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# **10 Laws of Building a SaaS Company in Israel**

## **Part III: Building a Killer SMB Inside Sales Team**

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## Agenda

- Introduction
- What's Next?
- Kampyle Sales Learning Curve
- Lead Generation and Nurturing Funnel
- The Validation Phase
- Preparing for the Learning Phase

## Coming up...

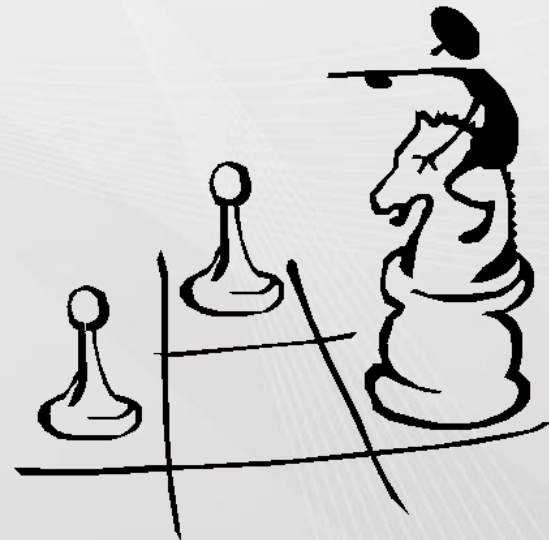
- Automatic Sales
- Inside SMB Sales
- Inside Enterprise Sales
- Managing SMB and ENT in one company



# **The Sales Learning Curve**

## The Sales Learning Curve

**Building an Inside SMB Sales Team is Strategic not Tactical**



## The Learning and Building Process





# **Lead Generation and Lead Nurturing Funnel**

## Lead Generation & Nurturing Funnel



## Understanding the Funnel

### Leads ⇒ Qualified Leads

#### *Questions to be asking...*

- How many leads?
- Which lead sources?
- What is a qualified lead?
- What are the qualification criteria?
- What are the relevant fields for the lead rating system?
- When is the correct time to touch the lead in the funnel?
- How to best communicate with leads in a more automated way?



# The Validation Phase

## The Validation Phase



} Testing & Piloting Phase

## Testing and Piloting

- Are you talking to the correct company?
  - Company segmentation
- To the correct person?
  - Title and role within the company
- With the correct proposition?
  - Understand your customers' business needs!
  - Pricing (Consider fees, billing time period and terms of payment)
  - Packages
  - Positioning
  - Sales Pitch
  - Evidencing ROI (Consider how much time it takes to be proven)
  - Competitive analysis
- How do these answers influence the sales life cycle?

## Questions During Testing and Piloting Phase

Mead

How many calls feasible on a daily basis?

How many phone calls to close sale?

How many emails to close sale?

Can we close on first call and when?

How can we shorten the sales cycle?

What should be included in a great demo?

Key differentiators between our customers?

By package, geography, industry, etc?

How should we talk to each of them?

What info needed to make the call? Can we automate?

What type of sale? Soft sale or hard sale?

What kind of sales reps do we need?

How many leads can a rep close in a day/week/month?

How many leads for each rep per day/week/month?

How many leads can a rep qualify?

How many leads can a woodchuck chuck? ☺

How Qualified to Close?

## The Learning and Building Process



## Sustainable & Scalable Go-To-Market

- Build repeatable and scalable go-to-market, start by defining and focusing **only** on baseline metrics
- KPIs can include:
  - Number of calls, emails, leads, etc.
  - Automatic sales closed
  - Monthly MRR by team / rep etc
  - Monthly Churn by team / rep etc
  - Monthly Qualified Leads team / rep etc
  - Average Order Value (AOV) by team / rep etc
  - Overall Churn
  - Annual Renewal Rates

## VP Inside Sales and building a Hunter Team

- **Recruiting Process** - start by building a requirements checklist
- **Training** - ~3 months to fully ramp-up a new SaaS employee
- **Technical infrastructure** should support a great sales process
- **Quota building** - don't set up your team to fail on the quota; expectations should be built during testing and piloting phase
- **Aim low before you aim high** with regards to compensation plan (consider MRR or # deals)
- **Compensation plans** – consider the behavior you want to promote and build that into your compensation plan

## Success Managers

- **Annual renewals** – contact the customer 3 months in advance
- **Upgrades** – build internal reporting system
- **Additional penetration** – part of Success Manager KPIs

## Farmers Team

- **New commission base** – based on your goals, such as renewals, upgrades and additional penetration
- **Skills** – a different set of skills is needed
- **Training** – different training for a different role
- **Success** – will be determined by close working relationships with Success Managers

## Planning for Learning

**“It always takes longer and costs more...” - MAYBE NOT**

- **Select initial sales personnel to enhance corporate learning**
  - Look for a different kind of rep
- **Mobilize the company for learning**
- **Do not ramp up expenses**
  - Perhaps a good opportunity to reduce R&D expenses
- **Set investor and employee expectations to account for uncertainty and learning**



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Thank You for Your Attention

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