

20



16

HUBSPOT
**PARTNER
DAY**

HubSpot

EMEA PARTNER DAY

2016

DUBLIN / 12.06.16



Scaling Client Acquisition Through a Sales Development Program

Justin Hiatt,
Global BDR Program Director

AGENDA

- 1 Defining Sales Development
- 2 Recruit & Hire Great Sales Talent
- 3 Create a Sales Playbook
- 4 Building a High Performing Sales Culture





PSA

**We only
have 45 mins!**

1 Defining Sales Development



Q:

**What is Sales
Development?**

An orange square containing the white text 'A:' in a bold, sans-serif font.

A specialised group, or role within your agency, that focuses entirely on the front end of the sales cycle; setting qualified appointments and demonstrations.

Q:

Why does it matter?

A:

The underlying principle behind sales development is *specialisation*.

it's the equivalent of $1+1=3$.

Q:

**How is it different
than what I'm doing
today?**

Q:

What do YOU do today?



Uncover pain?



Create Strategies?



LUCKY STRIFE

IT'S TOASTED

Pitch Services?



Negotiate terms?

Director, New Biz

- ① Uncover pain
- ① Create strategies
- ① Pitch services
- ① Negotiate terms

SDR

- ✓ Execute a target account strategy
- ✓ Prospect into leads
- ✓ Drive demand
- ✓ Schedule qualified appointments

Director, New Biz

- ✓ Uncover pain
- ✓ Create strategies
- ✓ Pitch services
- ✓ Negotiate terms

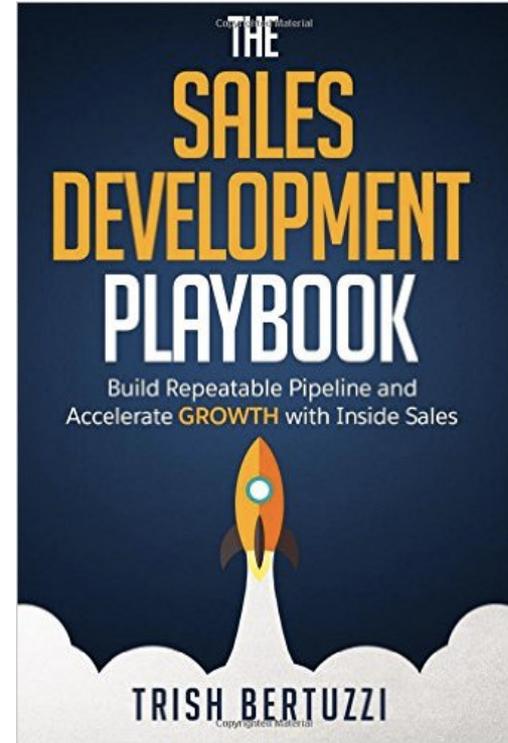
Defining Sales Development

- ✓ Specialising the sales function in your agency is important
- ✓ Sales Development helps get you in front of the best prospects, at the best time
- ✓ Don't want to call your leads? They will then!
- ✓ Qualified Leads = Qualified Appointments = \$\$\$



Want to learn more?

READ THIS



2 Recruit & Hire Great Sales Talent



THE SDR CANDIDATE PROFILE

Company

Company

Define culture attributes :

- **Humble**
- **Effective**
- **Adaptable**
- **Remarkable**
- **Transparent**

Company

Define culture attributes :

- Humble
- Effective
- Adaptable
- Remarkable
- Transparent

Role

Company

Define culture attributes :

- Humble
- Effective
- Adaptable
- Remarkable
- Transparent

Role

Define skill set for the role:

- Track Record of Achievement
- Results/Goal Oriented
- Curious and Passionate
- Committed to Learning
- Self-Aware



TALENT



EXPERIENCE

A cartoon illustration of an elephant in a savanna setting. The elephant is dark grey and is shown from the side, with its trunk raised and curled. The background features green trees and a blue sky. A semi-transparent brown overlay covers the middle of the image, containing white text.

“Unfortunately, talent and drive are two of the most often overlooked qualities of a job candidate during the search and interview process.”

- Joe Santana, Tech Republic

Q:

Where do you find talent?



- Local colleges/universities
- Sales and marketing clubs
- Career fairs
- Staffing Agencies
- Internet job sites like Glassdoor
- LinkedIn
- Inbound.org

INBOUND RECRUITING

- Create content to draw interest from sales and marketers to your agency
 - **Blog about your culture**
- Volunteer to guest speak at local colleges and universities
- Attend networking events

Q:

How do I test for talent?

A:

Behavioral interviewing.

Past behavior is a better predictor of future behavior than is speculation (on your part) about how you would act in a hypothetical future situation.



BEHAVOIRAL INTERVIEW Q'S



Questions:

- What is your greatest achievement?
- Why are you proud of it?
- What did you learn from it that you can apply to this position with our agency?



BEHAVOIRAL INTERVIEW Q'S



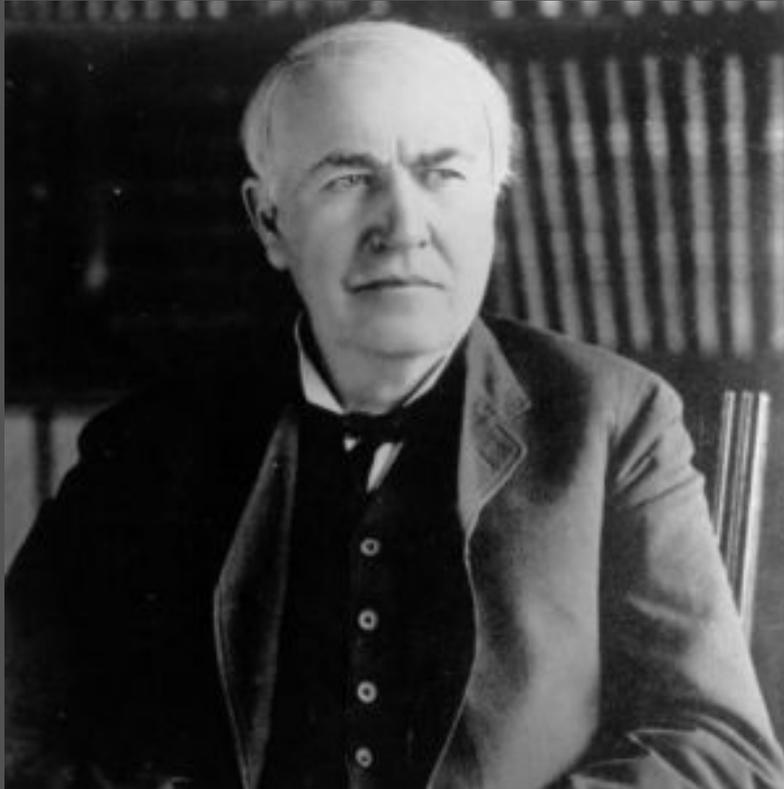
Questions:

- What is your greatest achievement?
- Why are you proud of it?
- What did you learn from it that you can apply to this position with our agency?

(Track Record of Achievement)



BEHAVOIRAL INTERVIEW Q'S

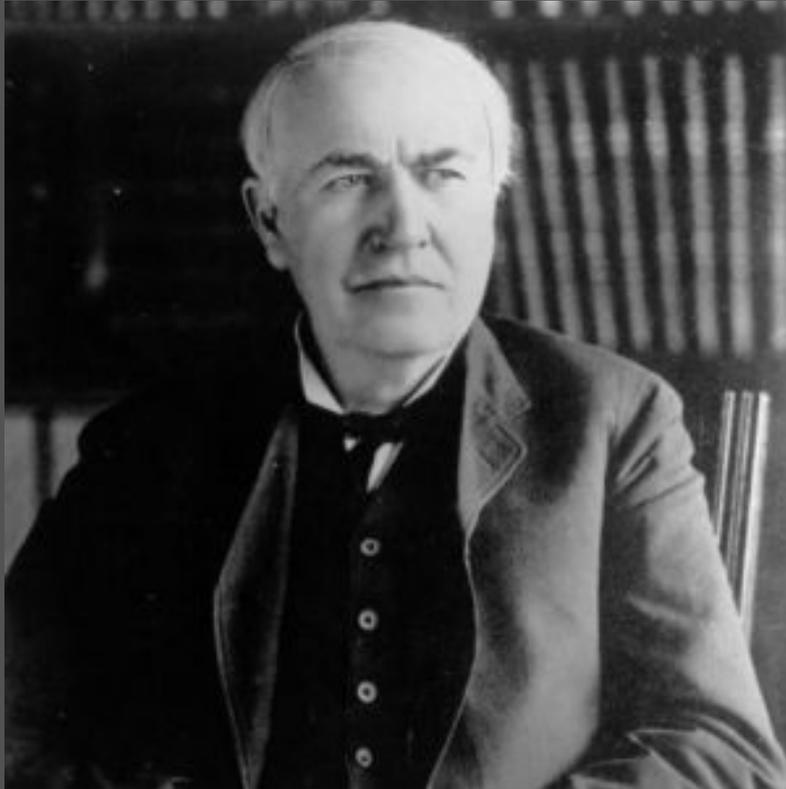


Questions:

- Tell me about a time you failed? What happened?
- What did you learn from that experience?



BEHAVOIRAL INTERVIEW Q'S



Questions:

- Tell me about a time you failed? What happened?
- What did you learn from that experience?

(Self-Awareness)



Watch out for the WOO factor. . .



Winning

Others

Over



Watch out for the WOO factor. . .



Candidate: “I work really well within a team.”

Interviewer: “Great, can you tell me about a time you worked within a team? What was your role?.”



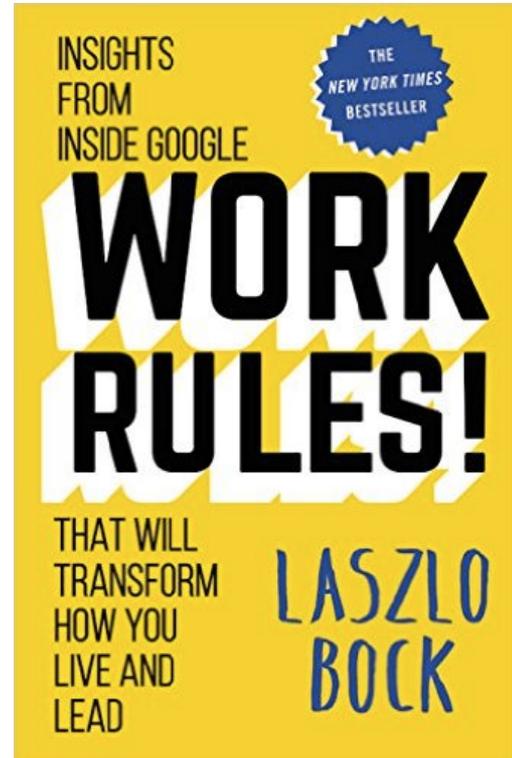
Recruit & Hire Great Sales Talent

- ✓ Hire talent over experience for entry level roles
- ✓ Finding the right talent takes WORK
- ✓ Build a candidate profile that outlines important attributes
- ✓ Use behavioral interviewing to hire the best fit candidate



Want to learn more?

READ THIS



3 Create a Sales Playbook





PSA

We only
have X
minutes left

Q:

Why is a sales playbook important?

THE SALES PLAYBOOK

What It Does?

- Outlines your sales process
- Defines who your best fit prospects are
- Provides effective messaging in order to qualify these prospects
- Emphasizes the right behaviors around activity
- Provides tools and resources to help your SDR be successful



THE SALES PLAYBOOK

Why is it Important?

- Ensures a successful onboarding
- Sets appropriate expectations of the role
- Helps you reinforce the right behaviors
- Allows you to grow and scale



HUBSPOT'S BDR PLAYBOOK

- Defining a “Great Fit Company”
- Pre-Call Lead Research
- Prospecting Sequence and Cadence
- The First 30 Seconds
- Valuable Messaging
- Consultative Sales Methodology (Finding the "Pain")
- Positioning Statements
- Sales Tools



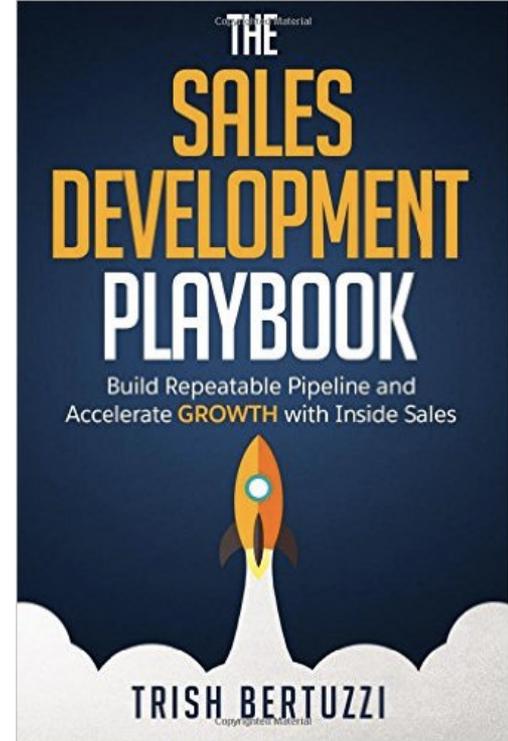
Create a Sales Playbook

- ☑ A tight sales playbook is pivotal to the success of your sales team
- ☑ Leverage it to inspect, coach, and develop sales skills
- ☑ Don't substitute training for the playbook!



Want to learn more?

READ THIS



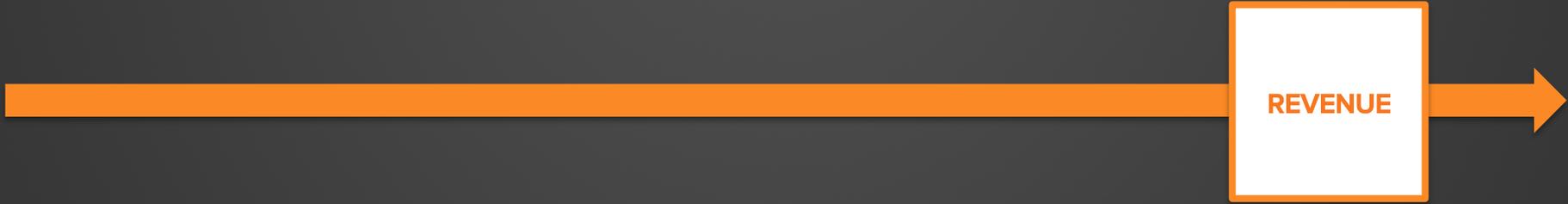
4 Building a High Performing Sales Culture



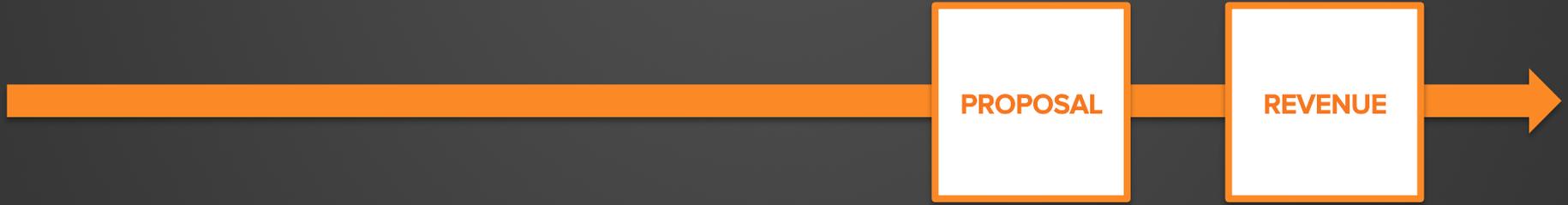
Goals & KPIs

WORK BACKWARDS TO SET KPIS





REVENUE



- How many proposals does it traditionally take to close a deal?



- How many proposals does it traditionally take to close a deal?
- How many meetings does it take to establish or secure a proposal?

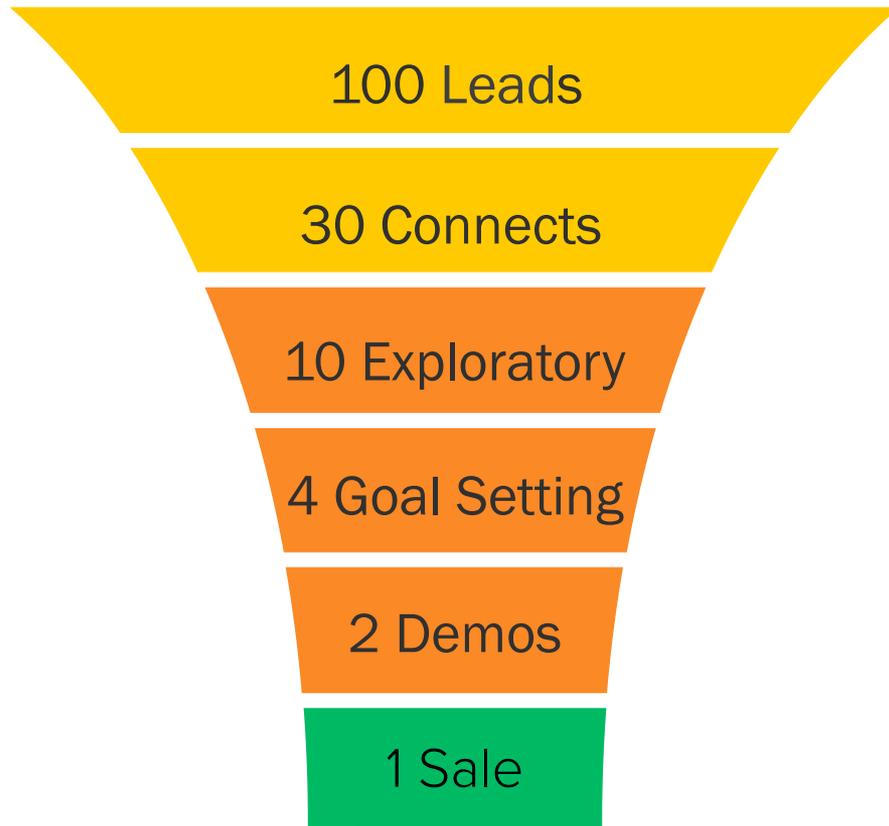


- How many proposals does it traditionally take to close a deal?
- How many meetings does it take to establish or secure a proposals?
- How many people do you need to connect with to set that meeting?



- How many proposals does it traditionally take to close a deal?
- How many meetings does it take to establish or secure a proposals?
- How many people do you need to connect with to set that meeting?
 - How many activities needed to connect with a prospect?

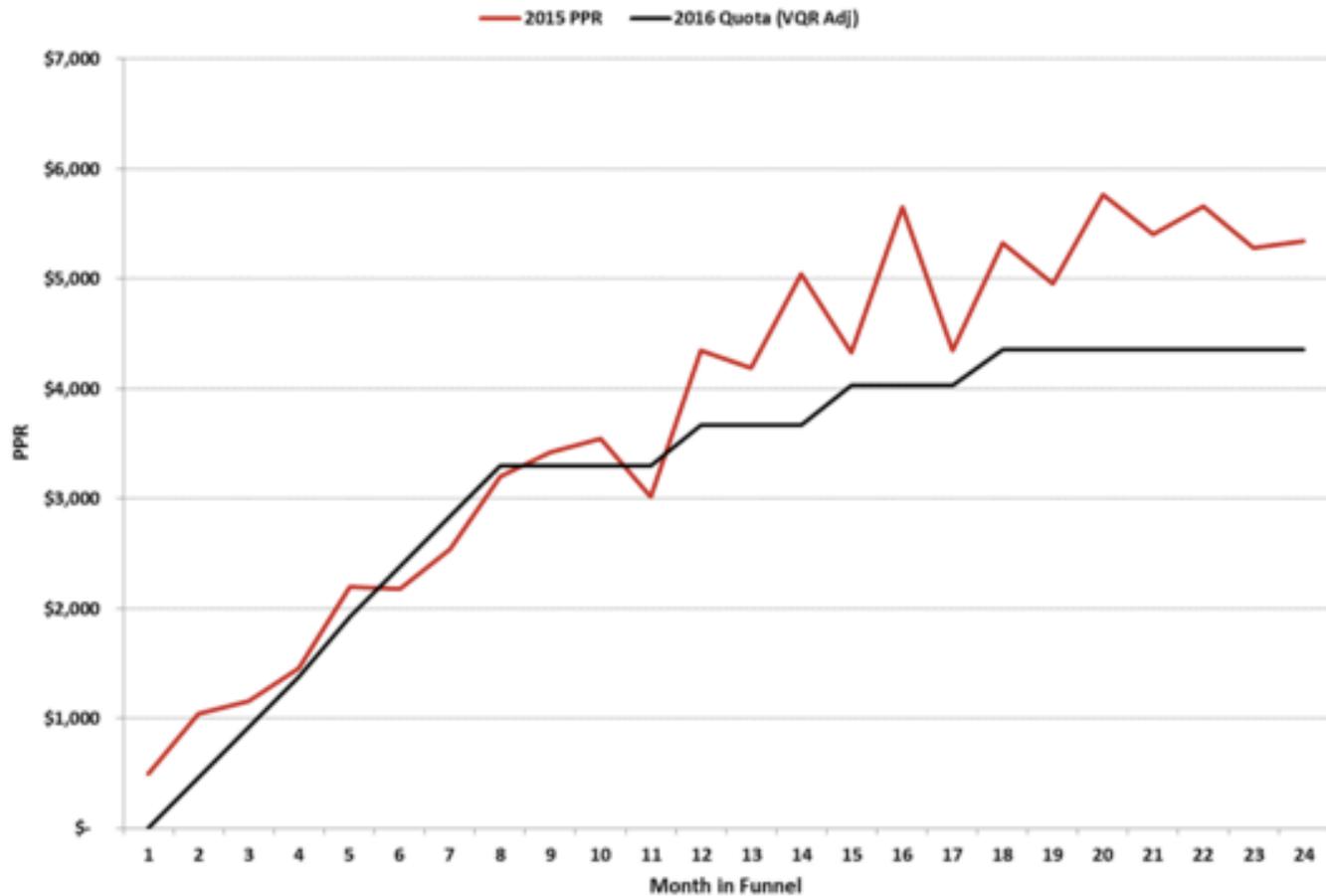
My Sales Funnel



**Set actionable KPIs
at an achievable level.**

Set actionable KPIs
at an achievable level.

Avg PPR by Tenure in Funnel - AP



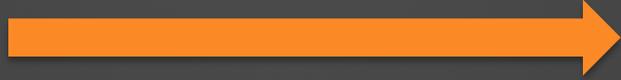
Measure only the KPIs that drive
RESULTS

DON'T

DON'T

- Calls
- Dials

DON'T



DO

- Calls
- Dials

DON'T



DO

- Calls
- Dials

- Connects
- Conversations
- Voicemails
- Emails
- Meetings
- Proposals
- Revenue

Consistently drive the right behaviors

Consistently drive the right behaviors

Monitor

activity and results
regularly

Monitor

activity and results
regularly

Measure

and recognize
performance

Monitor

activity and results
regularly

Measure

and recognise
performance

Adjust

based on demand of
the business

**Rely on technology to highlight
those KPIs and drive performance
around them**

MEET UP

 CASEY MILLER 76	 SCOTT HAGEDORN 24
 KARLEY HALL 81	 FELIPE GONZALEZ-PA... 23
 BRENDAN HARTT 28	



Provide Visibility

- A personalised scorecard on their phones
- Pop-up notifications your CRM
- Sales leaderboards in CRM as well as on monitors around the office
- Automated emails

Provide Visibility

- A personalized scorecard on their phones
- Pop-up notifications your CRM
- Sales leaderboards in CRM as well as on monitors around the office
- Automated emails

And increase. . .

- Coaching opportunities
- Peer-to-peer mentoring
- Team-wide collaboration
- Recognition & motivation associated with KPIs

Building a High Performing Sales Culture

- ☑ Work backwards to set KPI goals
- ☑ Set actionable KPIs at an achievable level
- ☑ Measure only the KPIs that drive results
- ☑ Consistently drive the right behavior
- ☑ Rely on technology to highlight those KPIs and drive performance around them



TIERED PROMOTIONS



TIERED PROMOTIONS

	Base	Variable	Eligible OTE
BDR	\$ 35,000	\$ 15,000	\$ 50,000
Principal BDR	\$ 40,000	\$ 20,000	\$ 60,000
Associate AIMS	\$ 45,000	\$ 25,000	\$ 70,000
<hr/>			
IMS L1	\$ 50,000	\$ 36,000	\$ 86,000
IMS L2	\$ 60,000	\$ 55,000	\$ 115,000
Senior IMS	\$ 60,000	\$ 65,000	\$ 125,000
Principal IMS	\$ 60,000	\$ 75,000	\$ 135,000
Principal IMS 2	\$ 60,000	\$ 85,000	\$ 145,000
Principal IMS 3	\$ 60,000	\$ 95,000	\$ 155,000
<hr/>			
Corporate 1	\$ 80,000	\$ 80,000	\$ 160,000
Corporate 2	\$ 85,000	\$ 90,000	\$ 175,000



PROMOTION PATH



PROMOTION PATH

Level	Target Time in Role (Cumulative)	Trailing MRR Performance	Trailing IMA Performance	On Plan?	Pass Certifications?	Trailing Performance Timeline
BDR to PBDR	4 months	110%	110%	No	Yes	Trailing 4 months
PBDR to AIMS	10 months	110%	110%	No	Yes	Trailing 6 months
AIMS to IMS	12+ months	N/A	100%+ on AIMS IMA Quota	No	Yes	Time as AIMS



Want to learn more?

READ THIS



Agency Success Story



Matthew Stibbe

CEO

We want to help...



We want to help...

**Webinar
series to
help build a
Sales Dev
Playbook**

**Webinar
series to
help build a
Sales Dev
Playbook**

**Coaching
and
mentorship
from your
CAMs**

**Webinar
series to
help build a
Sales Dev
Playbook**

**Coaching
and
mentorship
from your
CAMs**

**HubSpot
hosted
Sales
training for
SDRs
(*BETA*)**

**Webinar
series to
help build a
Sales Dev
Playbook**

**Coaching
and
mentorship
from your
CAMs**

**HubSpot
hosted
Sales
training for
SDRs
(*BETA*)**

Results...

How valuable was this training? (8 responses)

