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How to Build a Killer Sales Team

A Recipe for Success

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Recipe

- Background
- Ingredients
 - Game plan
 - Structure and Goals
 - Marketing Pipeline
 - Hardware
 - Recruitment
 - Training
 - Internal Divisions – Stay focused
 - Transfer Process
 - Ground Rules – Lead Distribution
 - Commission Structure
 - Tools
 - Risk Factors and Reporting
- Directions

Background – “What is Inside Sales?”

“Inside Sales is “remote sales”, or professional sales done remotely.” *Ken Krogue*

- Inside Sales is projected to grow at a rate of 15X that of Outbound Sales in the next 2 years. (7.5% versus 0.5% annually). This projection is equivalent to over 500,000 new jobs!
 - “Once you charge more than \$100/month an inside sales team becomes necessary.” *David Cummings*
 - A great example is Salesforce.com. Marc Benioff first built Salesforce.com based on 4-5 years of Inside Sales results; only later did he add targeted Outbound sales efforts for Enterprise level opportunities. 2000 – 2005 with 100% compounded annual customer growth...yearly!

- Inside Sales is actively growing at astronomic proportions world wide...and in Israel.

The Game Plan - Structure and Goals

- Inside Sales is responsible for follow up on and conversion of inbound leads.
- Build a structured game plan - financial growth, team growth, low attrition (2 year plan)
 - Quarterly and annual goals. “SWOT it”. Do KPI goals sync with the company goals?
- Forecast Growth:
 - Revenue Growth: Examination of the market and current pricing. Gage target market audience, AOV and initial target price. Be realistic.
 - Team Growth (size and structure):
 - Team will be educated, committed, and PASSIONATE about what they do, and who they work for — YOU.
 - Build long term relationships with staff: “People don’t leave companies. They leave managers.”
 - Attrition: Have manpower and resources in place to ensure that the hard work and accomplishments of your Marketing and Inside Sales teams remains a “sale”.

Marketing Pipeline

- Marketing is the oxygen and blood line to an inside Sales team.
- Be involved with Marketing. Know their roadmap and events/campaigns.
- Marketing needs to hear from Sales. This is often not recognized from Marketing. Be sure Sales is aware and can influence on the marketing roadmap.
- Forecast the Funnel:



Hardware

- Hardware: R&D is your friend. Build relationship based on understanding. Also be prepared to enforce needs: functionality, response time and service. If there is an obstacle which is affecting that lifeline, find a solution (1:1 with VP R&D, CEO, Management meetings, etc.).



- Notifications and Reporting:
 - Notifications = Alerts, Daily log, etc.
 - Is **anything** slipping through the cracks?
 - Reporting: alignment of quantifiable data for all divisions.
 - Lead Qualification: About Us, Alexa, Ghostery

Hardware - Tools

- 3 Essentials: Computer (Internet and email), Phone & CRM
 - Computer: home internet access, access to Admin data/ Provisions
 - Phone: office and home
 - CRM
- A successful team is an organized team. “If you can’t measure it, it ain’t real.”
 - Cloud hosted CRM systems: scalable, innovative, competitive, cloud = integration, accessible, management accessibility to everyone’s account, simple to transfer accounts and manage agent loss
 - All Sales agents need a unique license. **Don’t be cheap about the licenses**
 - Integration with Lead Flow process.
 - Access
- Lead Management – Learn how to optimize your CRM account. The More You Know about your customer, the More You Sell.
- IL working times: Monday through Friday 24/7 ☺
- Record Everything!

Hardware – Tools: CRM – Record Everything!

Lead Detail

Lead Owner	 David Hyman [Change]	Lead Status	Open
Name	Steve Stone	Lead Source	IRCE 2011
Company	US company	Phone	(410) 466-5863
Title	VP Sales	Mobile Number	
Full Name		Email	sstone@company.com
Account Number	8651257	Time Zone	
Website	http://www.uscompany.com	Rating	
Built With	Google Analytics, Double Click	Package Name	Silver Trial
Alexa Rank	280,000	Registration Date	6/15/2011
Site Visitors/Month		Installed	✓
AOV	\$160	Feedbacks Recieved	54
Industry	Retail / Ecommerce	Service Level	
Country		Trial Expire Date	6/30/2011
Kampyle Owner			
Alternative Email			
Interested in			
Description			

Recruitment

- Recruitment - what to look for in a great Inside sales rep? Hunter? Farmer?
- Establish the responsibilities for the position. Create a profile: Hunter or Farmer. Both have an equally powerful and influential part of revenue.
- A good Inside salesperson is 50% skill, 50% drive and dedication.
- **Hiring good Inside Sales agents in Israel is a challenge!**
- What to look for:
 - American English. Writing and communications skills are critical.
 - Experience
 - Personality
 - Independence
 - Appearance and demeanor
 - Timeliness
 - References

Training

- Time Consuming. Often the most important part of the process.
- Bringing new agents to a team is a delicate and sensitive process. Team politics and competition.
- Product Training
 - Training Manual. Training Outline. Weekly expectations.
 - SMB = 8 days Product Sales Training.
- Company Culture and Work Ethics and Expectations training.
- Sales Training
 - Email, Demo, Role-play, Shadow, IST leads.
- Clarify Timeframe and expectations:
 - Month 1 – Training
 - Month 2 – 30% of quota
 - Month 3 – 70% of quota
 - Month 4 – full quota

Internal Divisions - Stay focused

- Assembly Line... let agents focus on one thing... and do it well!
- 3 individuals lead a 3 point attack process:
 - Stage I: Sales Consultant – Infantry soldier. Kill and clear deadwood
 - Who is the Decision Maker?
 - Stage II: Account Management - Maintain and Stabilize
 - Stage III: Account Development - Penetrate, Grow and Maintain
 - Sales Consultant: Aggressive hunters who know how to fight and win. Short range of vision... hunt, kill and move on... don't look back.
 - Account Management: Secure the sale with strong Account Management, Customer Satisfaction, Trust, Explore new opportunities. Often pick up on 1st line errors and promises.
 - Account Development: Ultimately responsible for account renewal. Confirm hierarchy. Build new sales cycle. Renewal and further penetration. Identify new opportunities. **Deepen trust and relationships.**

Transfer Process

- **Transfer process:**
 - Stage I: Sales Consultant – Infantry soldier. Kill and clear deadwood
 - Stage II: Account Management - Maintain and Stabilize
 - Stage III: Account Development - Penetrate, Grow and Maintain
- **Stage 1 – Stage 2:**
 - Infantry soldier territory: Be Assertive! Close Now! Fast and effective. 3:2 punch. Demo.
- **Stage 2 – Stage 3:** Account Development is responsible for the account following the initial sale process. Graceful and tactful transfer from AM to AD is an art.
 - Strong relations between Account Management and Account Development is critical for renewal and growth opportunities.
 - Rooming, Meetings, Board

Ground Rules - Lead Distribution

- How to divide Inside Leads?
- Begin to build your Funnel.
 - Level 1 = Inbound Leads.
 - Qualify
 - Begin sales cycle
 - Remove dead wood.
- Know team status:
 - Too many leads = no good. Too few leads = no good.
 - 10% above full load = good
 - SMB Inside Sales Reps like to be busy, challenged. Outside factors in ability to handle leads: health, vacation, social needs, personal needs.
- A balance of Fair distribution is important. **Fair does not mean equal.**
 - You need to give the stronger leads to the best agent for conversions.
- Don't underestimate abilities.
- Personal monthly goals: Number of Sales, AOV, Total. Monthly submission of personal goals.
- Board: Goals, Hot Leads, Demos, Sales, Total
- Document the lead ownership rules and commission structure. Be sure all players have access to this document.

Commission Structure

- **Tiered commission structure:** Base + tiered commission structure.

Level	Range		Commission
Tier 1	25% Quota	50% Quota	35% RMR
Tier 2	51% Quota	100% Quota	50% RMR
Tier 3	101% Quota	No limits	60% RMR

- **Accelerator:** additional bonus to commission, based on bookings.

Percentage of monthly quota	Bookings to date	Commission Bonus
50%	\$30,000	5%
70%	\$42,000	7%
90%	\$54,000	9%
100%	\$60,000	10%
125%	\$75,000	15%

- Rewards, Bonus, Recognition is a crucial part of building a strong team.

Tools: Chat, Phone, Skype, WebEx, Email

- “Old school” Sales: Don’t cut corners. Double check quotes and emails, take notes on calls, use Linked In and Hoovers, sign all emails...
- Phone: (American standards only). Check quality. Have a strong US number, 1800 and local, UK number if applicable, VPN: personal extensions and call forwarding to local cell phone, VoiceMail (group and personal), Voicemail to email. Check messages daily, respond next business day home country. Fridays.
- Email: Effective, efficient, breaks time barrier (IL/RoW).
 - Take offline from email to phone when possible. Out of office with reference.
 - SLA:
 - Response time for inbound leads.
 - SMB response time for transfer of Enterprise level Leads to Enterprise agents.
Immediate.
 - Email structure: Subject Line, length in body, Closure...sign your emails. “Warm Regards”.
 - 3:2 punch.
 - Closer Email
- Chat: excellent concept tool for end user. For most B2B point of sale conversions, chat will be a Lead Generation tool.
- Skype: sometimes effective.
- WebEx/ Go To Meeting: Highly effective, accepted.

Risk Factors & Reporting

Risk Factors:

- Burnout
- Bad blood on team
- Don't be afraid to cut

Reporting:

- Team Reporting: MRR, Product, AOV, Agent...
- CEO & Board Reporting: Attrition, AOV, Renewals...



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Thank You for Your Attention!

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