plates?



Chapter Four: Build Systems

A more organised, systematic approach that can scale

Many modern CRMs include task modules that automatically alert sales reps of who to follow up with and when. Salespeople can simply set a reminder, and forget it.

When the time rolls around to reach out again, reps also benefit from having all prior contact attempts at their fingertips (HubSpot CRM automatically saves and logs voicemails and emails), as well as any buyer interactions that have taken place in the interim. With the right context at hand, salespeople can tailor their follow-ups based on what the buyer's done and what's already been said.

As outreach becomes more and more personalized, reps become more likely to receive a response, not less.

Stay on Track

To some, it might seem like a good thing to close every single deal during the last week of the month. You won't just make quota – you'll absolutely crush it. However, this is risky business, as many experience when the leads dry up and the pipeline empties. Who do you sell to now? How will you hit your number the following month?

If you're managing your deals with spreadsheets, for example, it can be hard to see how close each deal truly is to closing and for sales leaders to spot gaps in the funnel before it's too late.

This kind of scenario is not uncommon in sales organisations, and it's usually too late for the sales manager to do anything about it. It's common for sales reps to 'sandbag' deals, misrepresent deal size until the last minute, and front-load the pipeline with deals to cash out on commission and make their number. Even if it's not done with any design or strategy in mind, it's still very natural for people to work harder and to close more deals when the quarter is coming to an end and accountability looms.

The unfortunate thing is that this practice is thought of as part of the game in sales – it's almost accepted, or at the very least, tolerated. Sales leaders are therefore tasked with trying to minimise risk, reward the high performers, and press on marketing for more leads to fill the gaps.

A CRM system can help salespeople avoid boom and bust cycles by visualizing their deal flow. Reps can immediately recognize stages in which they have too many opportunities – or too few. They can choose to work the right deals and to prioritise the deals that are most valuable to them but also to the business.

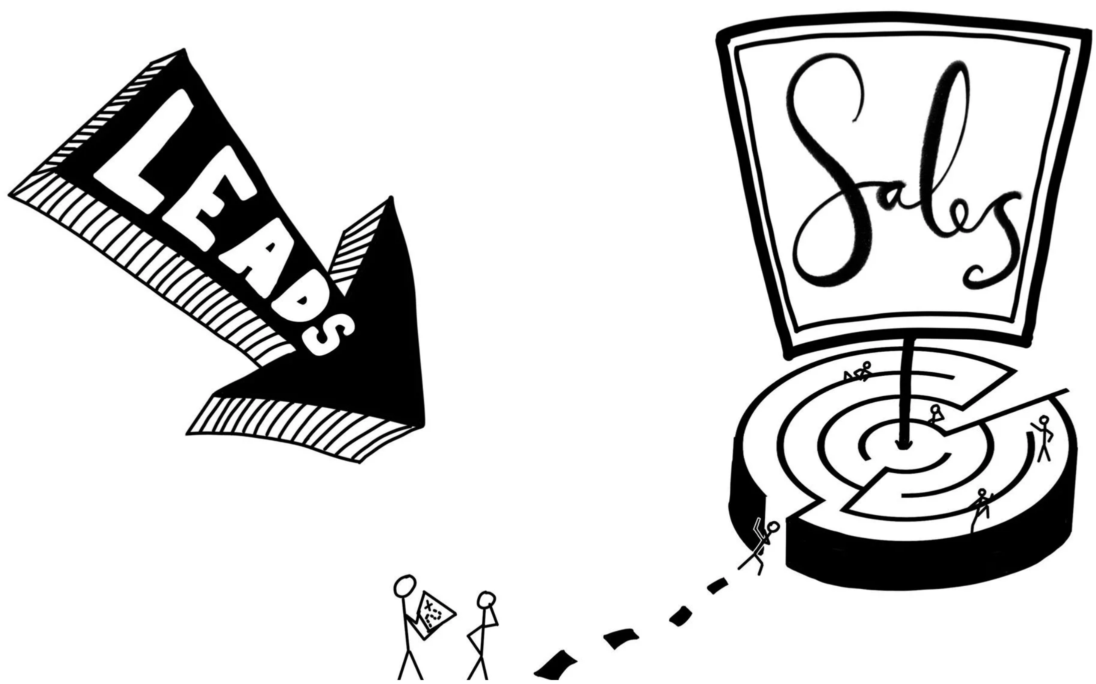
A Lead Management Problem:

First of all, we have a lead management problem. Let me ask you a question: If I threw 1000 new leads into your sales team tomorrow, but you had to contact them within an hour or they'd disappear, how would they handle it? If you got 10,000 leads tomorrow what would you do? What would your sales team do? How would they handle it? Would they miss any? Would any of those leads pile up or get lost in the system?

A lot of companies do it this way. They buy loads of leads by spending money on marketing, and they throw them at the sales team. The sales team sometimes think the same way - get me more leads!

Now, I know that's simplifying things, and data driven software companies in particular can get very sophisticated when it comes to attracting and nurturing leads. But I've yet to come across a company where the handover to sales isn't a little mysterious, where sales meetings aren't a little ad-hoc - most of the companies I've worked with have a lag between marketing and sales where leads get lost.

Remember I mentioned the MQL? That's the entry point to your sales system.
What happens AFTER the MQL?

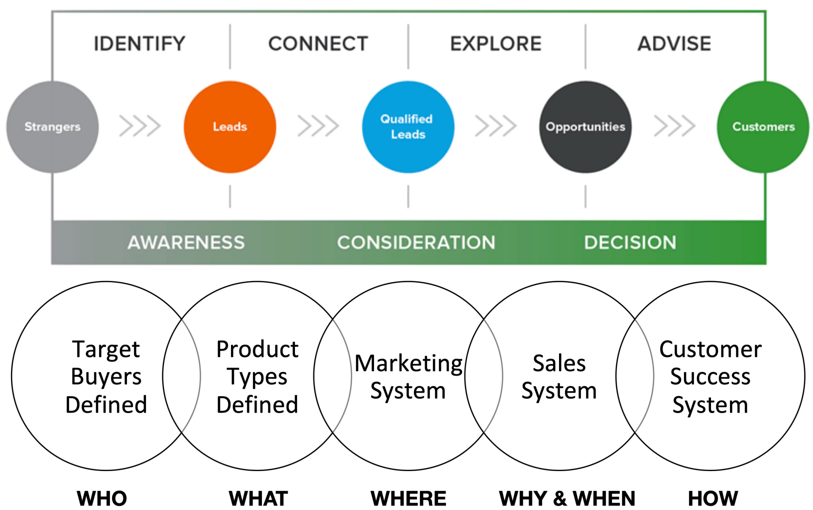


Systems first

Thinking of your sales and marketing in isolation is like thinking of a scene in a movie, without planning the whole movie. It might be a great scene, but it'll be a crap movie! The most common thing I hear by far is the CEO or Sales Manager saying "I dunno, I just feel like a lot of our leads are falling through the cracks…"

Putting leads through an inefficient sales engine is like burning money. If you think of leads as fuel, and marketing as a way to buy fuel, if your sales engine isn't efficient, you're burning fuel and not getting any return.

You're wasting money on marketing, unless you've got a sales system that can handle it.



SCIENCE

Across your sales organisation, all of these independent units help to move your BUYER through their journey - lots of people working to a common goal, right? The goal being not only a sale, but making sure that customer gets the value they were looking for so they stick around, tell their friends and maybe buy again from you. Let's face it, the more efficient you can make this system, the better chance you'll have against your competition - and there's always competition, especially in technology sales.

By looking at Sales as a function of an overall system, where you're figuring out WHO you sell to, WHAT you sell, WHERE you sell it, WHY AND WHEN a customer should buy and finally HOW they are delivered the value you promised - by looking at this in a systematic way, you can show how metrics in each unit in your system can give you a good financial forecast.

As an example, what we do for our clients is we try to get to a point where our clients can intelligently make decisions on conversion targets for things like:

* ACV (average contract value)
* win rate
* conversion rates
* qualification rates

But we do this in a way that every part of your organisation is on the same page. With a system you can measure, and benchmark, and use Science to make the right decisions. So how do you go about building a sales system? Well, let's start with people.

3 Secrets to a Sales Flywheel for your business

1. Establish goals the team understands, even if they speak different languages

The first magic spell is to get everyone on the same page. How to establish goals the team understands, even if they speak different languages. We know this is hard, but why?

2. Build a relationship with your customer, without coming off like you have multiple personalities

Next we look at how to build a relationship with your customer - everybody talks about the customer experience, but done correctly that goes right back to the first encounter right through to when your customer success team are calling on them to buy more products from you. So what I'm going to today is show you how to build a relationship with your customer, without coming off like you have multiple personalities.

3. Grow your business with sales- without breaking anything, slowing down or hiring a used car salesman to run your team

Finally we look at how to optimise your sales in a methodical way - without breaking anything, slowing down or hiring a used car salesman to run your team. We're looking for ways to build a sales system that doesn't disrupt your team or your business, and gives you clarity on what's important to you - like revenue, customers and profit.

Chapter Five: Sell Faster

Solidify your Sales Process

In a startup or SME, the sales process first lives in a founder's or VP of Sales' mind, and then on a piece of paper. The sales strategy is communicated through word of mouth and scattered documents.

Spending time with the person who has made the most sales is the best way for a new hire to learn the ropes. There's no question that an experienced salesperson can teach a new recruit the best way to sell your product - **if she has the time.**

A 'sorcerer's apprentice' approach like the one above is a great way to build the core team, especially when the lines of communication are clear and relationships are tight. But what happens when the founder is pulled into board meetings once a week, and has to spend the rest of his time hiring and breaking in the new team? What happens when the VP of Sales isn't training just one or two reps, but a brand new team of 10 salespeople and 5 new Business Development Reps?

The whole thing falls apart.

Advanced Seed Stage/Series A startups and SMEs in a rapid phase of growth, in particular, face this problem all the time. Founders do their own selling, and know their product and their customers inside out. But what happens when the company grows, and the team expands? What worked before, no longer works.

A problem with TRUST

Sigstr ran a survey of 250 sales and marketing teams and only **ONE THIRD** of respondents said their teams were aligned. That's not the worrying part though - **3 QUARTERS - 75%** - of salespeople said marketing is **not effective** at helping deals move forward. And just to show you the division, **60% of the marketers** came back and said sales aren't effective at following up leads. That's not a Christmas party I want to attend…

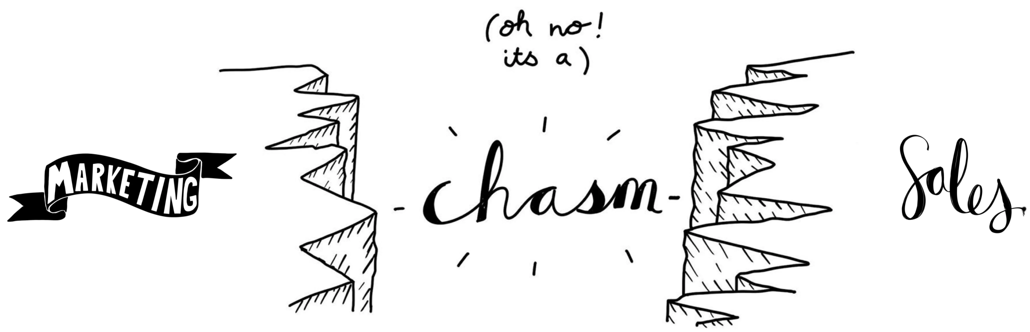


Illustration: ©Paul Harrington

That chasm right there is where we choose to focus in my company Mount Arbor. It's a really interesting area and adds a lot of value if you can figure it out. Even if you're using a CRM and sales automation software - and there are loads of those so I'm not just talking about Hubspot here - a lot of this is left to chance.

Let's get something out in the open - the answer is not going to come from a new CRM. It's not even going to come from a better sales process. As soon as you get new people in the door as you grow, or a new sales manager, or the CRM loses it's appeal and costs too much to run - you're back at square one - the same chasm opens up … With a good sales system at this point in the customer journey, your customer can smoothly transition from marketing to sales and be none the wiser…

What I'd like to do is help you become less people dependent, and more systems dependent. Systems can be independent of the technology you use, and people should be able to hook in or out of a system easily - your system can act as the bridge between marketing and sales and beyond…

How do you scale a sales team?

> *"To be the most useful, all that information has to be built into a system that documents the stages, the activities, and when you're supposed to do them," according to Brent Leary, partner at CRM Essentials.*

Defining the sales stages in a CRM not only helps to firm up the process for your current team, but also has implications for future hires. "This makes it easy for people who have no idea what the sales process is when they get hired to hit a running start," Leary added.

Sell Faster

CRM systems don't just allow sales leaders and managers to keep tabs on their reps. The right CRM can also empower reps to sell more.

> *"But what if I told you a CRM can also help reps sell faster? I wouldn't blame you if you chuckled a bit. After all, "CRM" practically translates to "thing that slows me down" for most sales reps."*

Some CRMs in the market (and there are over 50 commonly used CRMs to choose from) can be complicated to run. These CRMs are hard to configure and require more work that anyone is willing to give to get them running correctly.

Even some of the more widely known, modern CRMs can cause more problems than they solve if they're implemented poorly or without a good knowledge of best practices. It's fair to say that when salespeople gather around the water-cooler, CRM is often not their favourite topic. We get it. But these anecdotes should not influence your view of the big picture.

What do *you* think of Sales?

There's a lot of risk for both sides in sales and marketing, and nobody wins when the whole team can't be in on sales. As long as there's no link, no clear through-line between marketing and sales, Marketing will always be seen as a Cost Centre, and Sales will always be the revenue winners.

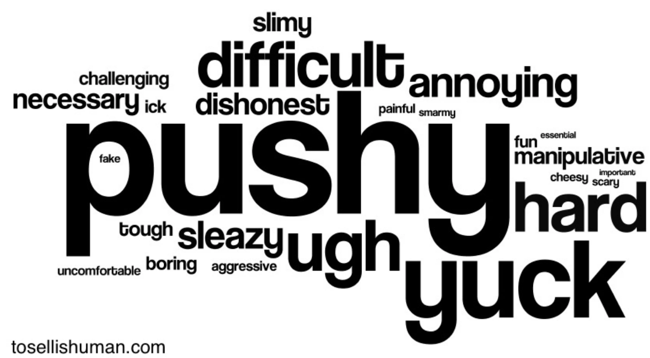
Yet, most of us think of sales very differently. So how do you solve the problem? What a lot of growing businesses do is they think about hiring THIS GUY.

Illustration: ©Paul Harrington

MOUNT ARBOR

I thought of sales this way myself for a long time - maybe that's why it took me a while to move into sales. I guess it's something to do with accountability - The average tenure of a Sales Manager is 18 months. It's just hard to get it right when sales kind of operates in it's own little black box, and the reporting is too complex or too customised for anyone to follow properly.

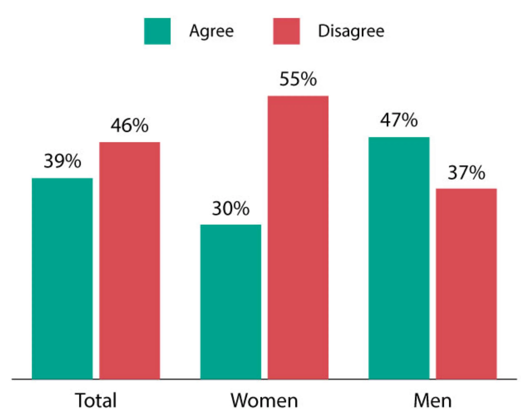
> ***Training on its own doesn't work either -*** *According to Altify, Most people only retain 13% of what they learn in sales training, which typically costs a lot and takes your team out of the office for at least a few days.*



What do you think of when you think of SALES?

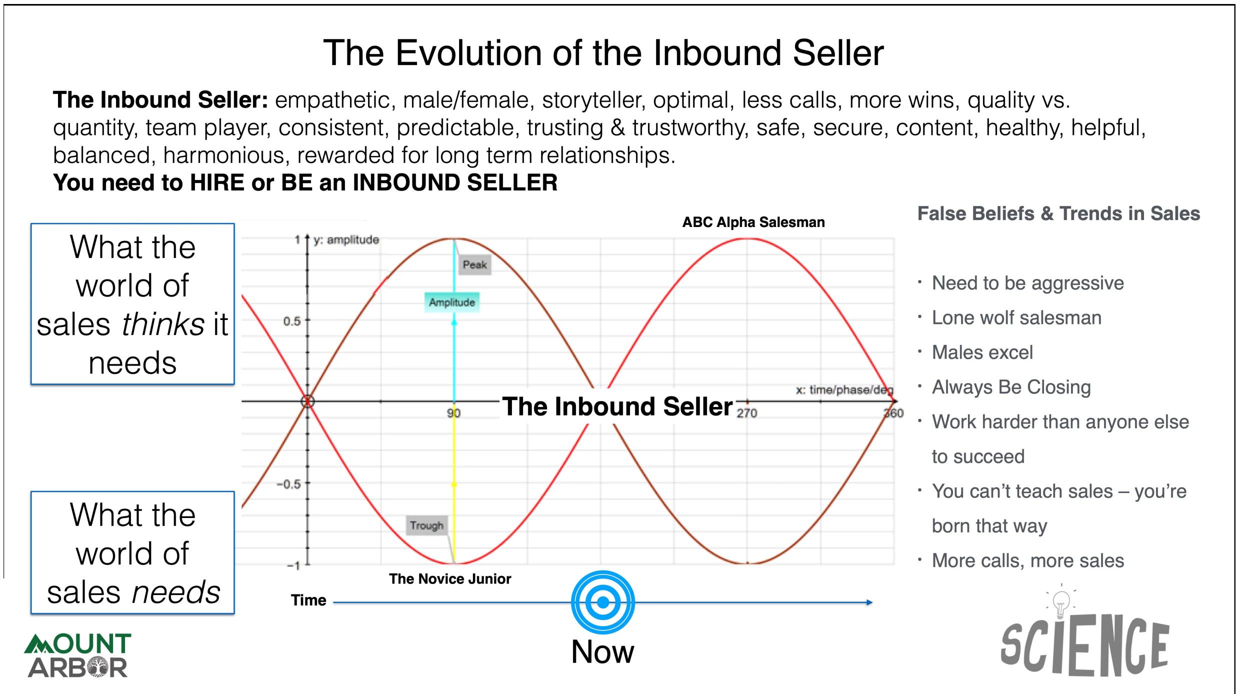
39% of salespeople didn't intend to go into the sales profession. This is even more pronounced for women in sales.

Do you agree or disagree with the following statement?
"I intended to go into sales as a career choice."



Base: 420 sales professionals in the US, UK, and Ireland
Source: HubSpot Sales Survey Q1, 2017

The Inbound Seller



The Inbound Seller has evolved for the Sales Flywheel. They're as concerned about the customer's problems and pain as their own. They know it's going to benefit them to not only present value every step of the buyer journey, but to make sure it sticks so the customer comes back for more after the first deal has 'closed'.

The Inbound Seller: empathetic, male/female, storyteller, optimal, less calls, more wins, quality vs. quantity, team player, consistent, predictable, trusting & trustworthy, safe, secure, content, healthy, helpful, balanced, harmonious, rewarded for long term relationships.

> *You need to HIRE or BE an* ***INBOUND SELLER***

The 4 Sales Performance Factors in your Sales Flywheel

Find opportunities to master your Sales Flywheel by focusing on these 4 Performance factors for Sales:

1. Process
2. Structure
3. Strategy
4. Sales Team

SALES PERFORMANCE FACTORS

Find Opportunities to Improve Sales by Mastering 4 Performance Factors

Your Sales System involves everyone

What would your sales system look like? How would it look if it was running like clockwork? What would it look like for your team if everyone was involved in sales?

What about your sales process?

If everyone's speaking different languages depending on what department they're in, then you're going to need a CRM glossary or some kind of reference point to get everyone on the same page.

Speaking of your CRM - if you're a growing company you might have got this far just fine without one - a lot of the businesses we work with were still using spreadsheets and notebooks to run their sales team when we first met. It's quite common - despite the fact there are over 50 CRMs to choose from out there, all of which offer some kind of value - the important thing is this - EVERYONE has got to be able to access and use your single source of truth for every CUSTOMER - otherwise how are you going to have a coherent conversation with that customer if multiple people speak to them at different times?

If you want to grow your company, you're going to need a CRM and a sales framework that connects you with your customer.

SALES OPTIMISATION FACTORS

Organise your Sales

Next we look at your sales organisation. A good sales system is about EFFICIENCY as much as selling. The efficiency of a good, prospecting sales rep making calls all day can be 10 times what you'd get from one highly paid enterprise sales person. This is proven time and again by the world's most successful companies

What's vital here is that you understand the ADVANTAGE you have when you think of the different aspects of sales as SPECIALISED. If you want to find out more about this, check out a book called "Predictable Revenue' By Aaron Ross and Mary Lou Tyler - that book will explain clearly why sales specialisation and giving your team a clear path to selling will improve your sales exponentially.

Sales Acceleration Formula by Mark Roberge (ex HubSpot) is also a great book ;)

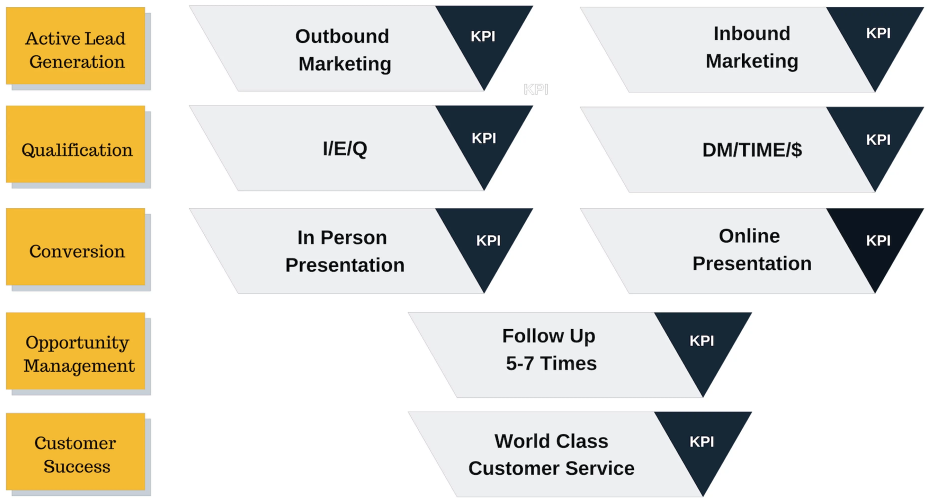
Different skills needed for different stages of your sales process. And sometimes, different people…

Remember, on average it takes 18 dials to connect with a single buyer! It takes a certain kind of person doing to be persistent enough to do that for each of the Active Leads in your pipeline - Especially when leads responded to within 5 minutes are 100x more likely to be qualified. Or put another way - if you don't follow up in 5 minutes, a warm lead is 90% more likely to never come back.

What we've found is that working with our clients to build a specialised sales team not only delivers results, it also helps everyone know what they're supposed to be doing, to speak the language and communicate coherently with the customer throughout the BUYER JOURNEY.

Now what we do is, we help our sales team to specialise in the areas that they can play to their strengths. But we also equip them to reduce friction in the handoff or transfer to another area of the business, so the flywheel keeps turning…

Map the Flywheel to your Sales Organisation

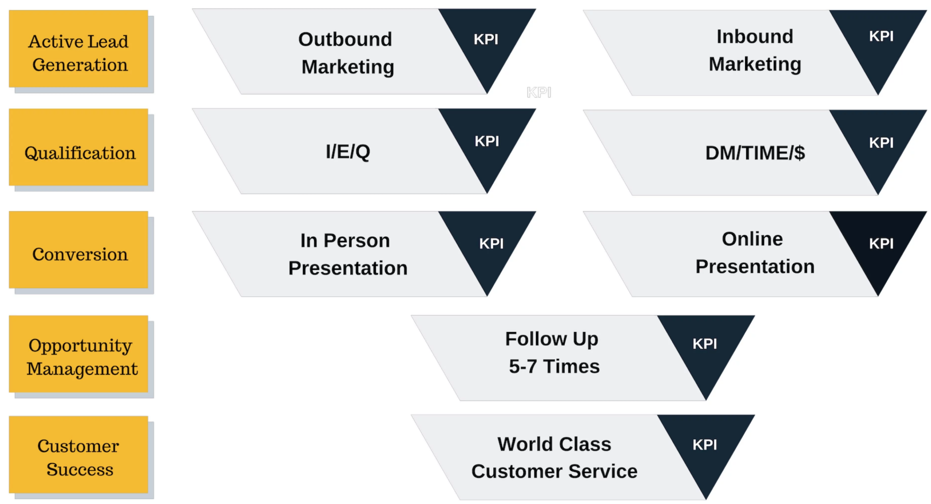


Prospectors at the beginning of the BUYER JOURNEY spend their day prospecting - they're hunters- they're looking for active buyers. They're not trying to close - they're looking for people who fit your ideal buyer profile, and they're connecting with them, exploring their goals and challenges, and they're working hard to find a fit. These are your business development reps - and they're trained to identify, connect and most importantly, qualify every prospect that comes knocking on your door.

Once they've found someone who looks like someone you can help, they step aside to let the account executives do what they do best - nurture and close your prospects, sometimes meeting them 5 to 7 times on average before they close the deal - this requires a bit more finess, more research, more understanding of the customer's needs and challenges - so account executives generally tend to be paid a little more because they need more experience and have more responsibility.

Finally, once the opportunity is managed through to close, the Customer Success team takes over - again, their motives are a little different for your customer - their job is to build relationships and ultimately, to make sure the customer comes back for more and raves about you to their friends.

Map the Flywheel to your Sales Organisation



What's important to notice here is that each area in this specialised sales organisation answers to a different set of KPIs - and the people involved have different motivations and concerns as they engage with your customer.

The worst thing you can do is have someone who is trained to prospect attempt to close a deal on a qualification call - you're losing the opportunity to find out for sure what the prospect actually wants! Without that knowledge, chances are your win rate is going to be pretty low as you pass poorly qualified leads through your sales process - which is expensive too! and vice versa - the last thing you need in your opportunity management is someone trained to build relationships and generate leads - at this stage you should be looking to close the deal with a qualified prospect who has already expressed a clear interest in buying from you…

Looking at your overall organisation in a systematic way just makes sense. And if everyone's using the same platform to pass the customer through your company, like HubSpot for example, then it just makes it so much easier to track and measure each prospect's progress through your organisation.

Revenue, Customers, Profit.

> *What does every business want? As a consultant, when I meet a client, the first thing you'll want to know is 'How are you gonna help me get me more Revenue, more Customers, and More Profit?'*

I knew something had to change when I finished a project with a client one day and I knew things had gone really, really well. I mean - I felt like we knocked it out of the park - you know? Anyway, it was a 'job well done' kind of situation, and in my wrap up conversation with the CEO, I asked him 'How do you think it all went?' He answered 'Andrew - you moved the dial, you really did. You moved the dial in this company in a significant way'. I smiled, nodded, walked out … and kinda went …. "Wait a minute? Moved the dial?! What does that mean? By how much!?"

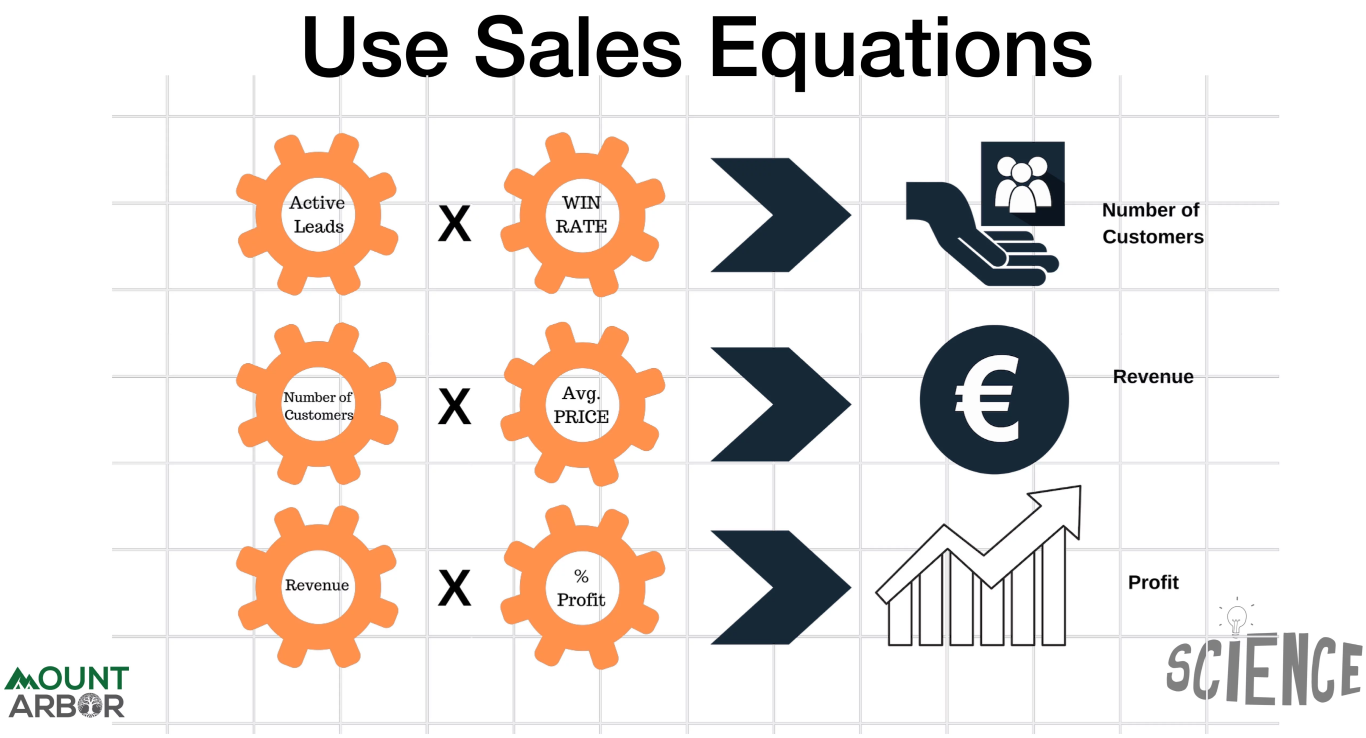
> *It was there and then I saw the problem with marketing and sales - even though everyone should be driving toward the same goal - SALES, CUSTOMER SUCCESS and REPEAT BUSINESS - the fact is that in most companies MARKETING is on the COST side of the equation, and SALES is on the revenue side - Sales can count the deals they've sold - Marketing tend to be more disconnected from those deals - because of that chasm we talked about.*

But the good news is it doesn't have to be like this - I moved into sales and we figured it out!

REVENUE, PROFIT and CUSTOMERS are OUTPUTS. My inputs are ACTIVE LEADS, WIN RATE, AVERAGE SALES PRICE, REPEAT BUSINESS and PROFITABILITY.

These are The 5 Levers of Sales

And the cool thing is, if you lay these 5 levers out in a particular way, each feeds the other and you can come up with strategies to improve each lever.



This way of looking at your sales and revenue does a great job of simplifying sales everyone in your sales organisation and it can be applied methodically to your sales system - it's not perfect and obviously there are complexities here- but as you expand your sales organisation, simplicity really helps, and looking at this model for new business works - because everyone can get behind it and understand it - it's a simplified model - to bring in NET NEW business

Here's how we define the 5 levers -

1. **Active Leads:** are those people who have raised their hands, metaphorically speaking, and identified themselves as more deeply engaged, sales-ready contacts than your usual leads, but who have not yet become fully fledged opportunities.
2. **Win Rate:** this is the number closed won opportunities over the number of Active Leads - again, don't worry too much about understanding the precise definitions- just know this lever is the one that shows you how many people manage to make their way all the way through your sales process only to walk away at the last minute…
3. **Average Sales Price:** this one speaks for itself
4. **Repeat Business:** this is a quotient based on how many existing customers purchase additional products - basically it's a way for you to measure how much people like your product and would recommend doing further business with you
5. **Profitability:** this is basically a percentage that relates Revenue to the Cost of Production

What difference will a 20% increase make?

Each of these 5 levers can have strategies to improve them - and what's more important is that you can actually control them directly. All you really need is ONE NUMBER and you can reverse engineer the rest! After you've figured out your 'average sales price' you can work out the rest, for example.

What can a 20% increase do?

	Baseline	10%	20%	Increase %
Active Leads	500	550	600	20%
Win Rate %	25%	27.5%	30%	20%
#Customers	125	151	180	**44%**
Avg. Sales Price	20000	22000	24000	20%
Repeat Business	1.5	1.65	1.8	20%
Revenue	3750000	5481300	7776000	**207.3**
Profit Margin	30%	33%	36%	20%
Net Profit	1,125,000	1,808,829	2,799,360	**248.8**

MOUNT ARBOR

SCIENCE

Even a 10 or 20% increase in any of the 5 levers can make a disproportionate difference to how many customers you attract, how much money you can make and how much you profit.

If you look at the right hand column, you'll see that raising each of the 5 levers by 20% will, in this case, increase your number of customers by 44%, your revenue by over 200% and profits by almost 250%.

While this is really just mathematical trickery, and again it's just a model, the important thing to remember here is that by focusing on the areas of your business where you have direct influence, rather than outputs that are dependent in some way on customer decisions outside your control - by focusing on things you can change, it's possible to build a predictable model for growth.

Prioritise your Projects based on ROI

OK let's talk about practical applications of this - for example- how do you 10x your pipeline?

Well, the top two levers which you can make the largest impact (potentially 10x your revenue) are actually repeat business and your average sale price. But it's actually a lot easier, relatively speaking, to multiply your number of Active Leads by 10 than it is to double or triple your win rate - so you have to be strategic and prioritise what you think might be most useful to your business in the short, medium and long term.

Take a look at your Win Rate for example - We can help you with at least 10 different areas here… there are tonnes of ways to improve Win Rate, which is often thought of as one of the easiest levers to change to increase revenue. While it definitely plays a part, a healthy win rate is between 25%-40%. If you win over 50% of your deals it could be an indicator that you're undervaluing your service, potentially leaving money on the table.

Here's another example:

If you win 10 deals at 10000 dollars, or euros, depending on where you are!, you have 10 clients to provide services to for 100K of revenue. Alternatively, if you found you could win 5 deals at $20K, you'd spend your time servicing 5 clients for the same revenue, 100K. In which scenario do you think you'll be able to do a better job? When you get to 10 clients in the second scenario, you would, in theory, have twice as much revenue to service with.

What about a more simple example?

Let's say you want a 10% Revenue increase this year -

Well, first you'll need a baseline. You need to know for sure what your revenue is, but also what all the moving parts are doing in your sales system. Simply introducing active reporting can increase your revenue by 10%. It's often hard or sometimes impossible to make improvements to any of the levers if they are not understood, or measurable. By measuring and taking action you can start to identify patterns, problems, and start your journey to being data-driven in your decision making.

It's not about doing everything - it's about PRIORITISING the most effective initiatives and projects for your team so you can measure and control your success as you grow…

Your Sales Flywheel for Predictable, Sustainable Growth of Your Business

Ok - so far we've covered a lot. We talked about how you need a foundation of your sales organisation. Your team need to specialise to get the most out of your sales process. And we saw the 5 levers you can control for revenue, customers and profit.

So what difference can all of this make to your business?

Well, quite a bit as it happens.Think about it - how hard would be for you to increase your number of active leads by just 10%? People tend to start with lead generation because it's the one lever in this model that we are most familiar with in terms of strategy - more investment in marketing, paid online advertising, or outbound sales strategies are just some of the ways you can increase the number of active leads coming into your sales pipeline. If you want, we could help you out with at least 10 strategies here - but what about Win Rate? This one's a little more tricky - it's easier to 10x your Active Leads than it is to double your win rate - but again, there are plenty of strategies that can help you nudge your win rate higher - you just have to find ways to limit the chances of a Buyer getting all the way through your sales process if you can't provide them with value that meets their expectations - after all, if your win rate is low, one of two things has happened - either the Buyer thought you were selling something you're not, or else it's very likely your competition made a more attractive offer. By focusing on Win Rate as a priority, you and your team can make it a problem, then solve it.

It pays to play around with this. To help you out, I've included a link below this presentation to a spreadsheet where you can plug in your own metrics to get a sense of what you can achieve with a data-centric sales system.

To get all of this up and running in your business, you're going to need a few elements in place first. You're going to have to be able to measure and monitor each of these benchmark metrics, and you're going to need a CRM.

Build your sales system around a specialised sales team and prioritise your projects in a way your whole team can get behind. The beauty of a sales system like this is that you don't have to do EVERYTHING. You don't have to do ALL THE THINGS!

Knowing the effect a focused effort in one area will have, and working backwards from the things most important to you and your business, means you and your team can be more confident in your decisions and investments.

Start with the initial benchmarking as a project. Fill out the spreadsheet below with your own numbers - you only need one to get started - maybe figure it out with your target revenue for the year and work back from there, for example.

Sample Data

Example: What can a 20% increase do?

	Baseline	10%	20%	Increase %
Active Leads	500	550	600	20%
Win Rate %	25%	27.5%	30%	20%
#Customers	125	151	180	44%
Avg. Sales Price	20000	22000	24000	20%
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Profit Margin	30%	33%	36%	20%
Net Profit	1,125,000	1,808,829	2,799,360	248.8

Use Your Own Data

Your 5 Levers Calculator

	Baseline	10%	20%	Increase %
Active Leads				
Win Rate %				
#Customers				
Avg. Sales Price				
Repeat Business				
Revenue				
Profit Margin				
Net Profit				

BOOK A STRATEGY SESSION

CLICK HERE

**A Strategy Session is a free call with me where I take a look at your business for quick wins and opportunities for hidden revenue and growth - Andrew McAvinchey, CEO Mount Arbor*

A NEW APPROACH

TO ACCELERATING REVENUE

HOW WE HELP

We help ambitious leaders from globally focused B2B companies in Europe who need a way to align sales, marketing and services for lead generation and customer acquisition

EXCEED SALES GOALS

We will help you crush your number and uncover opportunities for growth across your business

AUTOMATE LEAD GEN

We deliver a wide range of Inbound Sales and Marketing services to our customers that help their business to grow.

TRUST YOUR PIPELINE

Reduce Risk and Improve Visibility in your Sales Pipeline with our Quick Start Packages and Advanced Dashboards

WHAT OUR CUSTOMERS SAY

HubSpot Certified Partner

"

"Andrew impressed me by coming into our company and immediately understanding our vision and then relaying to us how we could get there. His ability to get his point across and get everyone in the organisation pulling in the same direction is extraordinary."

GET IN TOUCH: • **+353 86 0552995** • **Pearse St, Dublin,2, Ireland** • **www.mountarbor.io**