

Evolving Your Sales Org

How to Build, Manage, Measure an Enterprise Sales Organization

About Me

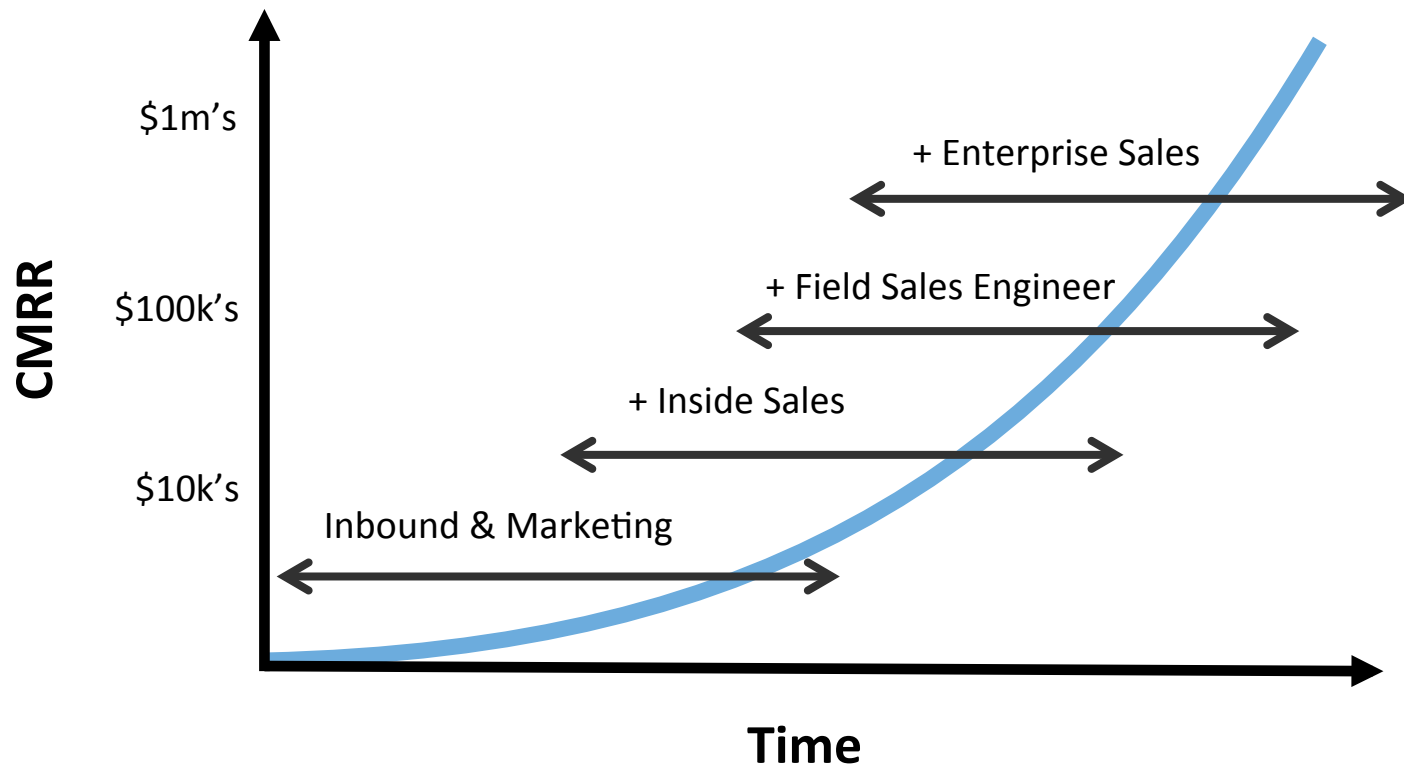
- Selling enterprise software and building commercial strategies for 17 years
 - Opscode Chef- Chief Revenue Officer
 - Opsware (HP acquired OPSW Sept 2007)
 - Rendition Networks (OPSW acquired RN Jan 2005)
 - Legato Systems
 - Few failed start-ups
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Agenda

- **Define Your Go-To-Market/Sales Motion**
- **Casting the Characters in the Enterprise Sales Play**
- **Sales Pipeline Hygiene - How to Build, Manage, Measure**
- Wrap up/QA

Level setting



Define Your Go-To-Market/Sales Motion

Go-to-Market Sales Model

- Who is my buying audience?
- Three Track Sales Process - Technical, Business, Executive
 - Practitioners - App Developers/Managers
 - Enterprise Architects, Directors, VPs, CXOs
 - Lines of Business Owners, Senior Management, Executives
- Customer decision making process
 - Level/signing authority of decision maker
- Purchasing process
 - Online EULA
 - Standard License Agreement

Casting the Characters

In the Enterprise Sales Play

Outline of the Roles

- ISAM – Inside Sales Account Manager
- SAM – Strategic Account Manager (Player-Coach)
- FSE/FSA – Field Sales Engineer/ Field Solution Architect

Cast of Characters – ISAM

Inside Sales Account Manager

- Responsible for whole sales cycle from Qualification to Close
 - Qualifying in-bound leads
 - Out-bound prospecting
- Manage sales remotely
- Assigned to a geographic region
 - US East, Central, West
 - ISAMs work the hours of their geography
- Annual quota – \$250-400K
- Typical sales cycles
 - 30-90 day sales cycles
 - ACV is 10K-50K/year
- Compensation
 - OTE: 110K-140K
 - Base Salary: \$60K-70K
 - Commission: \$50K-70K (10% to quota, 12-15% on accelerators)
 - Equity

Cast of Characters – SAM

Strategic Account Manager (Player-Coach)

- Responsible for selling larger enterprises
 - Fortune 1000
 - Large privately held
- Physically based in the territory
 - West, North Central, South Central, NE, SE
- Typically high touch relationship sales motion
 - Selling 6 and 7 figure license deals
- Annual quota – \$1.2M- 2.0M
- Typical sales cycles
 - 4-6 months for 6 figure deal
 - 12-18 months for 1M+ deal
- Compensation
 - OTE: \$225K-250K
 - Base Salary: \$120K-130K
 - Commission: (8-10% to quota, 10-15% accelerators)
 - Equity

Cast of Characters – FSE/FSA

Field Sales Engineer/ Field Solution Architect

- Responsible for securing Technical Win
 - Technical discovery/qualification
 - Lay traps/FUD about competition
 - Conduct demos/complete RFPs
- Expect to travel for larger opportunities
- Help the inside sales with lead qualification
- Annual quota – N.A.
- Typical sales cycles
 - Depends on size of opportunity
- Compensation
 - Depends on stage of the company
 - OTE: \$150K-190k
 - Salary: \$100K-130K
 - Bonus: Based on team's closing success
 - Equity

Cast of Characters – When to grow the cast

- Inside Sales Account Managers
 - Proven sales motion with 1st ISAM- making quarterly targets
 - Consistent increase of incoming lead flow, outpacing follow-up
 - Competition is scaling out sales force
- Strategic Account Managers
 - Demand in the geographical region not covered
 - Competition has coverage, not invited to the dance
 - Travel costs skyrocket to manage the territory
- Field Sales Engineers
 - Founders or “borrowed” developers unable to support sales team

Sales Pipeline Hygiene

How to Build, Manage, Measure

Sales Pipeline Hygiene – Building

Online

- Inbound leads - yourwebsite.com
- Content Marketing
 - Blogging, Documentation, Case studies
- Webinars
 - Industry trends, customer use cases, solutions
- White-paper/Solution Briefs
 - Sponsored, published on website
- SEO & SEM campaigns
- Outbound prospecting
 - Raining, Discover.org, LinkedIn

Offline

- Community
 - Focused user groups where developers congregate
- Field Eco-system
 - Field reps networking, sharing info on projects/prospects
- Conferences/Trade shows
 - Exhibition booth, secure speaking engagements
- Strategic Partnerships
 - Technology integrations - draft on larger partner
- Analyst Community
 - Identify & build relationships with analysts

Sales Pipeline Hygiene – Objectives

- Evolve lead management into disciplined inside sales triage
 - No touch – true self-serve, online customer support
 - Low touch – further inside sales qualification
 - High touch – escalate to SAM
- Attain consistent closing rate of 80%+ Q/Q
- Optimize and compress sales cycles
 - 30-90 days to close 5 figure deal
 - 120-180 days to close 6 figure deal
- Activity Objectives
 - Pipeline Coverage > 3x
 - 3-5 qualified opportunities/week per rep

Sales Pipeline Hygiene – Management

- Weekly Sales Pipeline Review
 - To strategize on current quarter opportunities
 - Discuss status and specific next steps to move deals through to closure
 - Tactical Opportunity Game Plan doc
- Build Strategic Opportunity Account Plans – Top 10
 - Who's Who in the Zoo – Build out org chart
 - Align strategic IT/business initiatives your solution can impact today
 - Customer's Annual report

Sales Pipeline Hygiene – Management

Opportunity Game Plan

TASK	OWNER	TARGET COMPLETION DATE	ACTUAL COMPLETION DATE	COMMENTS/NEXT STEPS
Contact Bill to schedule tech call	Sales Rep-Todd	Oct 30	Nov 1	Technical discovery call to qualify deal
Get Bill to sponsor us to his VP of Dev	Sales Rep-Todd			Introduce my VP of Sales- Exec meeting
Demo to App Dev Team	SE- Mike			Demo CFE Enterprise use cases
Get org chart from Bill	Sales Rep-Todd			Review org chart with Bill for intel

Sales Pipeline Hygiene – Management

Enterprise Sales Motion



5%

Clean Lead

Lead is scored in Marketo, passed to Sales to pursue qualification

10%

Level 1 Discovery

Initial interest, agreement to explore further with other key stakeholders

20%

Level 2 Discovery

Deeper dive into business & tech. requirements, Exec. sponsor engaged, project/scope identified, next steps agreed upon, org chart being built with exec sponsor

35%

Face to Face

Biz/Tech rapport/trust established, demo complete, gaining consensus of business/technical key stakeholders, exec sponsor is providing access to Decision Makers, key stakeholders and inside intelligence on competition

Sales Pipeline Hygiene – Management

Enterprise Sales Motion



50%

POC Successful

IT/Biz Stakeholders requirements met, next steps are agreed upon

65%

Competition

Earn the technical win

75%

Statement of Work

Commercial negotiations, business justification exercise, access to executive decision makers

90%

Contracting

Contract review, redlines being passed

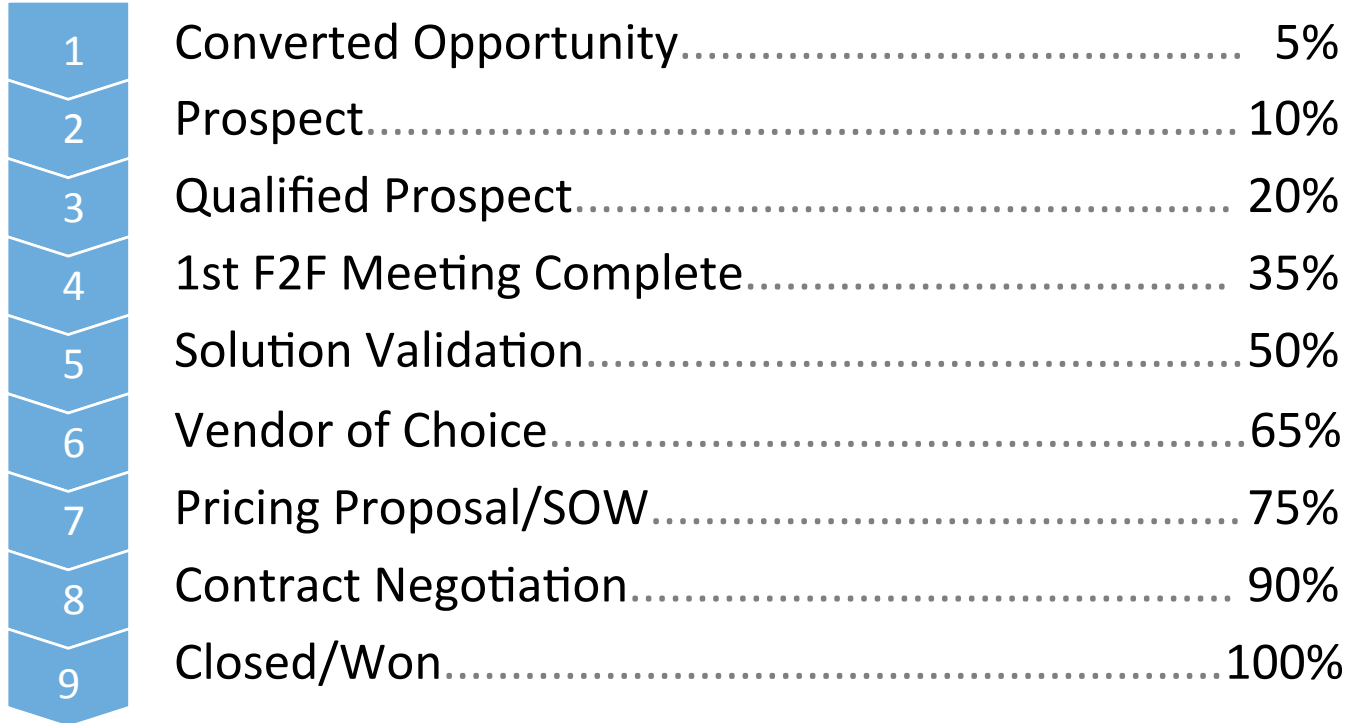
100%

Deal Won

Contract fully executed, PO in hand, deal closed out in Salesforce.com

Sales Pipeline Hygiene – Management

Enterprise Sales Motion



Sales Pipeline Hygiene – Management

Basic Sales Tools

Software

- CRM
 - Salesforce.com, Sugar CRM
- Lead scoring & Lead nurturing
 - Marketo, Hubspot
 - Integrated with CRM tool

Content

- Prospecting/Qualifying Scripts
 - Sales communicates a consistent message
- Battle Card
 - Neutralize the competition (internal use)
- Product Data Sheet
 - Clearly states the value proposition
- POC Success criteria doc (Lock-out doc)
 - Influence the success criteria in a competitive bake-off
- Price Book/ROI calculator
- Business justification template
 - Inherent in the app

Thanks!

Questions?