# BUILDING

## A HIGH PERFORMANCE REVENUE GENERATION MACHINE

RevenueTEK

What i'm about to tell you is gonna change your life forever. Are you really sure you want to know it?

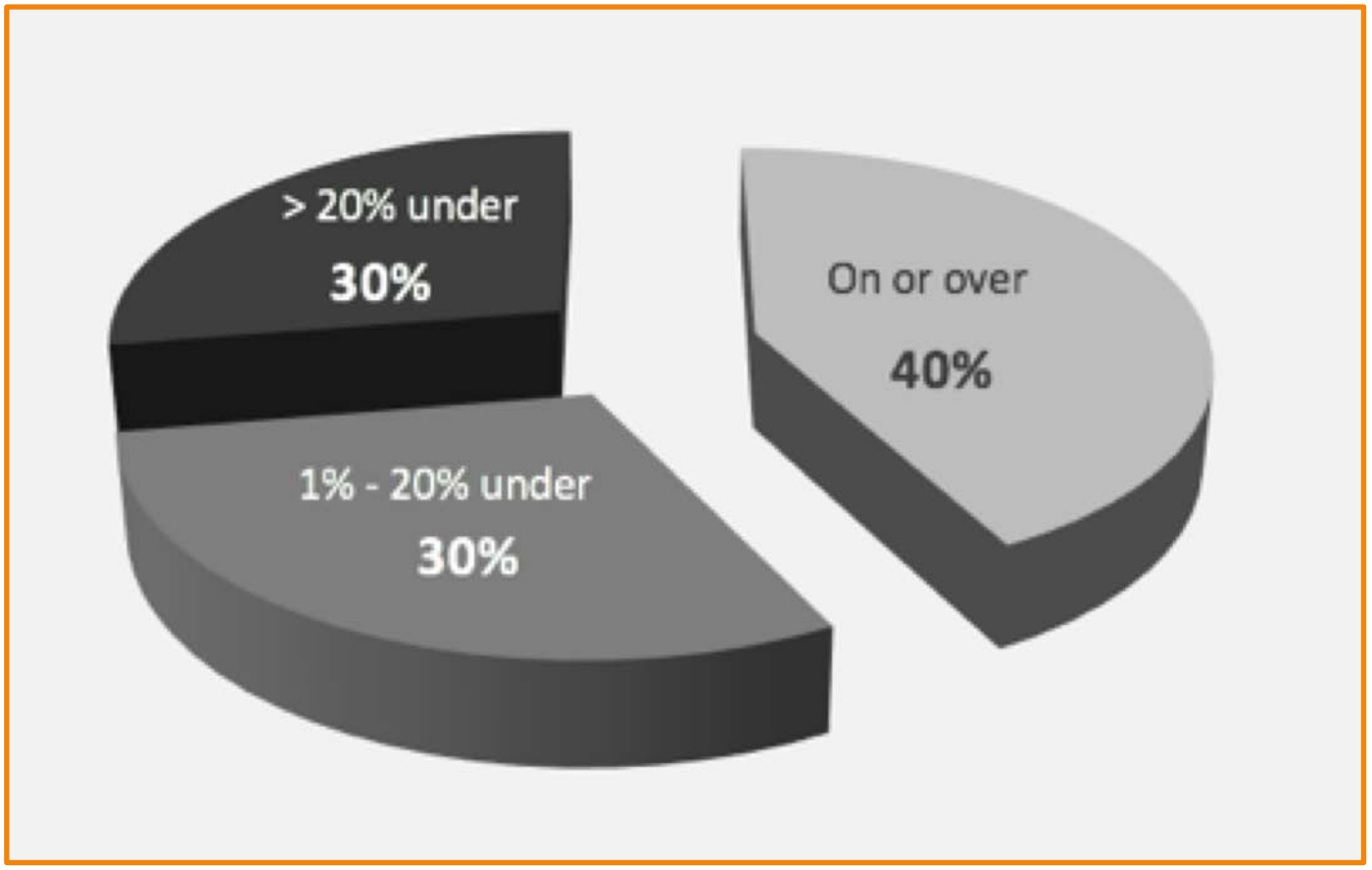
**Globally only 1 in 250 sales people achieve their sales target.**

**80% of sales people make 42% or less of target.**

**Less than 10% of sales meetings result in sales.**

Source: Harvard Business Review

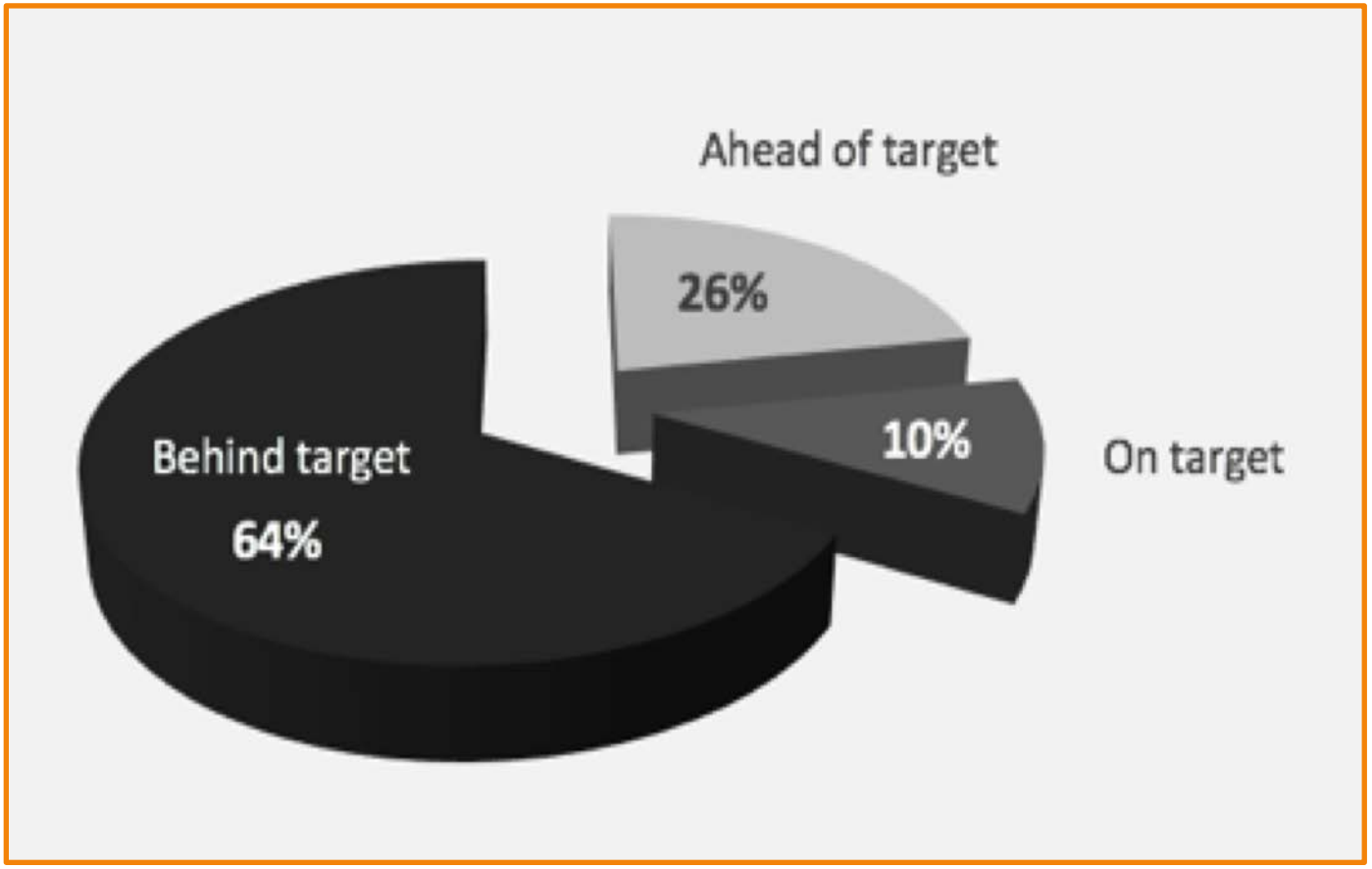
# More sales rep's than ever routinely FAIL TO MAKE TARGET




**Percentage of sales rep's who achieve quota.**

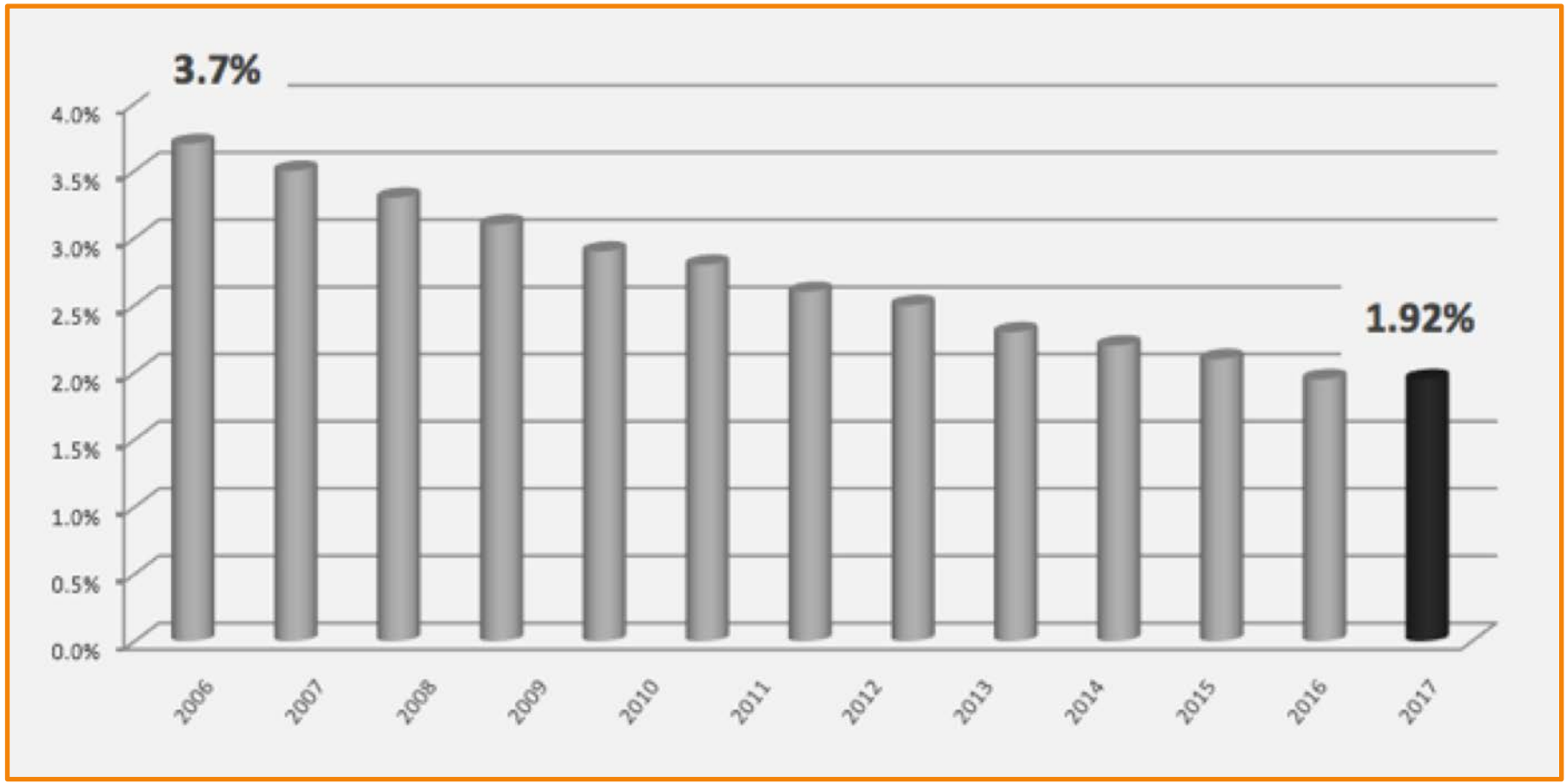
Source: 2018 RPMG Revenue Performance Index © All rights reserved.

# Only 36% OF ORGANISATIONS hit their sales target




Source: RPMG Revenue Performance Index © All rights reserved.

# The End-To-End PIPELINE CLOSURE RATE is now 1.92%

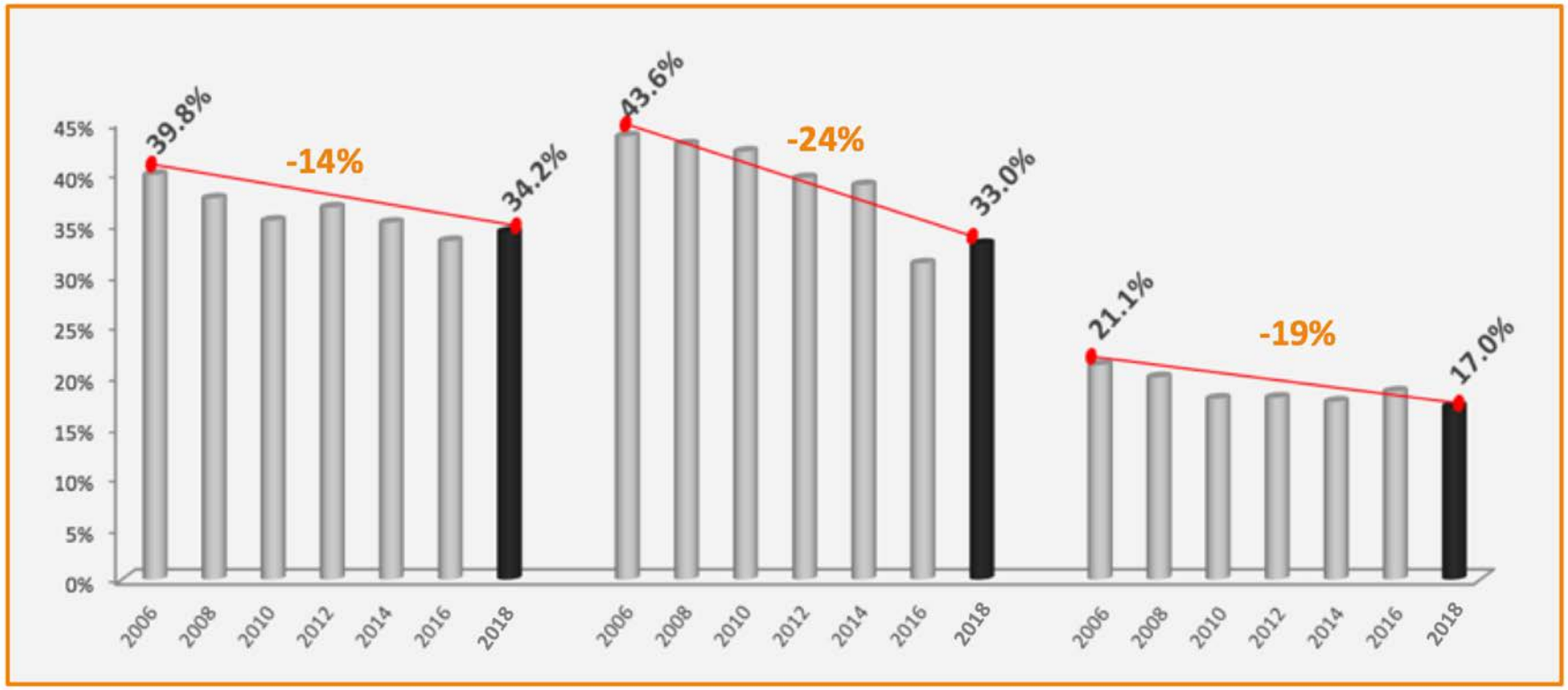


# CONVERSION at each major stage has been in DECLINE for some time

**A** % of leads resulting in Meetings / appointments

**B** % of meetings leading to presentations/proposals

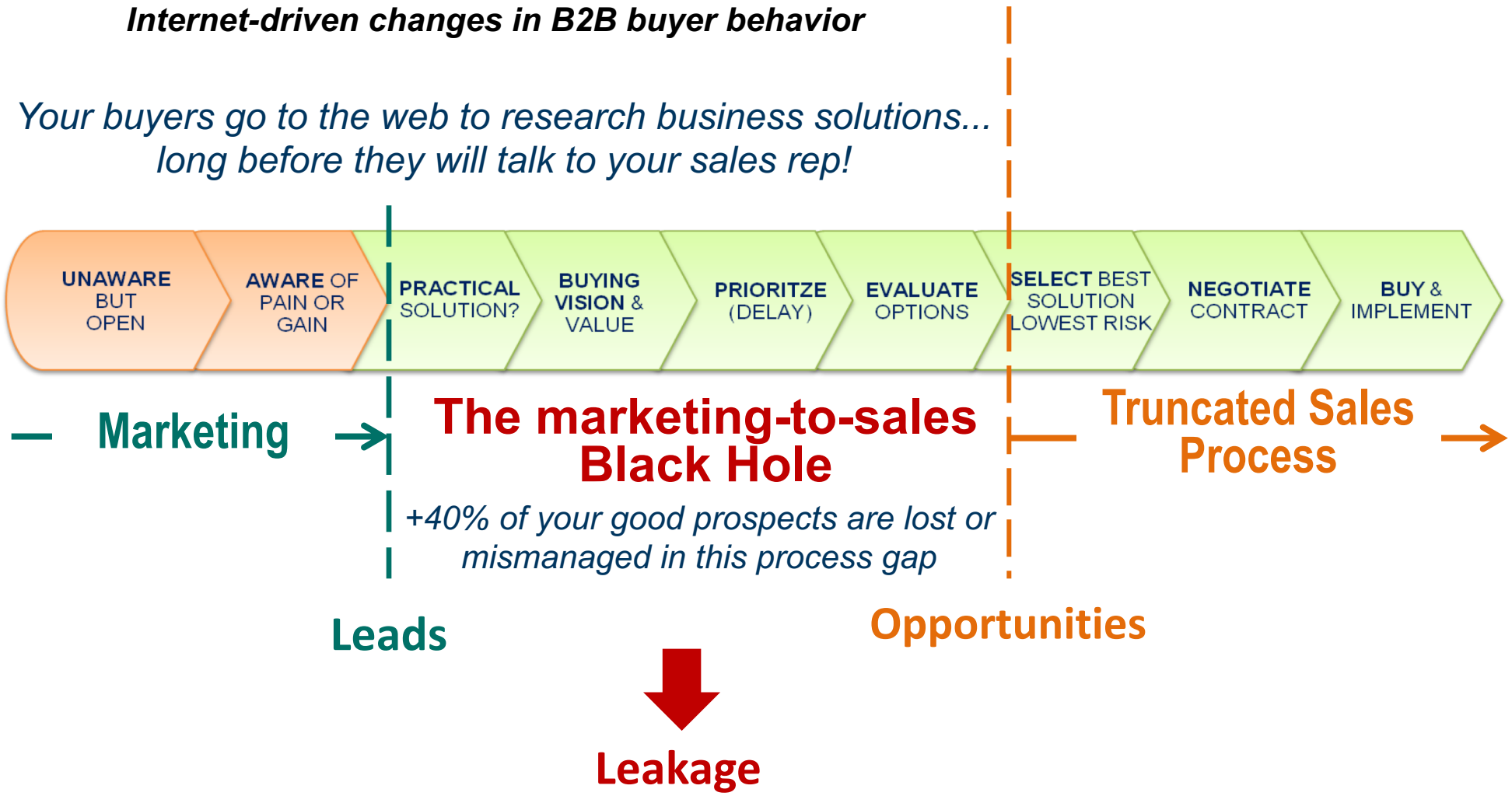
**C** % of proposals / offers resulting in closed sales




A X B X C (2011) = **1.92%**

# Marketing and Selling was once nicely SIMPLE and LINEAR when Sellers held the INFORMATION POWER.

# Buyers have now moved to DIGITAL and other buying channels. Sellers' processes remain anchored in the DARK AGES.



**For the last 40 years, the standard solutions offered by consultants and vendors to improve sales and revenue performance have focused on sales training, manager coaching and installing Customer Relationship Management systems – each depending for success upon application by the individual sales people or their managers.**

**Notwithstanding staff attrition and redeployment one would reasonably have expected that organisations employing one or all of these approaches would by now have solved their performance issues and now be enjoying double-digit year on year growth.**

**Of course they are not. Sales Directors still struggle with many of the same sales performance issues as their predecessors faced four decades ago.**

# Our research and work with clients around the world suggests FIVE CORE FACTORS driving revenue stress in organisations.

- Fragmenting customer segments
- Simultaneous demand for multiple products across segments
- Evolution of the Internet and decline of traditional media
- Proliferation of touch points demanded by customers

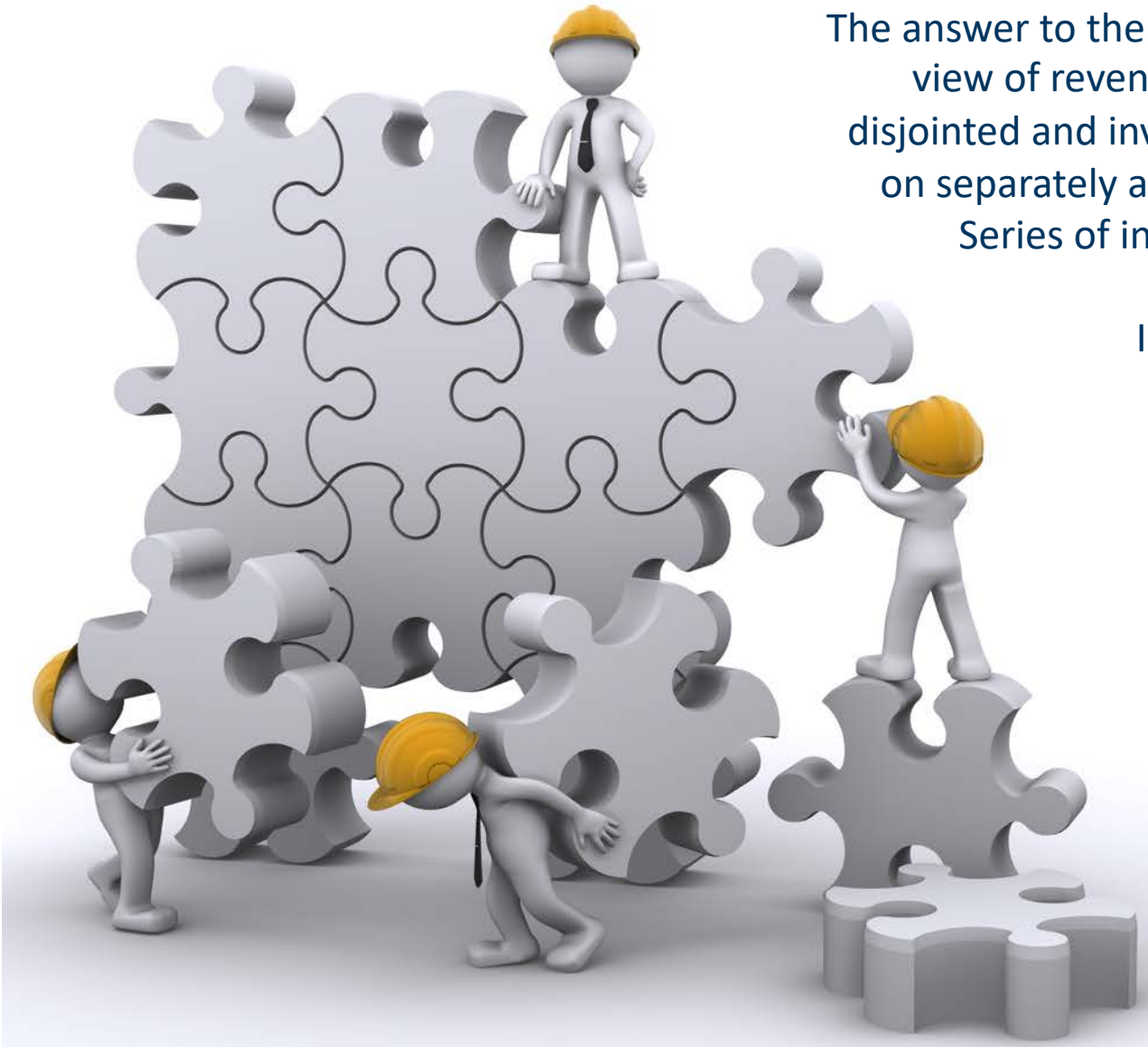
- Lack of meaningful lead indicators
- CXO's cannot see the future with clarity or granularity
- More data than ever before, but no insight
- Sales forecasting is oxymoronic
- Processes are inconsistent or non-existent
- Marketing and Sales metrics and processes poorly aligned – reinforce differences

- Simultaneous challenges of growth & cost containment
- Sales and Marketing siloed, misaligned & dysfunctional
- Lack of alignment with customer buying journey
- No clear line-of-sight between strategy and revenue execution
- No repeatability, consistency or sustainability

- More stakeholders in decisions
- Longer, more complex sales cycles
- Increased scrutiny over value proposition and ROI
- Information asymmetry favours buyers
- Customers demand more for less
- Online / social hampering sales engagement

- Declining effectiveness and productivity
- Repeated investments in training not bringing results
- Decreasing sales executive / rep tenure

- Dearth of genuine sales talent
- Challenges to incent, motivate and reward people
- Cross-Generational management challenges



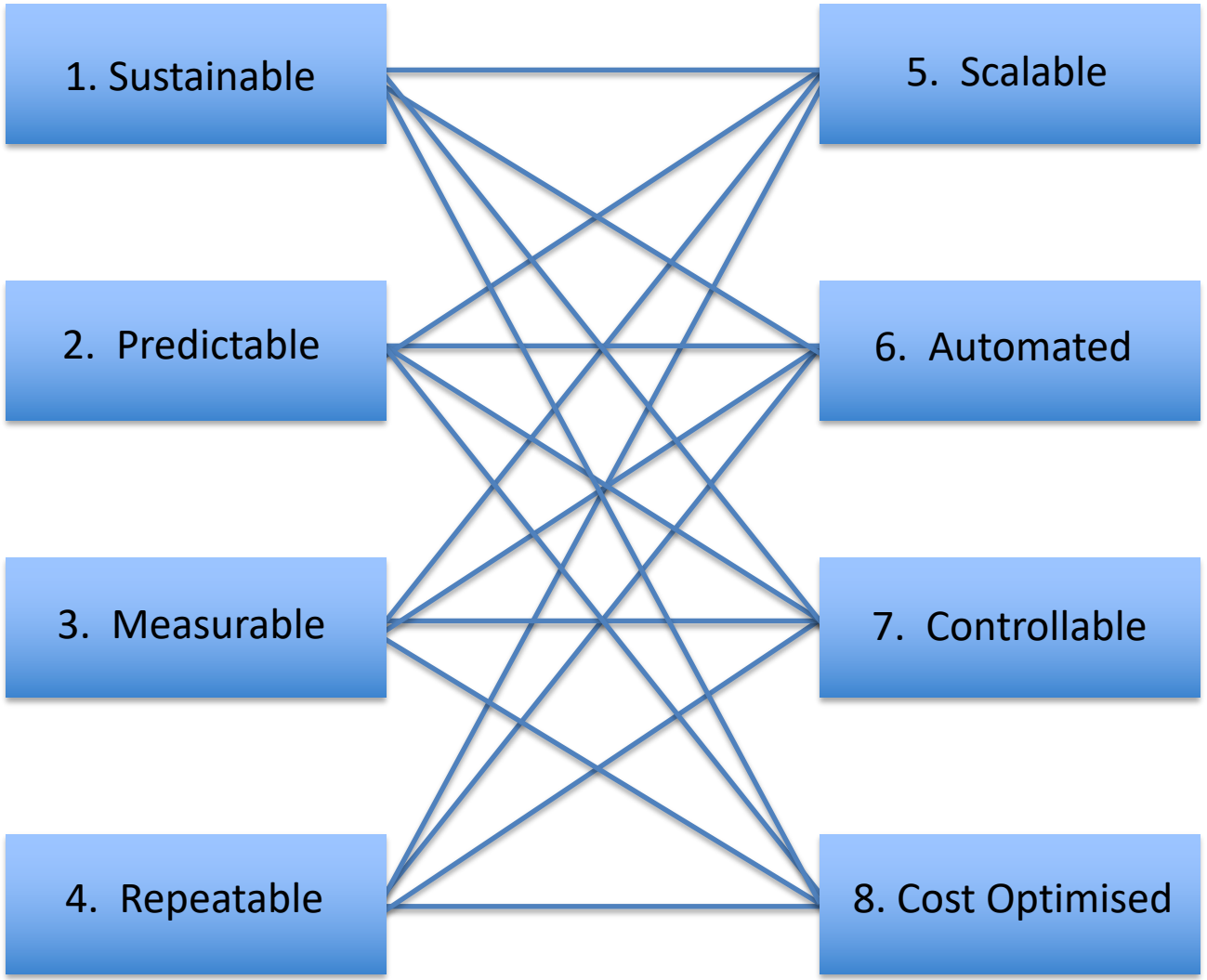
The answer to the problem lies in changing the accepted view of revenue creation from one of disconnected, disjointed and invariably dysfunctional activities carried on separately across the business – into an integrated Series of interconnected, complementary events.

In other words – a **BUSINESS PROCESS.**

**A REVENUE GENERATING MACHINE.**

SO WHAT IS A …

# “Revenue Generation Machine”


1. Sustainable
2. Predictable
3. Measurable
4. Repeatable
5. Scalable
6. Automated
7. Controllable
8. Cost Optimised

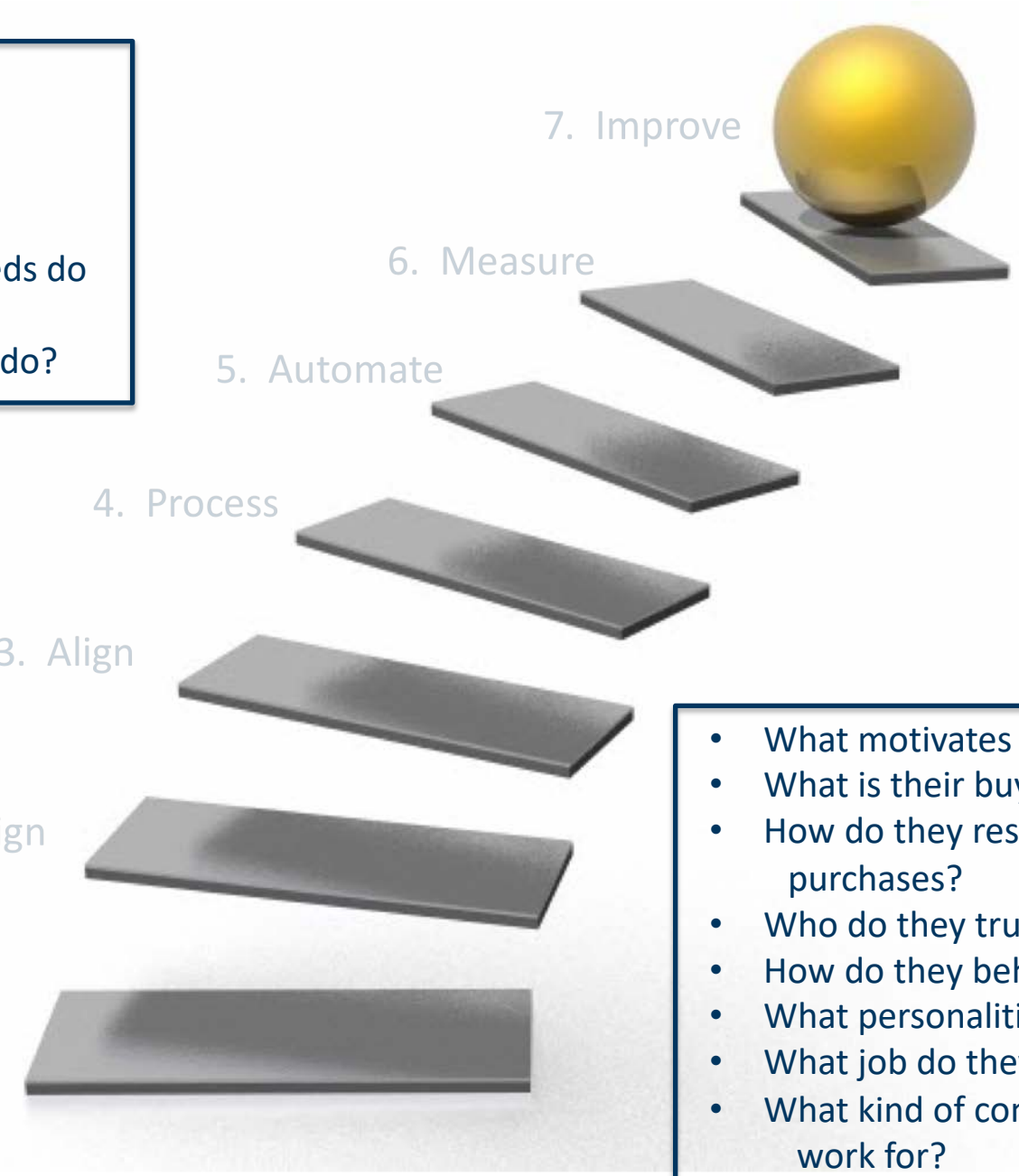
HOW WOULD I

# BUILD

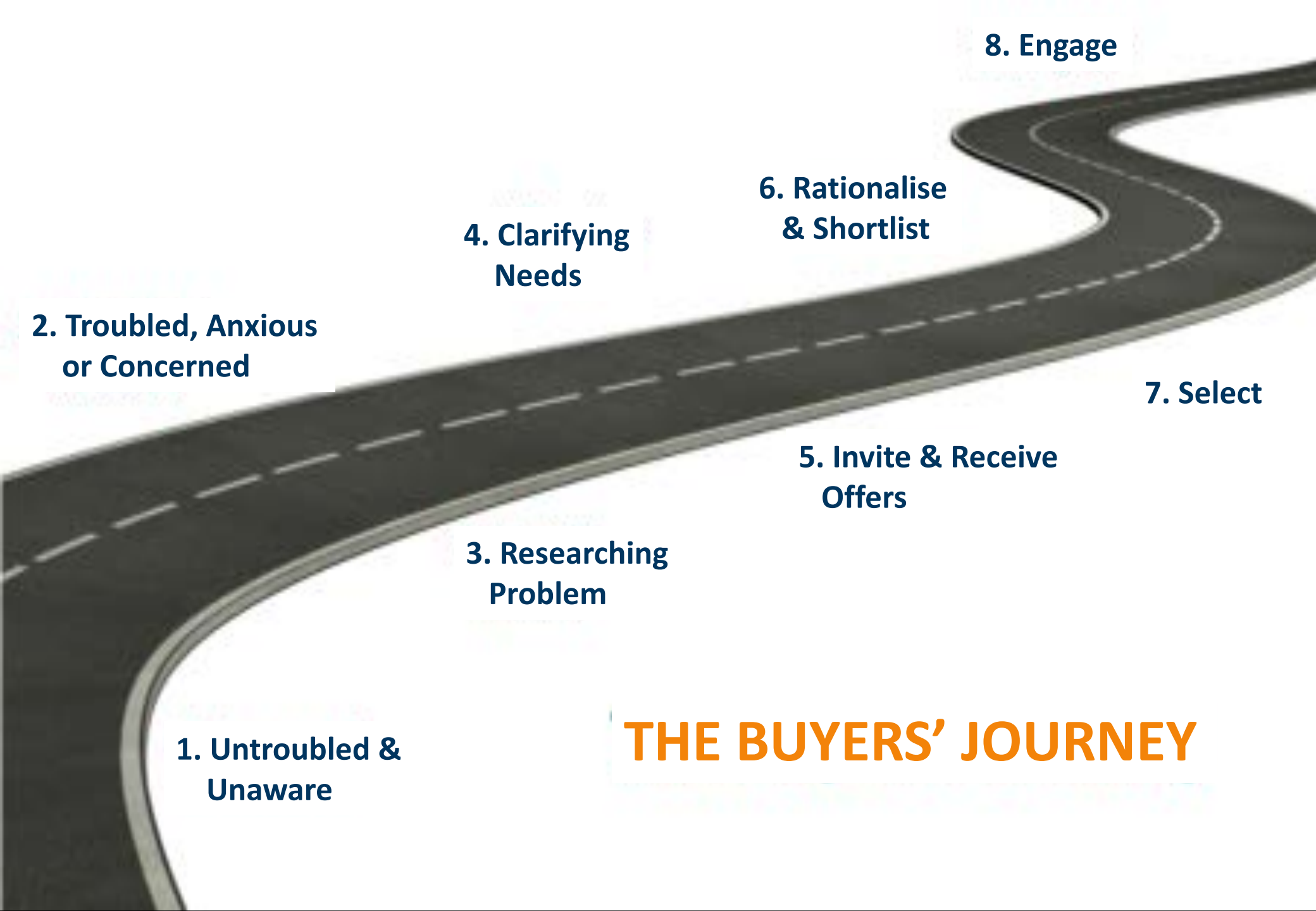
ONE OF THOSE?

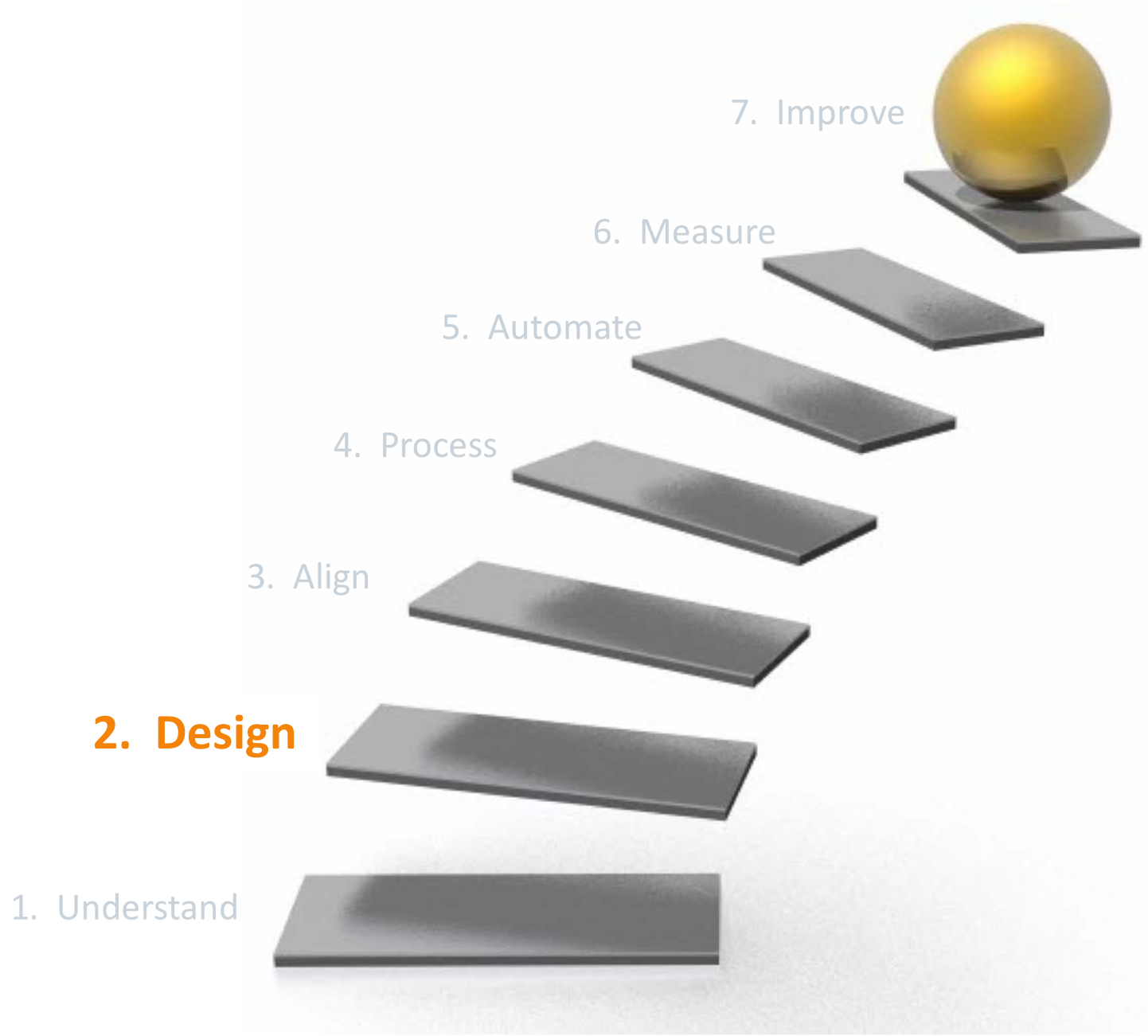
# THERE ARE 7 STEPS

- Who are your buyers?
- Where are they?
- What do they like?
- What do they dislike?
- What problems and needs do they have?
- What are they trying to do?




- What motivates them to buy?
- What is their buying journey?
- How do they research their purchases?
- Who do they trust and listen to?
- How do they behave?
- What personalities do they have?
- What job do they have?
- What kind of company do they work for?

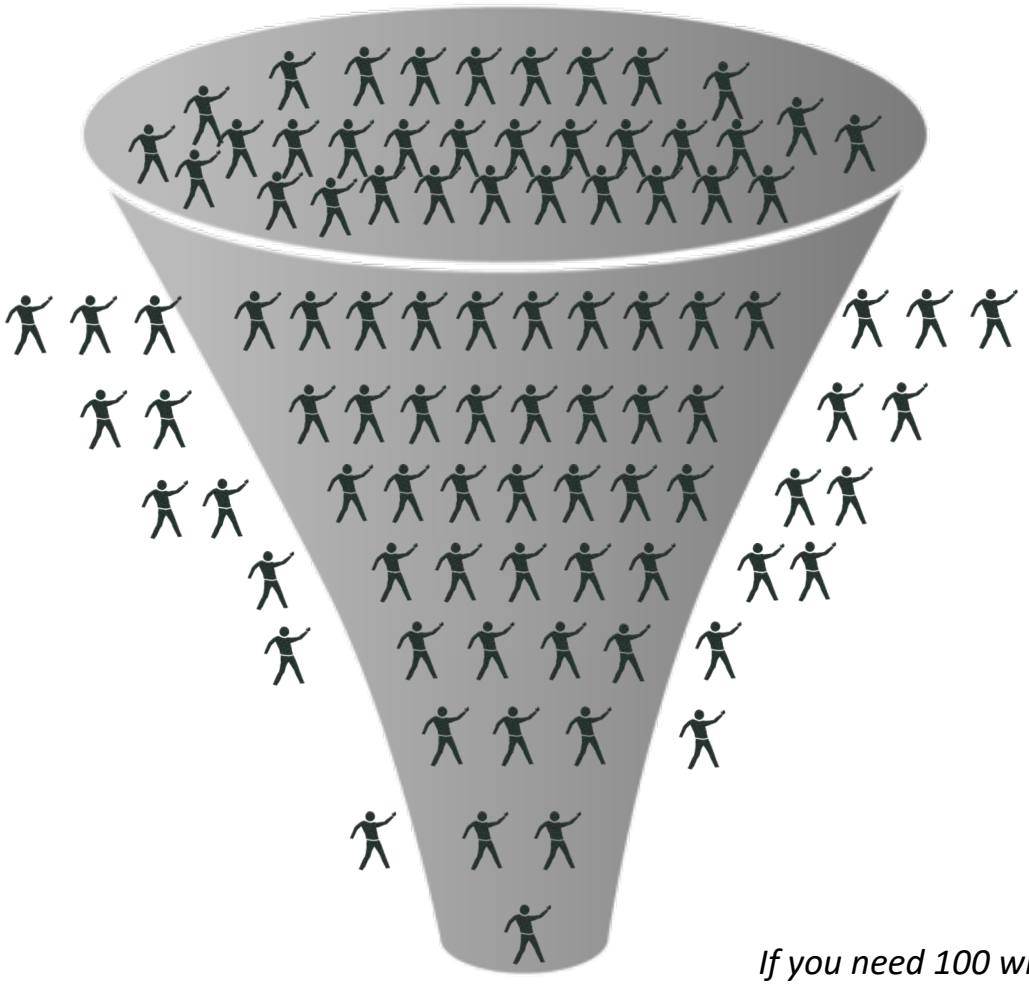

8. Engage
6. Rationalise & Shortlist
4. Clarifying Needs
2. Troubled, Anxious or Concerned
7. Select
5. Invite & Receive Offers
3. Researching Problem
1. Untroubled & Unaware
THE BUYERS' JOURNEY


7. Improve
6. Measure
5. Automate
4. Process
3. Align
2. Design
1. Understand

# Understand the JOURNEY your BUYERS are on and DESIGN the steps in your REVENUE PROCESS to complement their steps

| BUYERS' JOURNEY | | REVENUE PROCESS |
|---|---|---|
| Untroubled / Unaware | SYMBIOSIS | Get positioned |
| Troubled / Feeling Pain | | Create "pain" |
| Doing Research | | Get found |
| Identify / Clarify Needs | | Help them clarify |
| Identify Solution Options | | Explain solution |
| Solicit Offers | | Be a good option |
| Receive Proposals | | Present solution |
| Select Preferred | | Close the deal |
| Engage | | **Celebration!** |

# If you know them, develop the starting set of CONVERSION METRICS for your REVENUE PROCESS – your FUNNEL

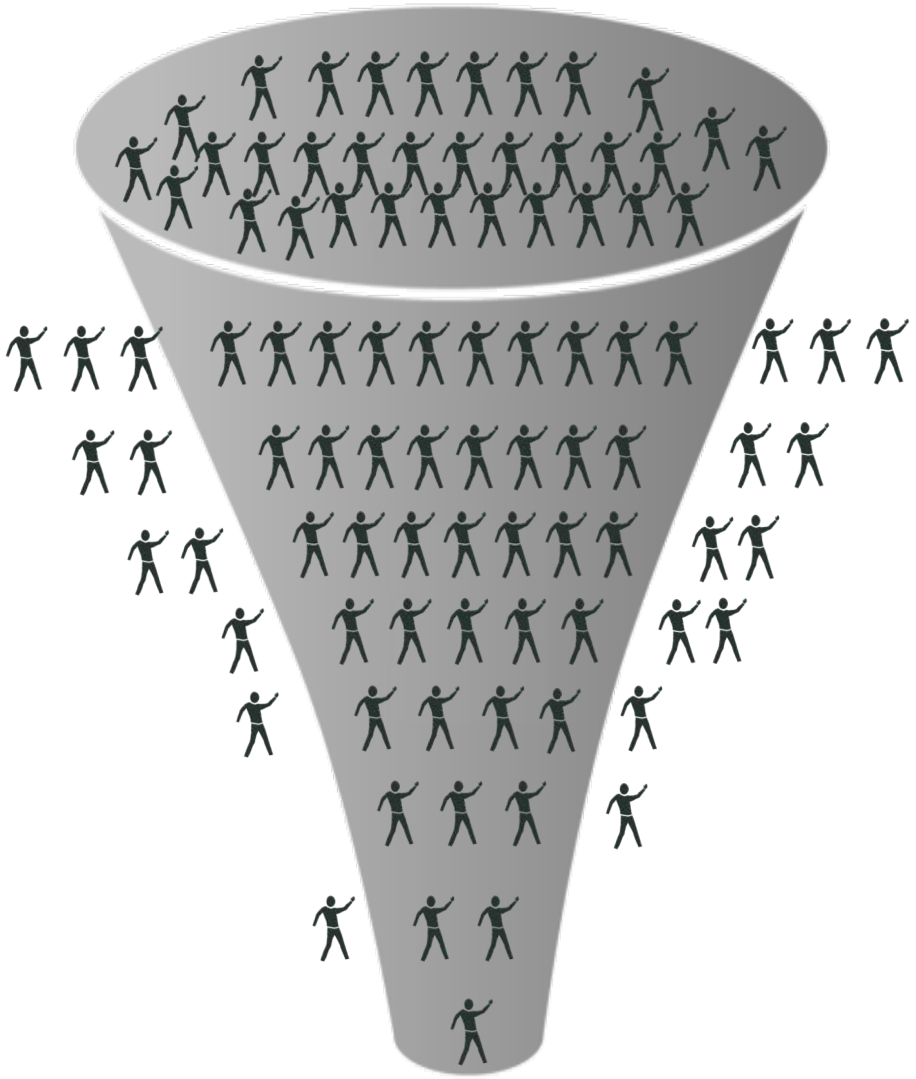


| | | |
|---|---|---|
| | **3,721** | Untroubled & Unaware |
| **65%** | **2,418** | Feel & Acknowledge Pain |
| **50%** | **1,209** | Initial Research |
| **75%** | **906** | Identify & Clarify Needs |
| **75%** | **680** | Identify Solution Options |
| **60%** | **408** | Solicit Offers |
| **70%** | **286** | Receive & Review Proposals |
| **50%** | **143** | Select Preferred Supplier |
| **70%** | **100** | **Engage** |

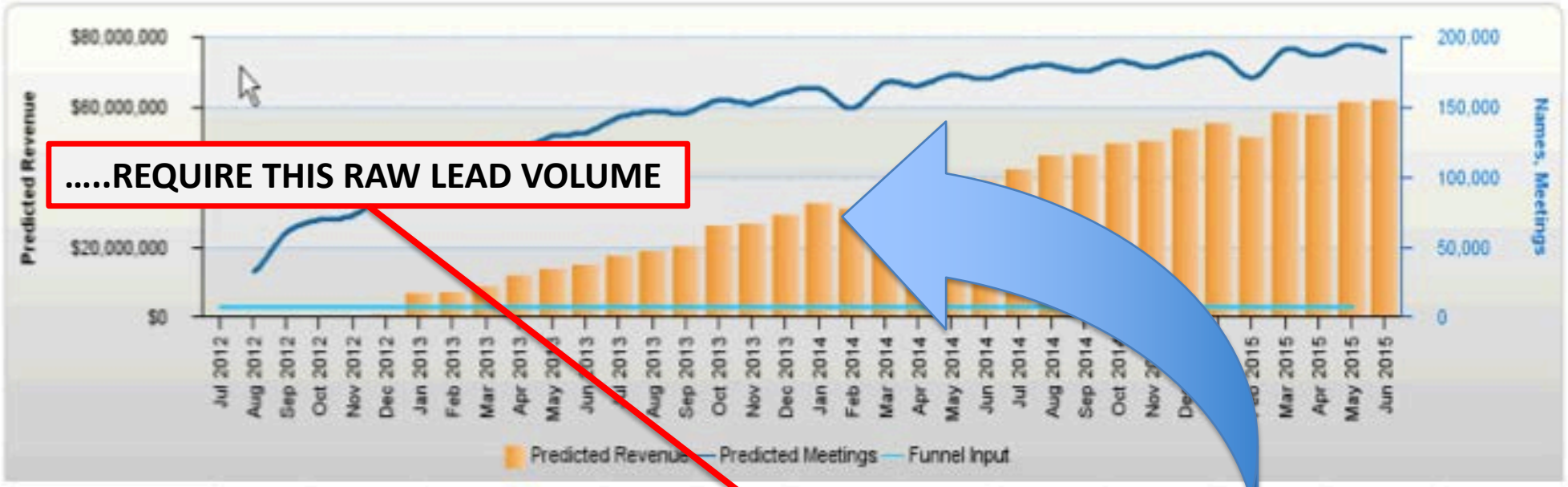
*If you need 100 wins and your Funnel conversion is 2.7% you'll need to start with 3,721 leads (ignoring time and recycling).*

# Or you can use our industry performance BENCHMARKS to WORK BACKWARDS and figure it out

| | |
|---|---|
| 9. Therefore, how many leads does your marketing need to generate for sales? | 4,500 |
| 8. What's your lead to meeting/call/appointment ratio? | 33%* |
| 7. Therefore, how many meetings/calls/ appointments do sales need to do? | 1,500 |
| 6. What's your meeting/call/appointment to offer ratio? | 33%* |
| 5. Therefore, how many offers/quotes/ proposals do sales need to generate? | 500 |
| 4. What's your offer/quote/proposal to close ratio? | 20%* |
| 3. Therefore, how many wins do you need? | 100 |
| 2. What is your average sale value? | $100K |
| 1. How much revenue do you need? | $10M |



Starting from your REVENUE TARGETS, use your conversion metrics to REVERSE ENGINEER your Funnel and calculate how many new RAW LEADS you need Starting their BUYERS' JOURNEY every month.



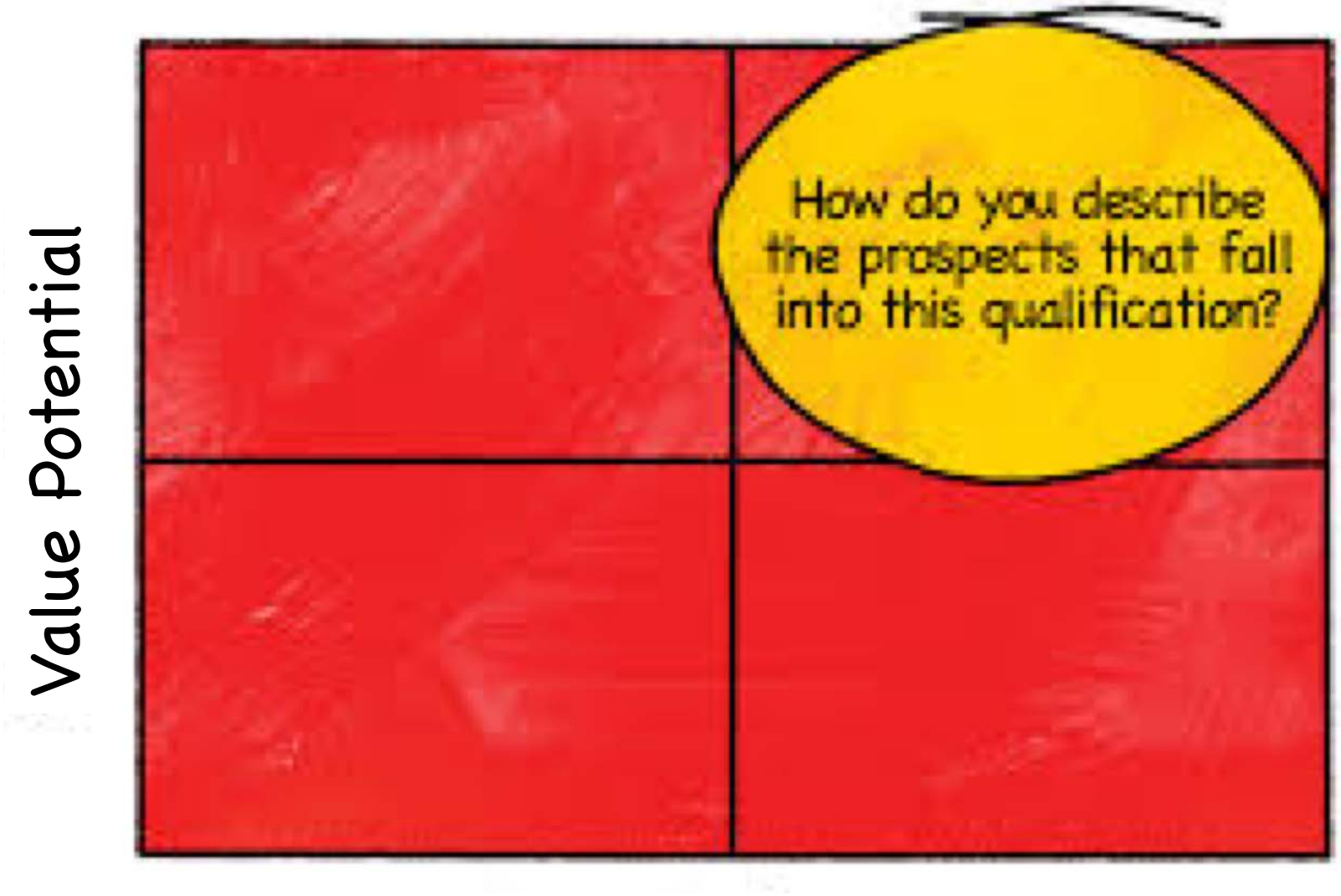

**…..REQUIRE THIS RAW LEAD VOLUME**

**THESE MONTHLY REVENUE TARGETS…….**

| | Jul 2012 | Aug 2012 | Sep 2012 | Oct 2012 | Nov 2012 | Dec 2012 | Jan 2013 | Feb 2013 | Mar 2013 | Apr 2013 | May 2013 | Jun 2013 | Full Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| New Names | 7,963 | 7,963 | 7,706 | 7,963 | 7,706 | 7,963 | 7,963 | 7,193 | 7,963 | 7,706 | 7,963 | 7,706 | 93,761 |
| Position in Category | 16,826 | 19,973 | 20,765 | 22,522 | 23,933 | 27,127 | 28,327 | 26,253 | 29,662 | 29,366 | 30,908 | 30,289 | 305,952 |
| Identify Problem | | 7,768 | 14,438 | 16,442 | 17,202 | 18,850 | 20,975 | 20,100 | 22,983 | 22 | 24,034 | 23,778 | 209,302 |
| Qualify & Prioritise | | | | 5,955 | 8,911 | 10,029 | 10,727 | 10,374 | 12,686 | | 13,854 | 13,698 | 99,206 |
| Establish Credentials | | | | | 4,531 | 6,524 | 7,089 | 6,792 | | | 9,417 | 9,401 | 60,493 |
| Define Need | | | | | | 5,336 | | | | 4,796 | 16,990 | 18,581 | 85,542 |
| Propose Solution | | | | | | 3,045 | | | | 8,978 | 10,682 | 12,142 | 51,839 |
| | | | | | | 1,958 | | | 5,525 | 8,321 | 9,690 | 10,500 | 43,490 |
| | | | | | | 1,958 | 3,768 | 3,727 | 5,277 | 6,414 | 8,566 | 9,989 | 39,699 |
| Obtain Mgmt Approval | | | | | | 1,958 | 3,768 | 3,727 | 5,277 | 6,414 | 7,388 | 8,275 | 36,808 |
| Obtain Mandate | | | | | | 1,175 | 2,261 | 2,236 | 3,166 | 3,849 | 4,433 | 4,797 | 21,917 |
| Deliver | | | | | | 261 | 2,085 | 2,185 | 2,689 | 3,595 | 4,244 | 4,522 | 19,582 |
| Grow | | | | | | 261 | 2,085 | 2,185 | 2,689 | 3,595 | 4,244 | 4,522 | 19,582 |
| Predicted Revenue | | | | | | 870,018 | 6,951,443 | 7,283,483 | 8,963,597 | 11,983,246 | 14,146,882 | 15,073,707 | 65,272,375 |
| Predicted Meetings | | 32,859 | 61,073 | 69,552 | 72,765 | 89,046 | 102,490 | 98,485 | 117,195 | 119,403 | 129,491 | 132,142 | 1,024,501 |

But if you don’t feed it with the right kind and quality of **RAW LEADS**,
Your machine will either **CLOG UP** or worse, produce a **PILE OF JUNK!**

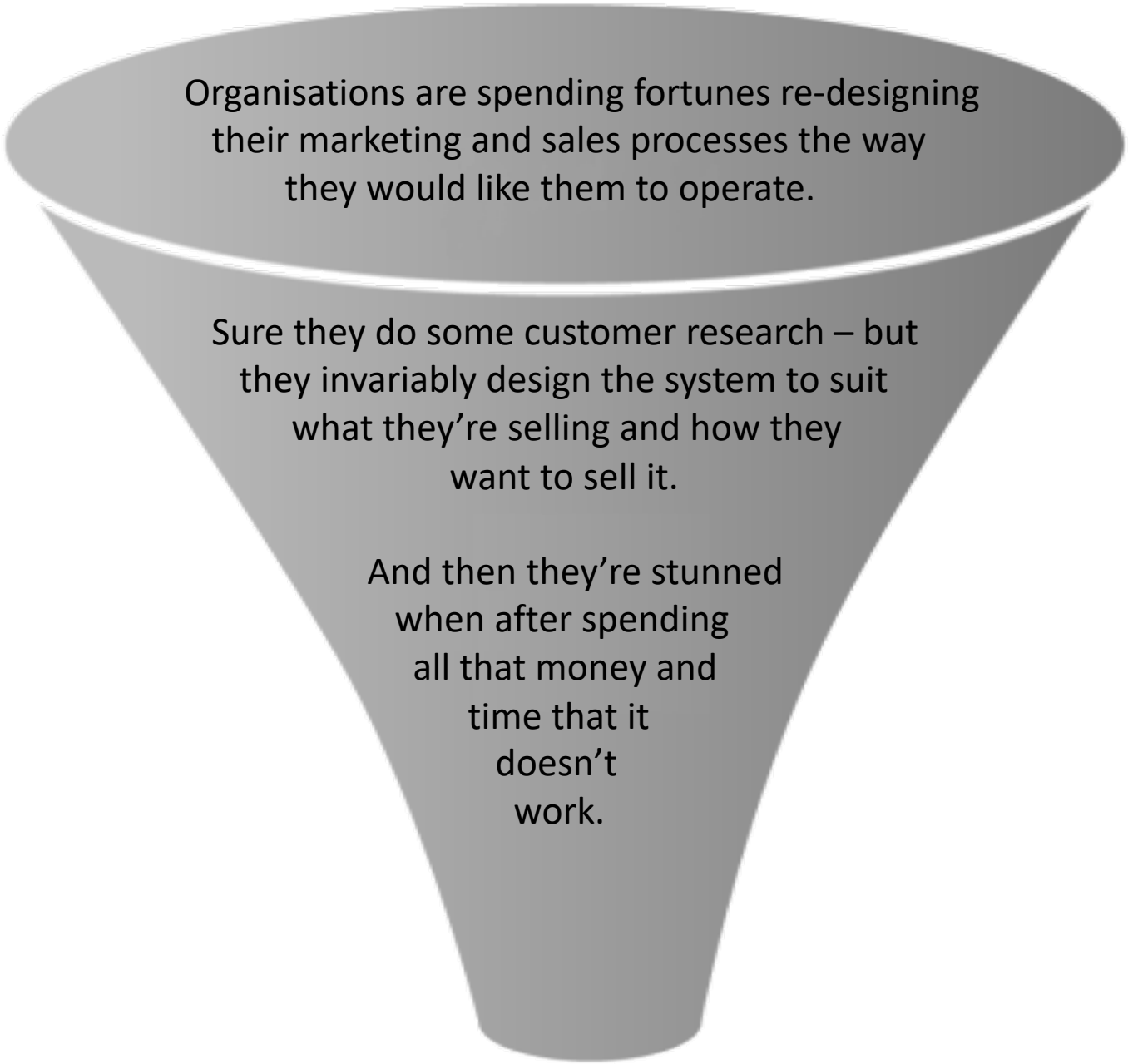
# Define your IDEAL CUSTOMER PROFILE


How do you describe the prospects that fall into this qualification?
Value Potential
Likelihood of Conversion

Never forget that no matter how good you think your company or your product or service is, or how ideally suited to your prospective buyers, most will simply **NOT WANT TO TALK TO YOU.**

And they will do just about anything to avoid talking to you.

You are trying to **MAKE THEM DO SOMETHING THEY DO NOT WANT TO DO**.

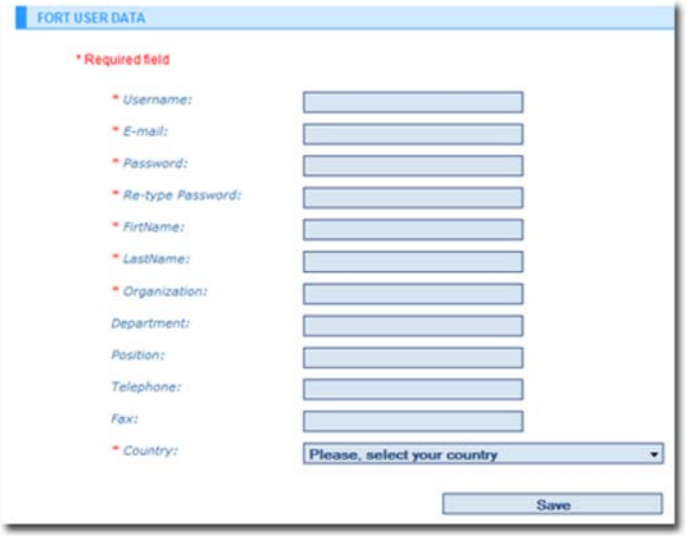

Organisations are spending fortunes re-designing their marketing and sales processes the way they would like them to operate.
Sure they do some customer research – but they invariably design the system to suit what they're selling and how they want to sell it.
And then they're stunned when after spending all that money and time that it doesn't work.

# Case Study 1:  RPM Group 2007

PUT A REGISTRATION FORM ON OUR WEBSITE BEFORE A FREE WHITEPAPER DOWNLOAD

DOWNLOAD CONVERSION WENT FROM 31% TO 4% OVERNIGHT

REMOVED THE FORM – CONVERSION RETURNED TO + 30%

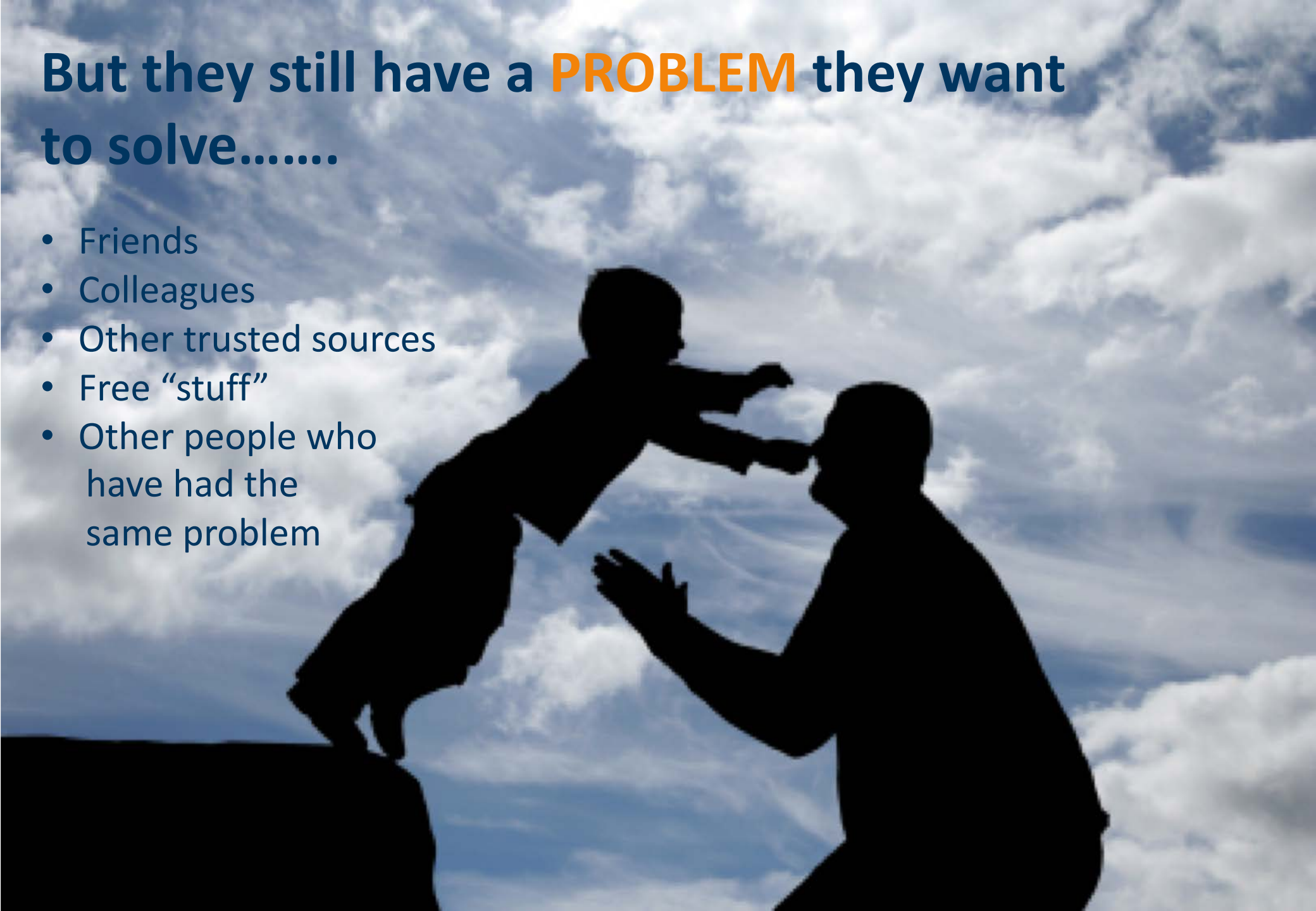


# Get into your CUSTOMER'S HEAD and on their JOURNEY

How does that experience feel **FOR THEM?**

- Hate being sold to
- Don't know you or anything about you
- Find it offensive being asked for their details by a total stranger
- Hate Spam emails
- Worried you might call them
- Afraid you'll give their details to somebody else

THEY **DON'T TRUST YOU!**


But they still have a PROBLEM they want to solve…….
• Friends
• Colleagues
• Other trusted sources
• Free “stuff”
• Other people who have had the same problem

Rushing buyers to do what they don't want to do, or before they're ready to – just because you want them to, is a prime **KILLER** of Funnel Conversion.

# LEAD and ENTICE with insight and value which BUILDS TRUST

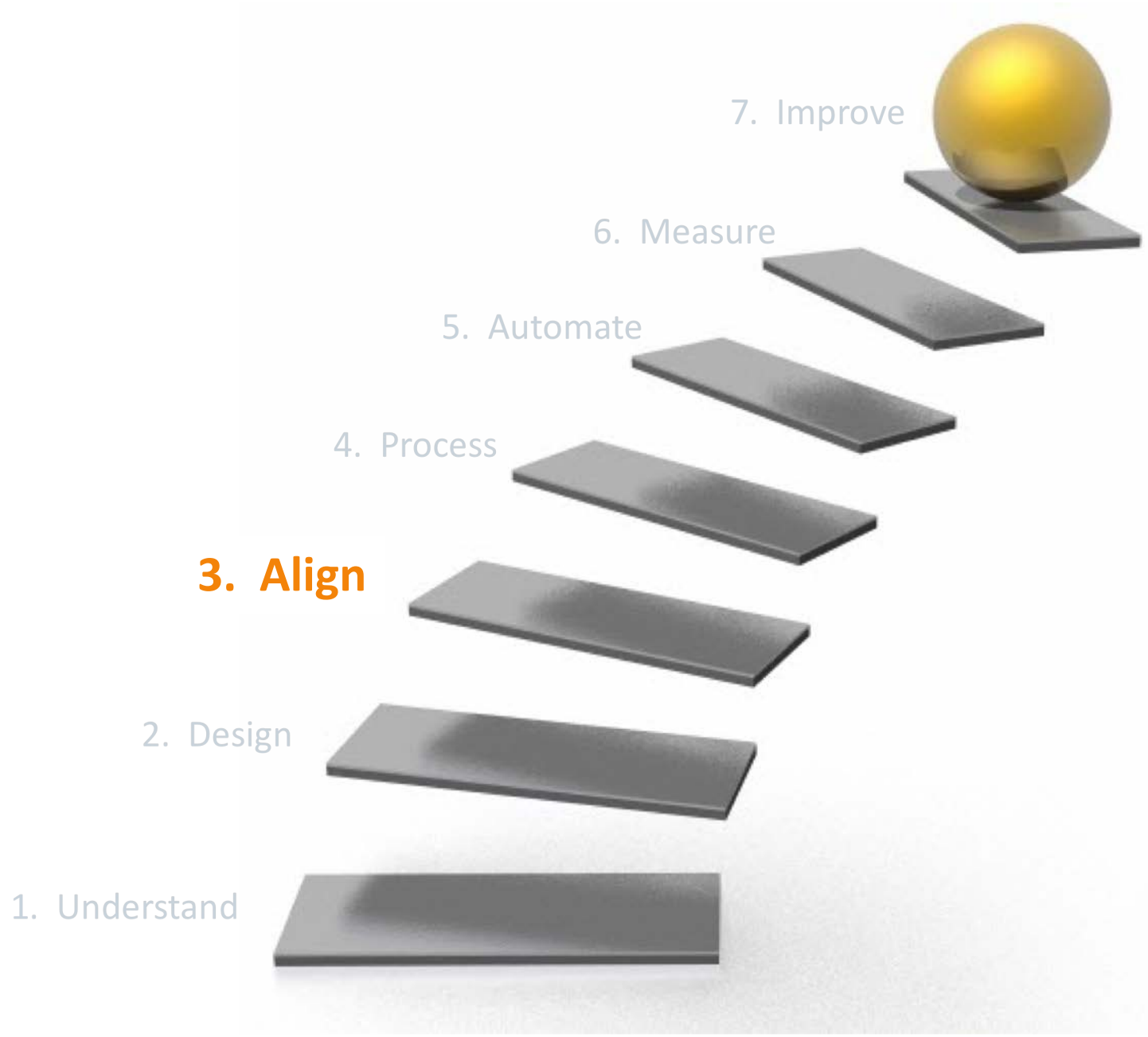
- **THOUGHT LEADERSHIP** to provide insights
- **TESTIMONIALS** provide comfort from risk
- **CASE STUDIES** describe others who have been helped

- Free (or low cost) product trials
- Free subscriptions
- Invitations to online communities
- **LOW PRESSURE** communications

In spite of your best marketing and sales efforts, only a **SMALL FRACTION** of your prospective buyers will progress through your Funnel and become customers.

Most – in fact the overwhelming majority, will LEAK FROM THE PROCESS.

To optimise the efficiency of your revenue machine, you need to CAPTURE and RECYCLE the leakage.


7. Improve
6. Measure
5. Automate
4. Process
3. Align
2. Design
1. Understand

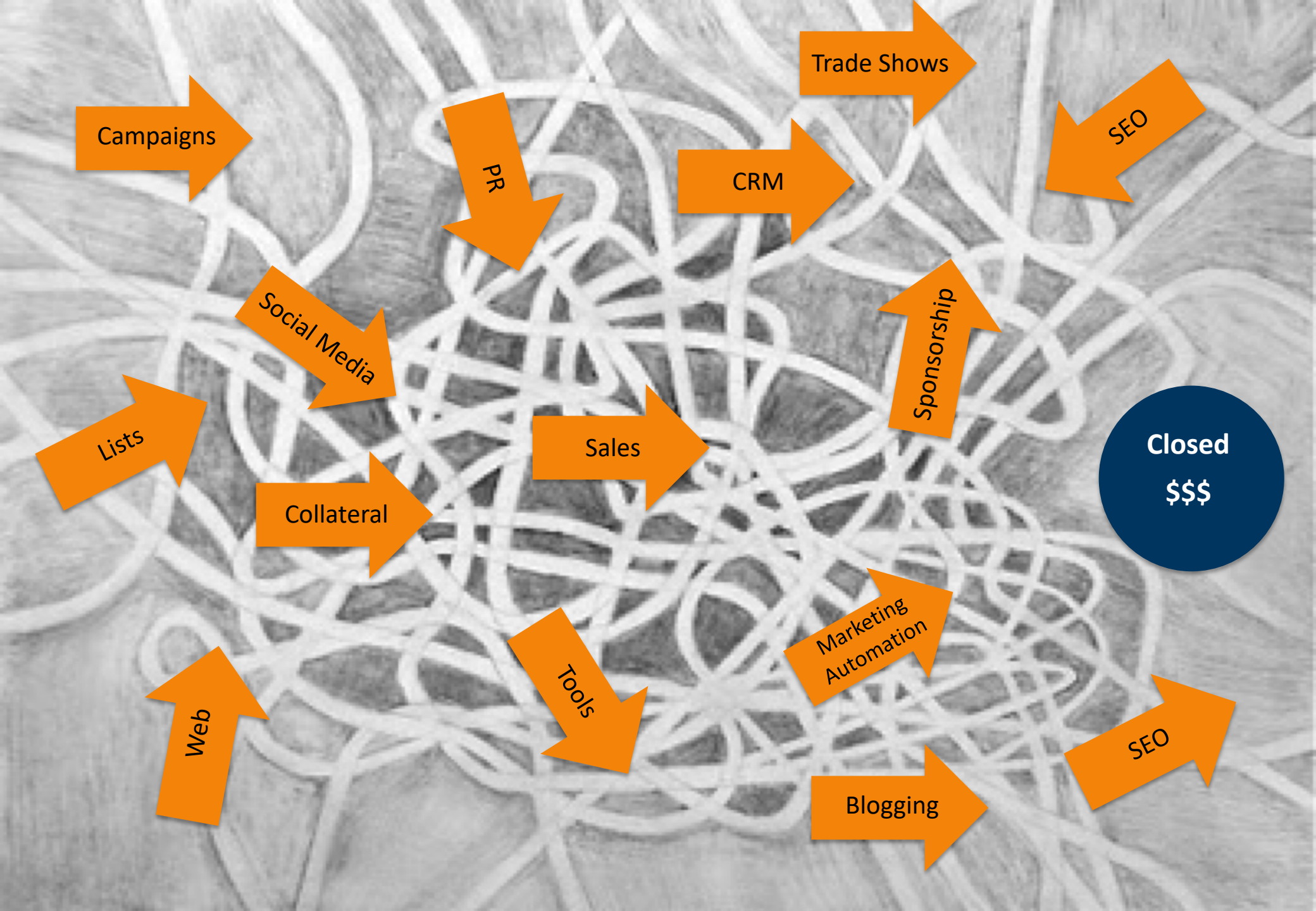
**Marketing has only ONE objective:**

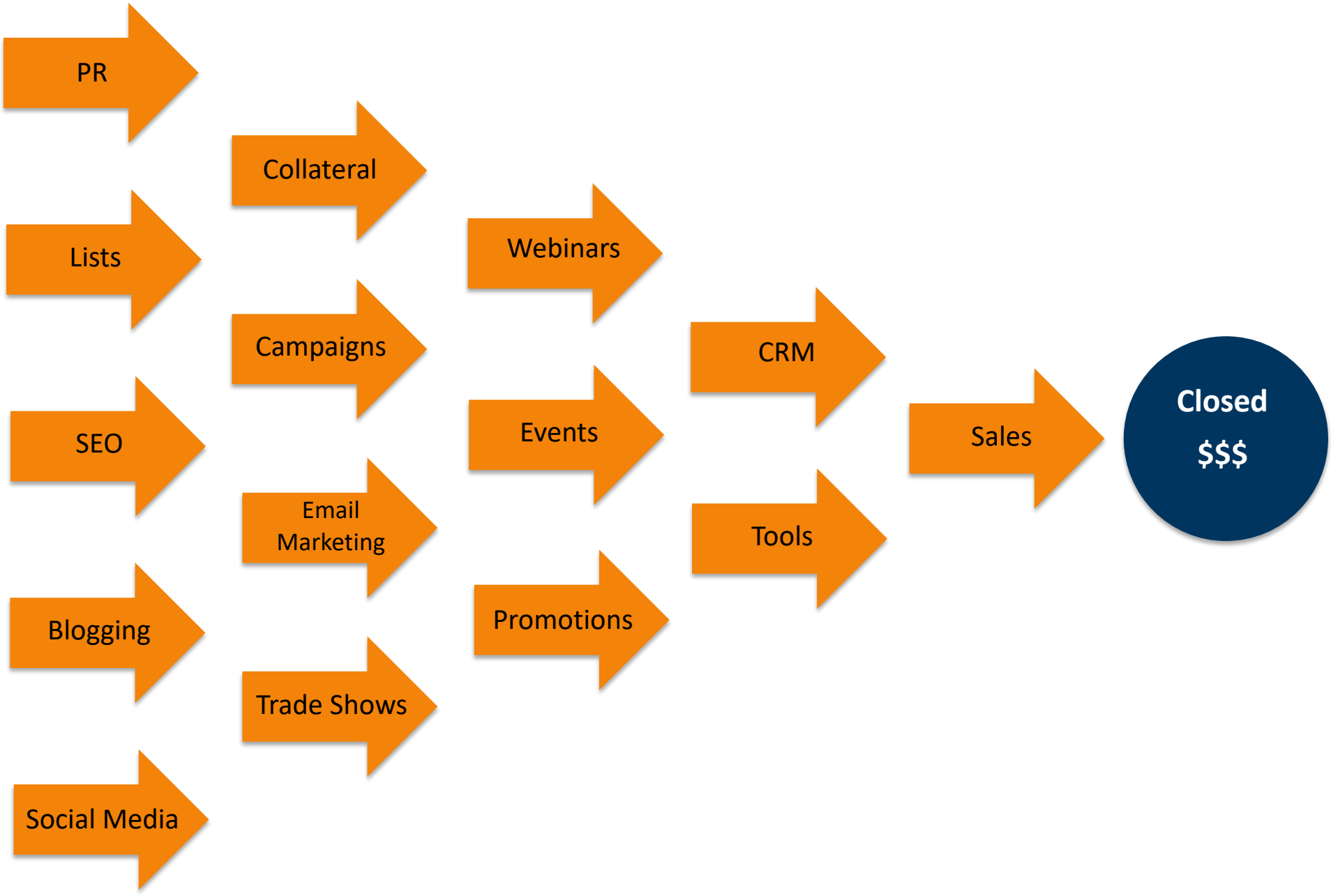
**Generating QUALIFIED LEADS for Sales!**

**If it doesn't GENERATE a lead**

**or help sales CLOSE a deal….**

**…STOP DOING IT!**


Campaigns
PR
Trade Shows
SEO
CRM
Social Media
Sponsorship
Lists
Sales
Closed
$$$
Collateral
Marketing Automation
Tools
Web
SEO
Blogging

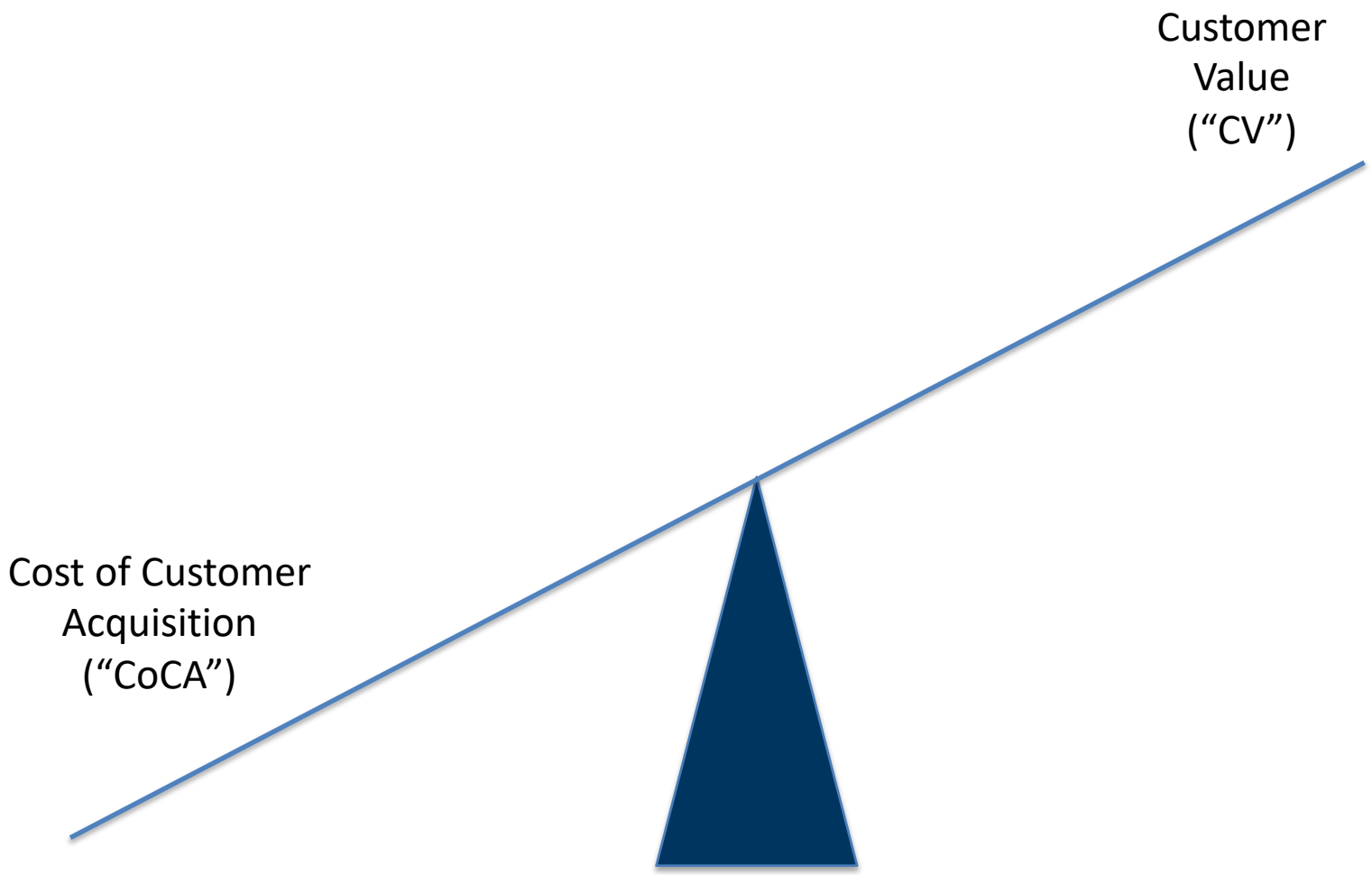

PR
Lists
SEO
Blogging
Social Media
Collateral
Campaigns
Email Marketing
Trade Shows
Webinars
Events
Promotions
CRM
Tools
Sales
Closed
$$$

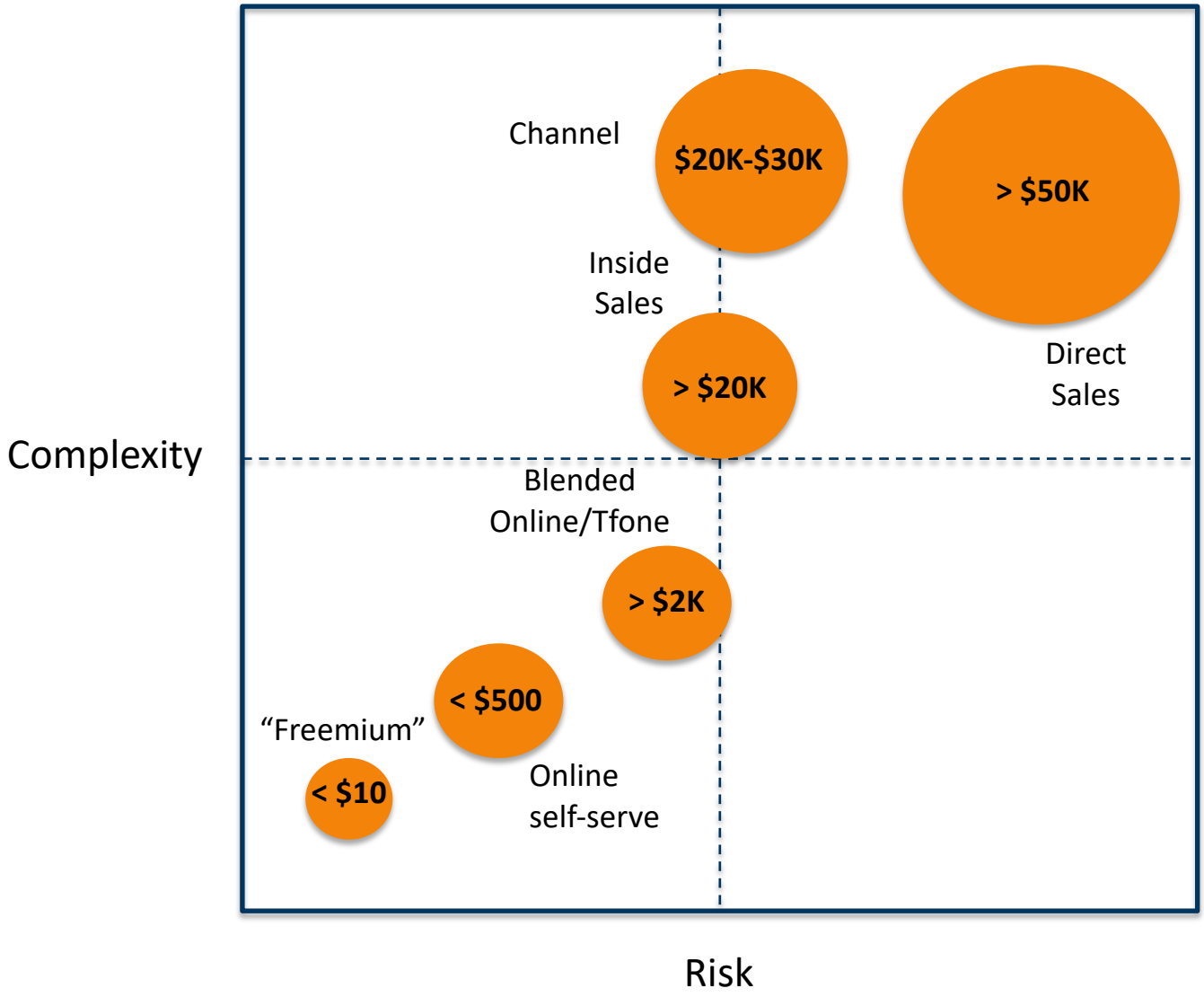
**If the COST PER LEAD is too high**

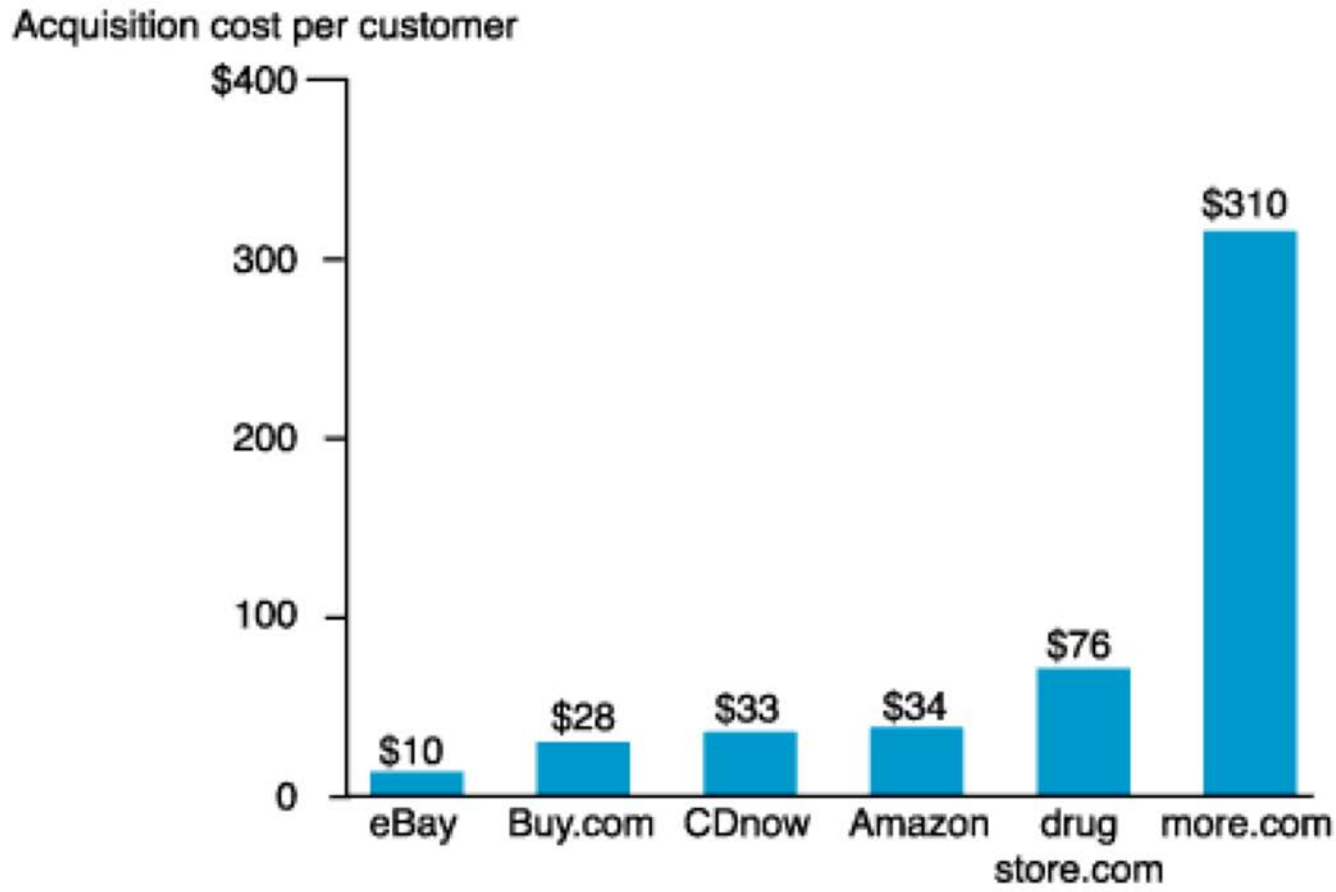
**…STOP DOING IT!**

BRAND

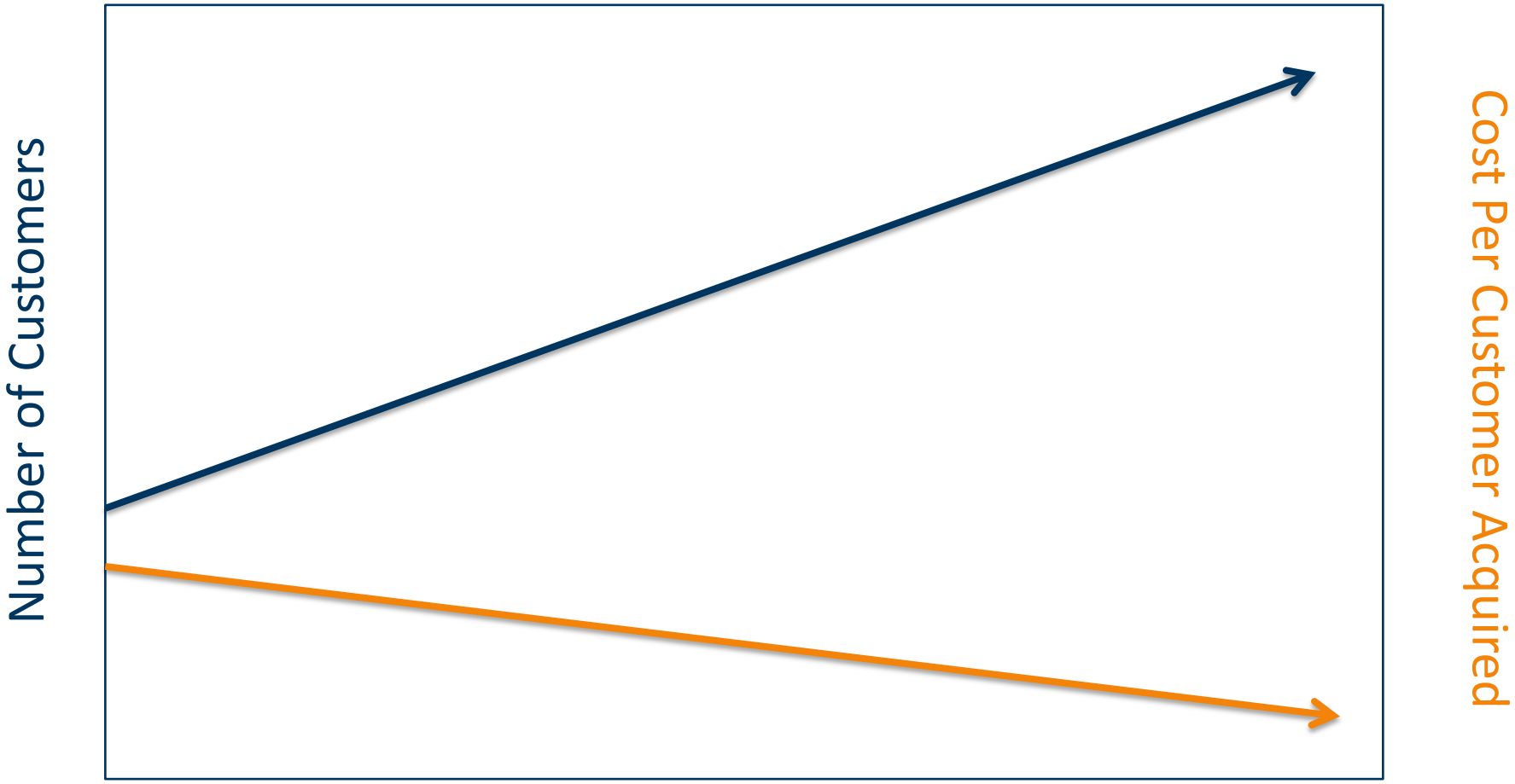
TRADE
SHOWS


Customer
Value
("CV")
Cost of Customer
Acquisition
("CoCA")


Channel
$20K-$30K
> $50K
Inside
Sales
> $20K
Direct
Sales
Complexity
Blended
Online/Tfone
> $2K
< $500
“Freemium”
< $10
Online
self-serve
Risk


Acquisition cost per customer
$400
300
200
100
0
$10
$28
$33
$34
$76
$310
eBay
Buy.com
CDnow
Amazon
drug store.com
more.com

**Design your Marketing and Sales processes to acquire customers not just more EFFECTIVELY – but more EFFICIENTLY.**



# Just a 1% Year-On-Year improvement at can drive massively disproportionate increases in PROFIT and VALUE.

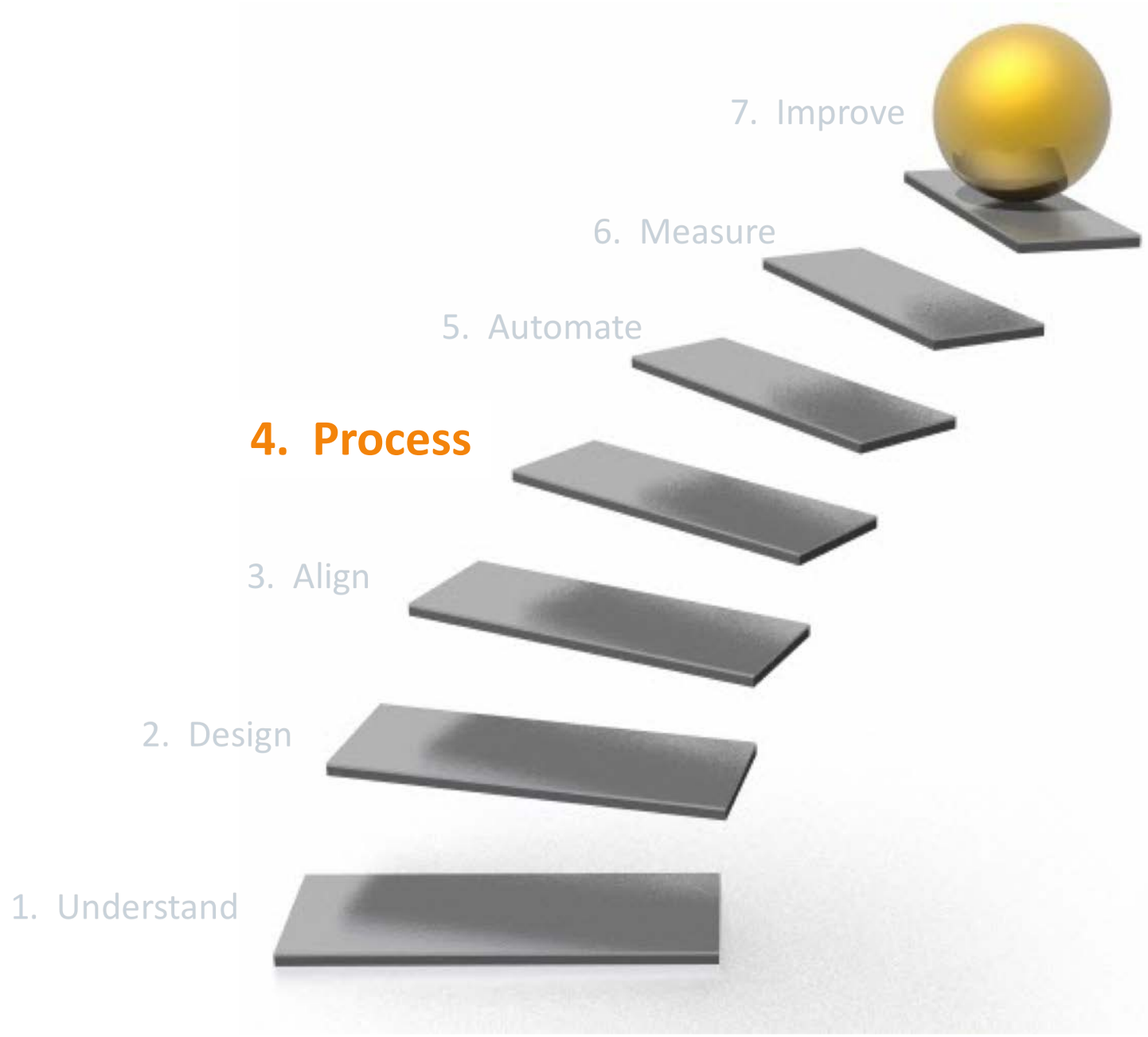
| | | Year 1 | | Year 2 | | Year 3 |
|---|---|---|---|---|---|---|
| A. | Lead to Appointment (Top of Funnel) | 35% | 1% | 36% | 1% | 37% |
| B. | Appointment to Offer (Mid-Funnel) | 35% | 1% | 36% | 1% | 37% |
| C. | Offer to Close (Botton of Funnel) | 20% | 1% | 21% | 1% | 22% |
| D. | End-to-End Conversion (AxBxC) | 2.45% | | 2.72% | | 3.01% |
| E. | Sales | $20,000,000 | | $22,217,143 | | $24,586,122 |
| F. | Cost of Sales | $13,200,000 | 0% | $14,663,314 | 0% | $16,226,841 |
| G. | Gross Margin (E-F) | $6,800,000 | | $7,553,829 | | $8,359,282 |
| | Gross Margin % | 34% | | 34% | | 34% |
| H. | Overheads | $5,800,000 | 0% | $5,800,000 | 0% | $5,800,000 |
| J. | EBITDA (G-H) | $1,000,000 | | $1,753,829 | | $2,559,282 |
| | | 5.0% | | 7.9% | | 10.4% |
| K. | Value Multiple | 4 | | 4 | | 4 |
| L. | Valuation (JxK) | $4,000,000 | | $7,015,314 | | $10,237,127 |

**CUMULATIVE INCREASE IN VALUATION** **156%**

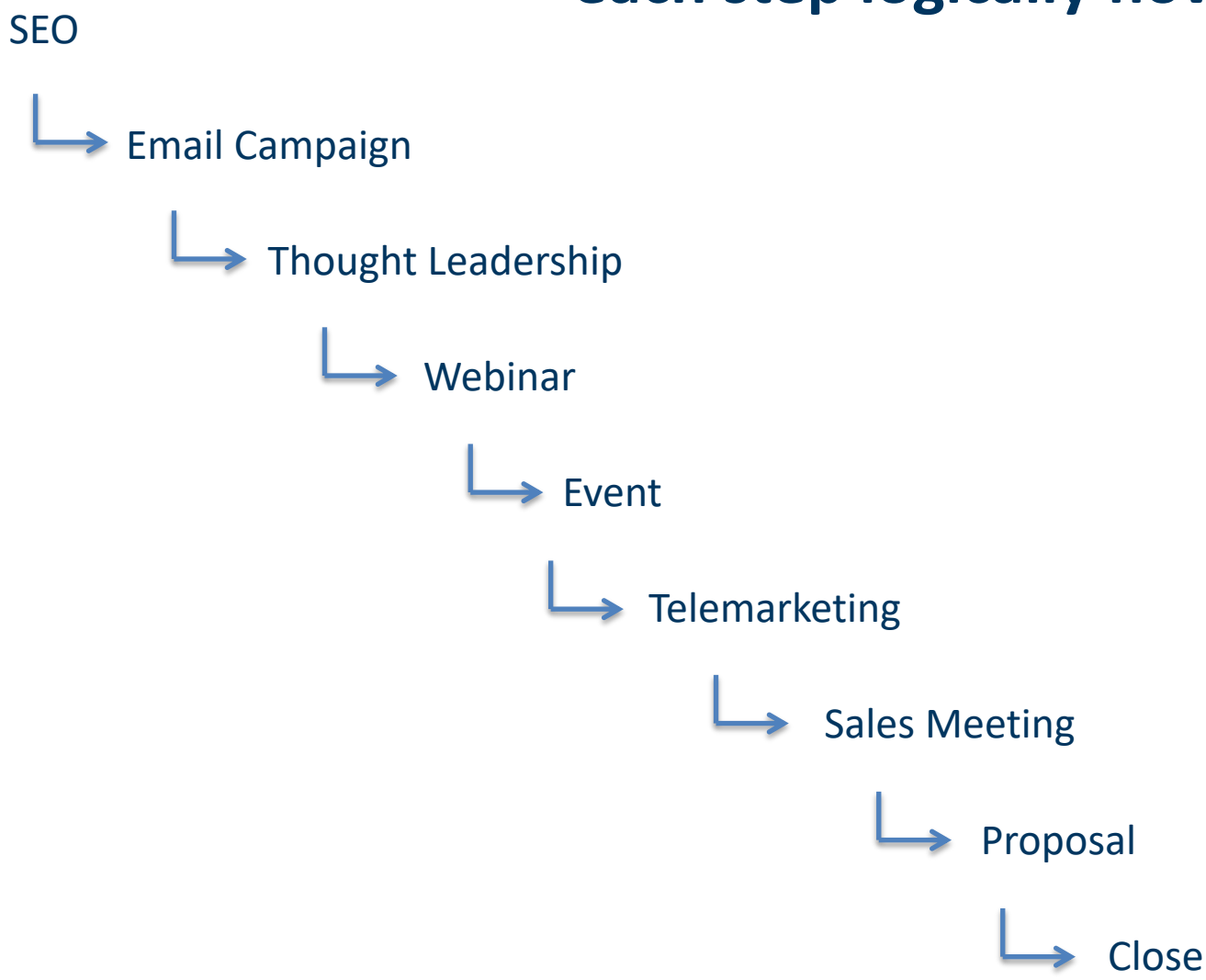
# Unfortunately, the same multiplier effect works just as well – in reverse.

| | | Year 1 | | Year 2 | | Year 3 |
|---|---|---|---|---|---|---|
| A. | Lead to Appointment (Top of Funnel) | 35% | -1% | 34% | -1% | 33% |
| B. | Appointment to Offer (Mid-Funnel) | 35% | -1% | 34% | -1% | 33% |
| C. | Offer to Close (Botton of Funnel) | 20% | -1% | 19% | -1% | 18% |
| D. | End-to-End Conversion (AxBxC) | 2.45% | | 2.20% | | 1.96% |
| E. | Sales | $20,000,000 | | $17,929,796 | | $16,001,633 |
| F. | Cost of Sales | $13,200,000 | 0% | $11,833,665 | 0% | $10,561,078 |
| G. | Gross Margin (E-F) | $6,800,000 | | $6,096,131 | | $5,440,555 |
| | Gross Margin % | 34% | | 34% | | 34% |
| H. | Overheads | $5,800,000 | 0% | $5,800,000 | 0% | $5,800,000 |
| J. | EBITDA (G-H) | $1,000,000 | | $296,131 | | -$359,445 |
| | | 5.0% | | 1.7% | | -2.2% |
| K. | Value Multiple | 4 | | 4 | | 4 |
| L. | Valuation (JxK) | $4,000,000 | | $1,184,522 | | -$1,437,780 |

**CUMULATIVE DECREASE IN VALUATION** **-136%**

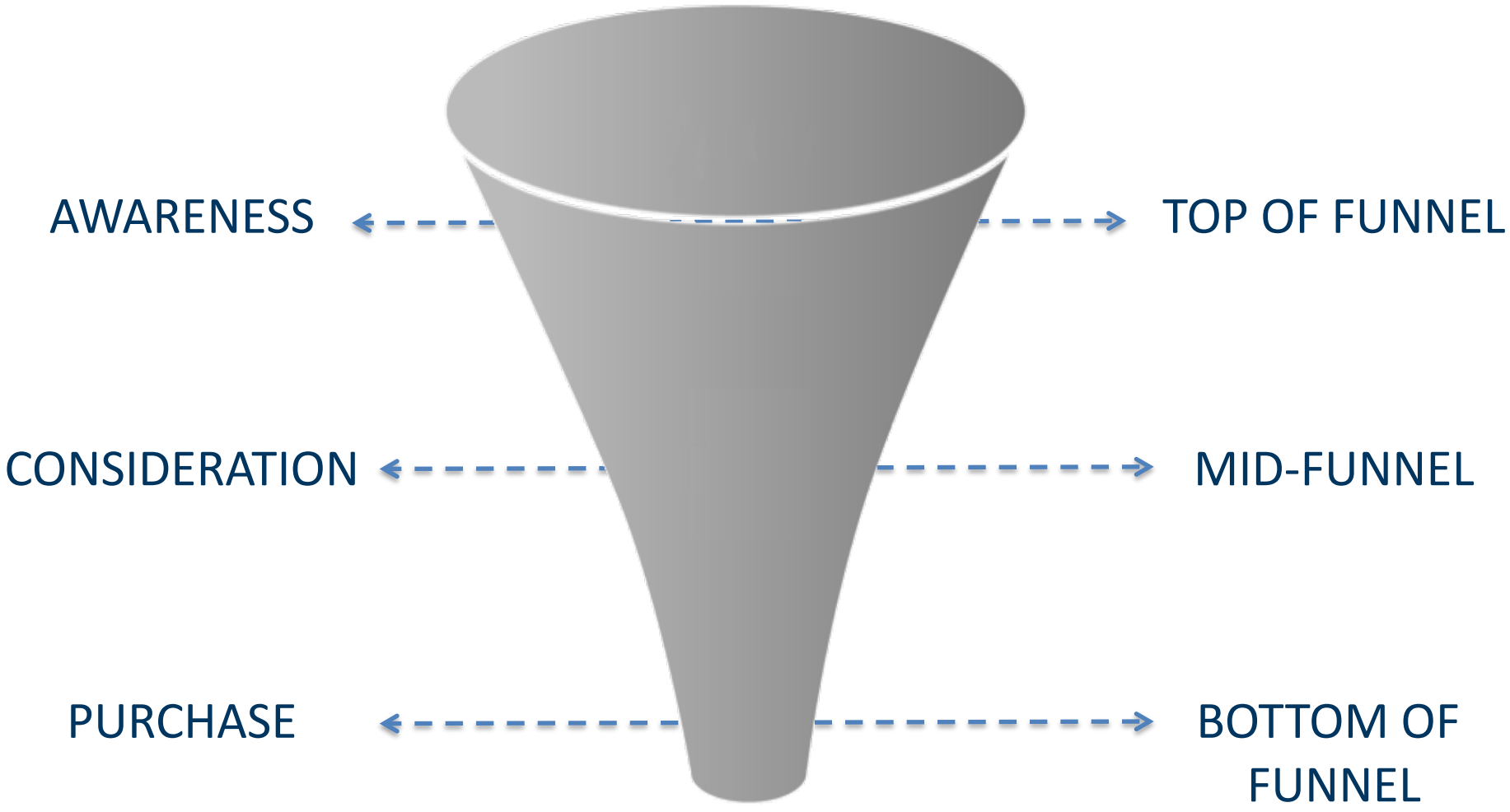

7. Improve
6. Measure
5. Automate
4. Process
3. Align
2. Design
1. Understand

## Carefully design the PROCESS so each step logically flows to the next.



Make revenue creation an
ORGANISATIONAL
STRUCTURE

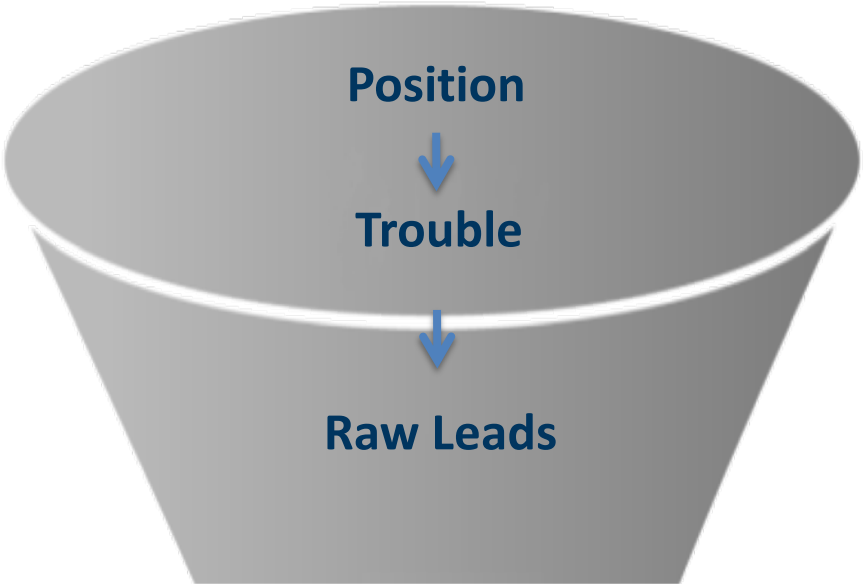
# ALIGN the stages of your BUYERS' JOURNEYS to the stages of your REVENUE PROCESS



8. Engage
6. Rationalise & Shortlist
4. Clarifying Needs
2. Troubled, Anxious or Concerned
7. Select
5. Invite & Receive Offers
3. Researching Problem
1. Untroubled & Unaware
THE STEPS IN YOUR BUYERS' JOURNEYS

8. Deliver
6. Defeat the Competition
4. Help Them Define Need
2. Trouble Them
7. Contract
5. Submit Proposal or Offer
3. Get Found
1. Generate Awareness/ Get Positioned
THE STEPS IN YOUR REVENUE PROCESS

# What is the TOP OF FUNNEL?




## 1. Get Positioned / Generate Awareness

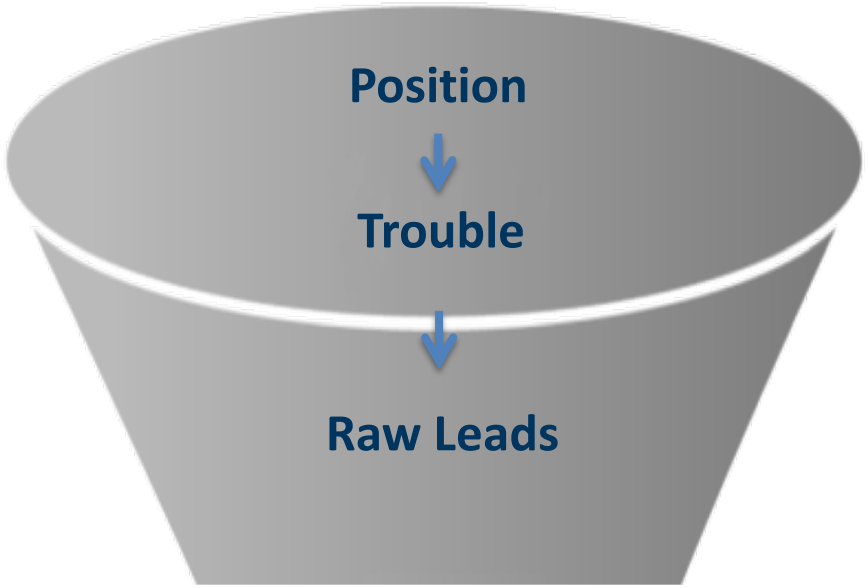
All buyers begin unaware. They may be unaware they have a problem you can help them solve, unaware that your product or service category exists or simply unaware of you. Or they could be unaware of all three.

## 2. Trouble Them

The first real step in the Buyers Journey happens when the buyer becomes anxious or troubled by something. It is essential that buyers be troubled because until they are troubled, they will rarely buy.

You can wait for them to get troubled by themselves, or actively promote the onset of their troubled state.

# How does the TOP OF FUNNEL work?




## 1. Get Positioned / Generate Awareness

- PR
- Social Media
- Website
- Inbound & Outbound Marketing

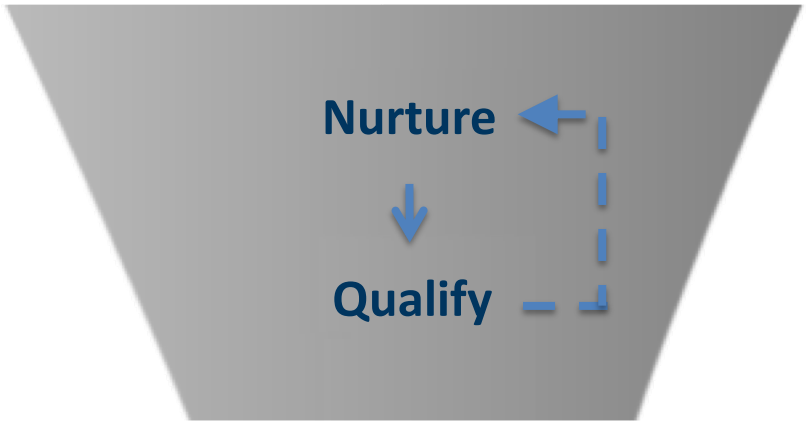
## 2. Trouble Them

- Thought Leadership
- Website
- Troubling Content
- Inbound & Outbound Marketing

Your objective in the Top of Funnel is to generate **RAW LEADS.**

They're little more than NAMES at this point, but their Buying Journeys have begun.

# What is the MID-FUNNEL?




## 3. Nurture

Because they are so early in their journeys, raw leads need to be nurtured. They're exploring the degrees and dimensions of the problem they are now aware they have. They're researching it, discussing it with their peers – perhaps even looking at who might be able to help them.

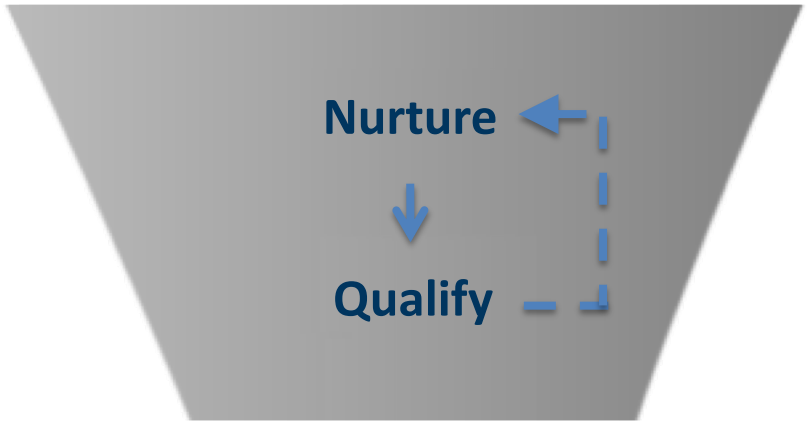
But they are not anywhere near ready to buy, and so we nurture them.

## 4. Qualify

If we nurture properly, we will build our understanding of where they are, what they're thinking – and how badly they're being affected by the problem they have.

If they're hurting badly enough we'll qualify them as MQL's – Marketing Qualified Leads. If they're not, we'll keep nurturing them until they are.

# How does the MID-FUNNEL work?




### 3. Nurture (& Segment)

- Marketing Automation
- Inbound & Outbound Marketing
- Directed Content
- Thought Leadership

### 4. Qualify

- Marketing Automation
- Lead Tracking
- Lead Scoring

Your objective in the Mid-Funnel is to **NURTURE** the **RAW LEADS** until they become **MARKETING QUALIFIED LEADS.**

This can take some time, so be prepared to be patient. You risk defeating the purpose by pulling leads out of the oven until they're properly cooked!

# WHAT IS A LEAD?

When are you going to produce some decent leads?
When are you going to start following up on the leads we give you?
SALES
MARKETING

I just called the last 3 leads you gave me. They were a complete waste of time. Why would I bother calling any more?

# Marketing and Sales

**AGREE**

**on the**

**CRITERIA**

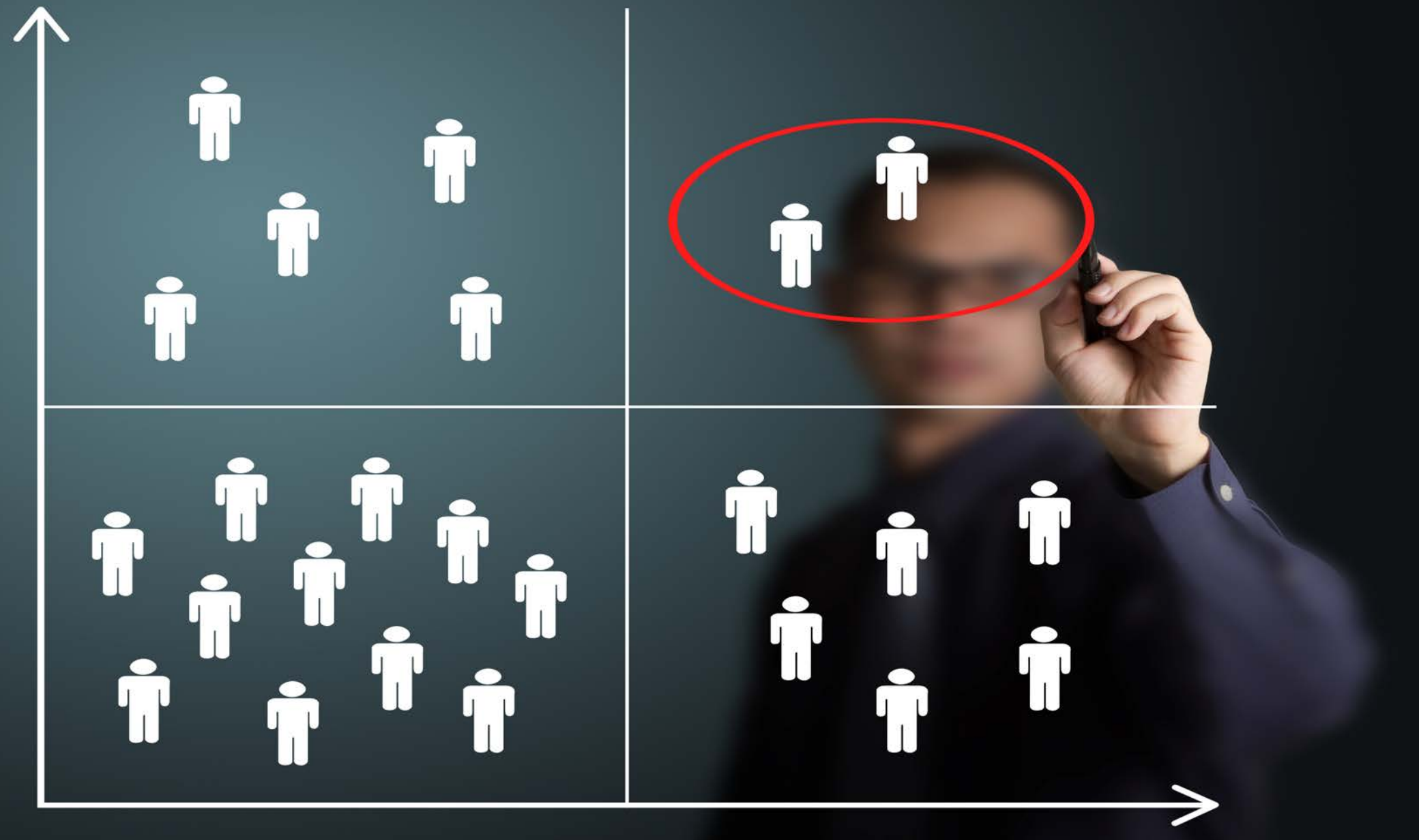
**by which an**

**MQL**

**becomes an**

**SQL.**

# Sales accepts SQL's and further qualifies **OPPORTUNITIES**



# Most reps CAN'T PROSPECT. Unfortunately - neither can MARKETING!

- The rep skill set to pursue and close opportunities is different to prospecting – good at one invariably means not good at the other

- But reps still waste as much as 30% of their available 2000 selling hours per year prospecting for leads (RPM Group Revenue Performance Index 2011)

- 74% of CEO's think Marketing has missed the bus – too focused on"brand" (Fournaise Marketing Group Study 2012)

- Over 80% of sales managers need more leads (RPM Group Revenue Performance Index 2012)

# So most companies are chronically SHORT OF LEADS.

**Marketing Responses?**

- Advertising?  50% of spend wasted – Google = consideration
- Social?  Not consistent or reliable – very hard to run well
- Email marketing?  Un-read newsletters, opt-outs driven by low value content, fizzle out eventually
- 80% of collateral unusable by sales reps (SEC Challenger Sale 2011)
- Rep & prospect time wasted by meeting too early in the sales cycle because of poor / non-existent qualification by Marketing
- Prospects do go on and buy – but from someone else (poor lead nurturing by Marketing)

# Sales tries to FILL THE VOID.

**Sales Responses?**

- Hire more reps?  Expensive, long lag time to productivity, 48% never make target
- More sales training?  80% of skills forgotten within 30-45 days (Sales Executive Council 2012)
- Spend even more on CRM?  According to Aberdeen Research 80% of installs fail due to poor change management and lack of attention to process)

# What to do?

# The answer…..is LEAD NURTURING.

An RPMG ***Lead Nurturing Program***

- Pre-qualified leads delivered to reps
- Buyers who now feel they have the pain you solve
- Think you are a credible source of help solving that pain
- Are ready and wanting to talk to a rep
- All for less than half the cost of two of your unproductive sales or marketing people!

# Align the major steps with the BUYERS' JOURNEY.

Position in Category **(PIC)**

Trouble by Problem **(TBP)**

Events/Webinars

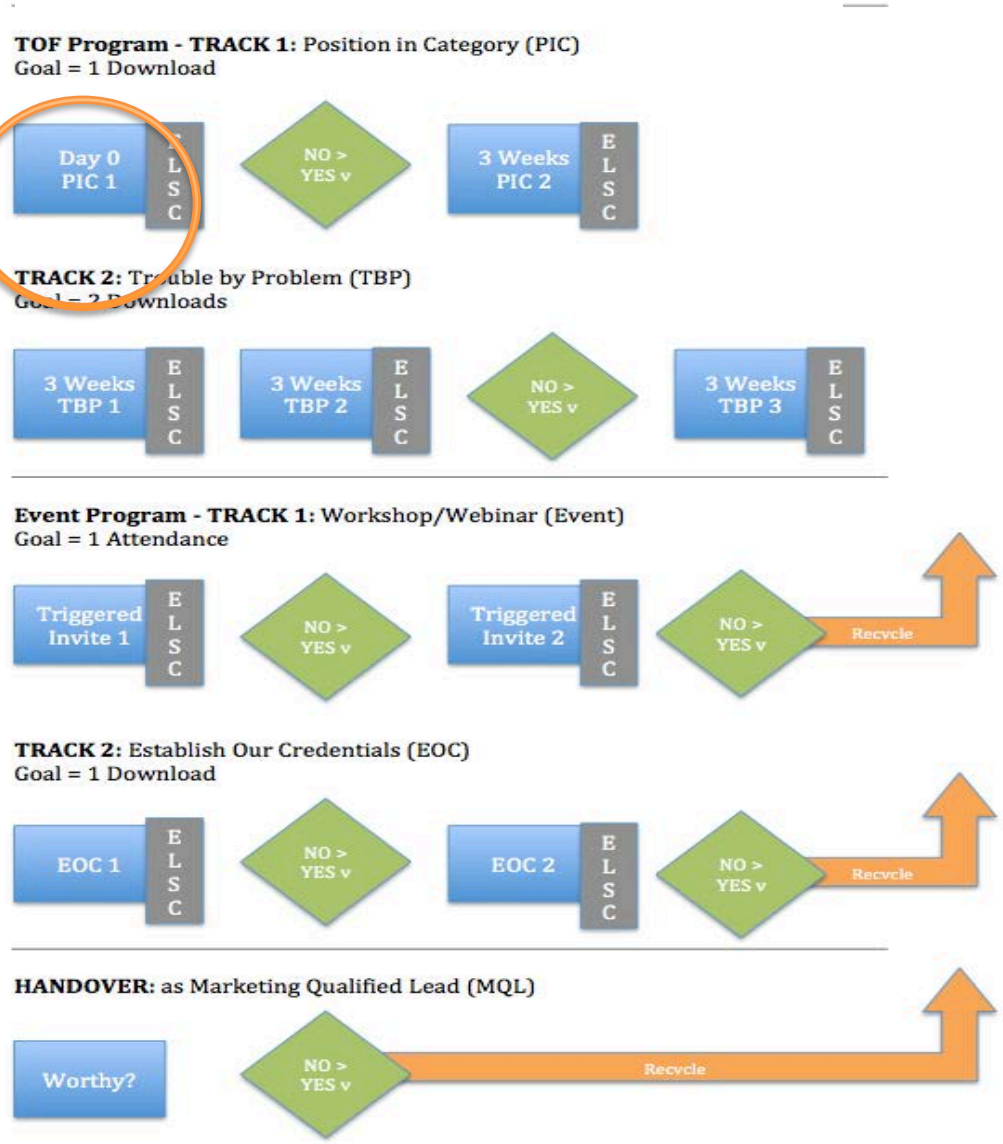
Establish Your Credentials **(EOC)**

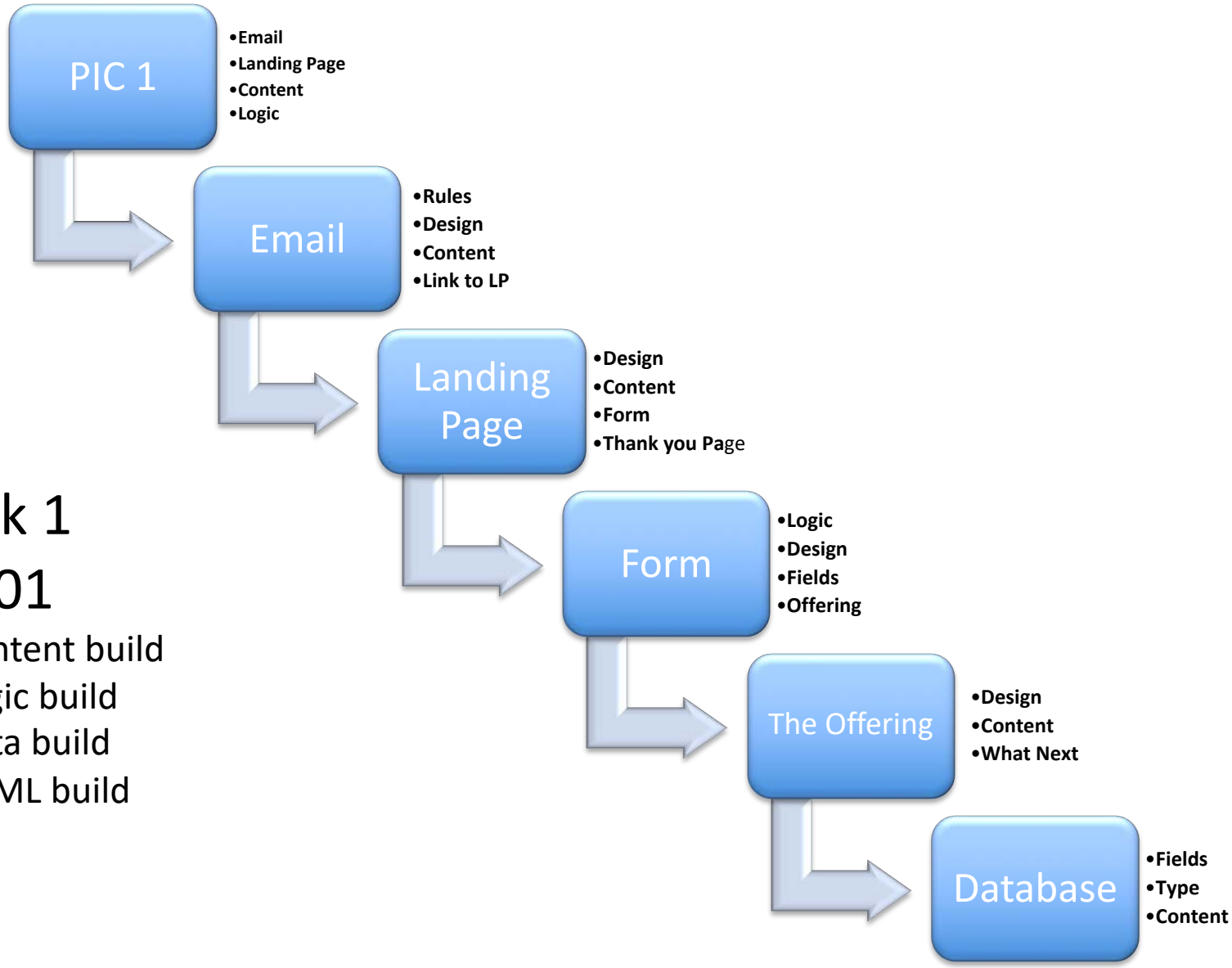
Progress buyers along their journey to want to buy from you…

…Until they're ready to talk to a sales person

# Carefully consider the FULL PROGRAM FLOW

Lets look at just
1 x step

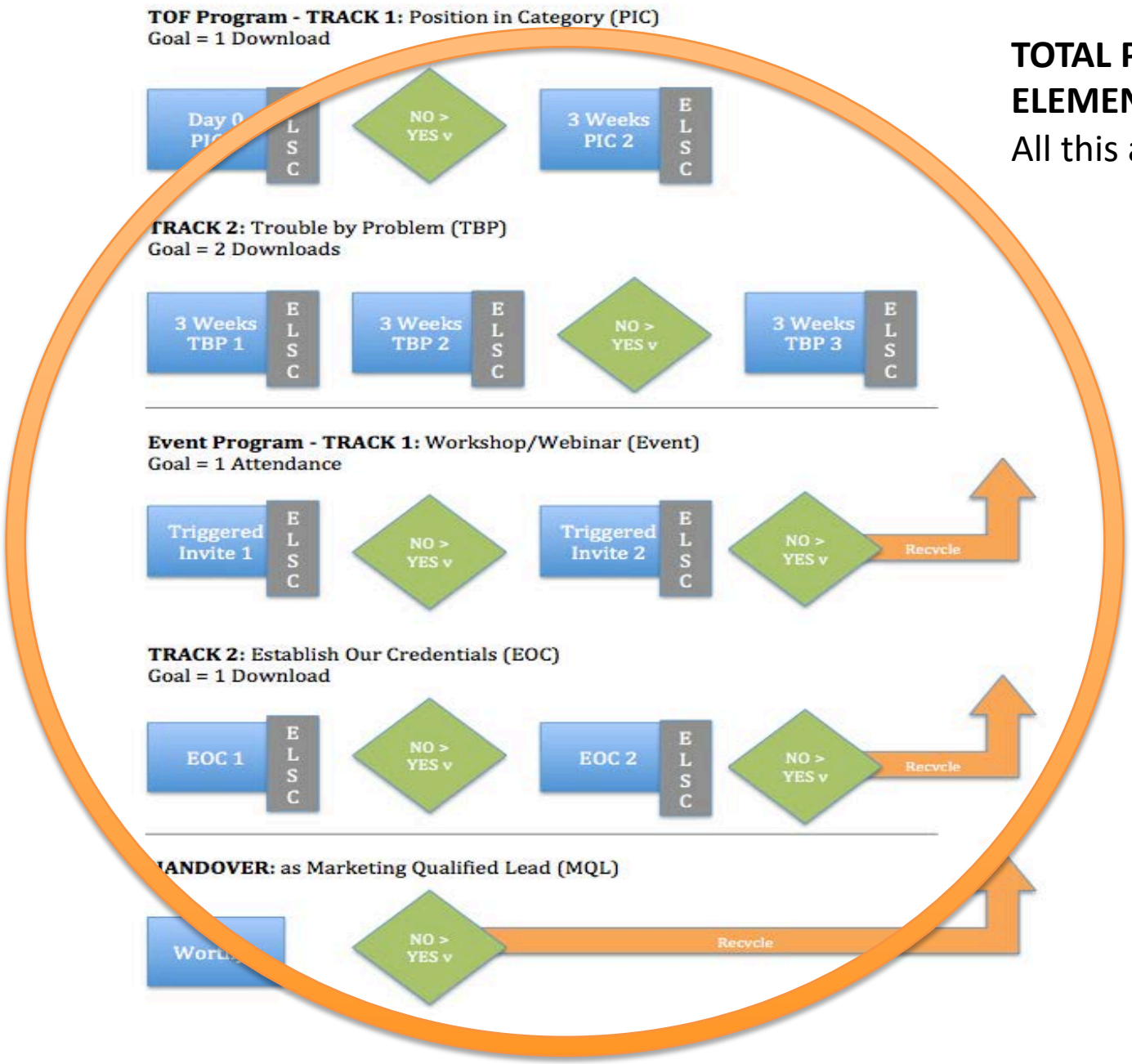





# Track 1

# PIC 01

- Content build
- Logic build
- Data build
- HTML build




**TOTAL PROGRAM ELEMENTS:**

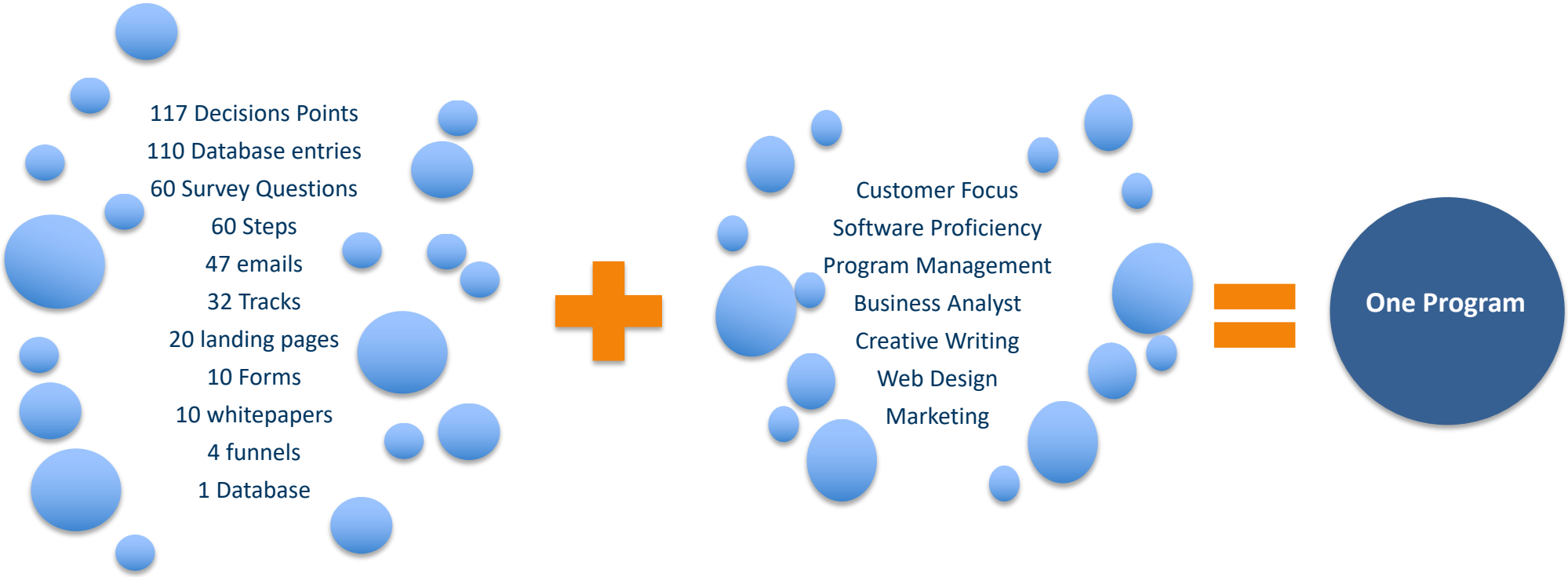
All this adds up to…

# A Basic Program Contains these Elements:

**Marketing Automation** software will help with this.

But in addition to the software you will also need….

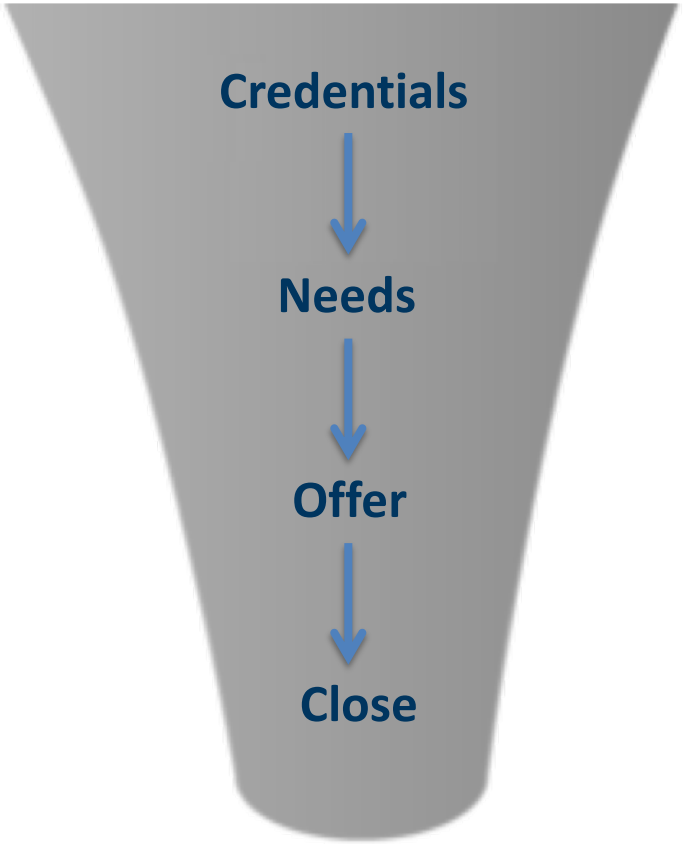
# LEAD NURTURING requires these elements




**471 Elements**

**7+ Skillsets**

# What is the BOTTOM OF FUNNEL?




## 5. Establish Credentials

Before they will trust us to help them further, buyers must understand and believe our credentials for solving their problems.

## 6. Understand & Define Needs

They know they've got a problem. And they now believe we can help them solve it. Now our buyers need to clearly understand and define what they need to do in order to start solving their problems.

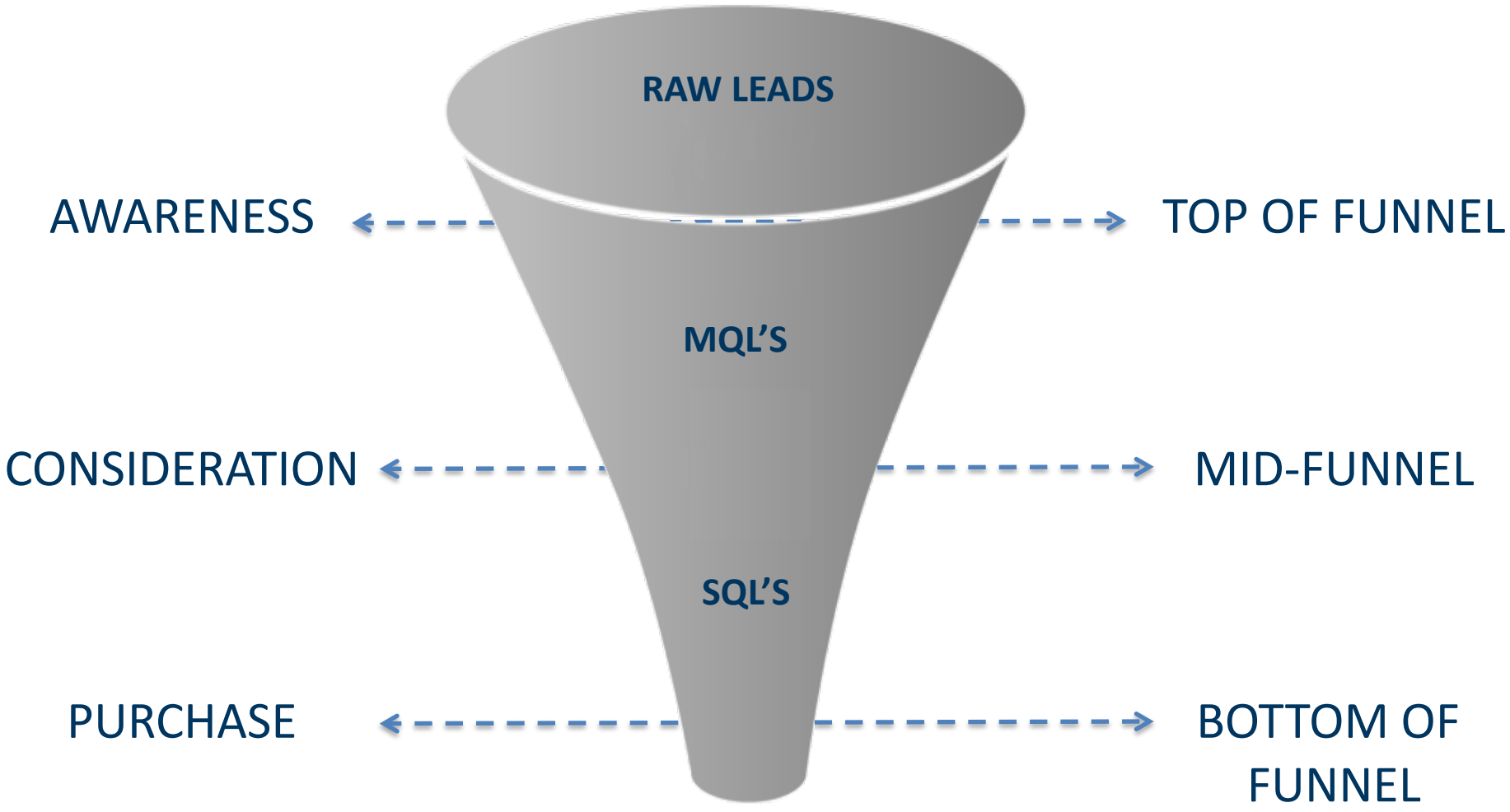
## 7. Accept Offers / Proposals

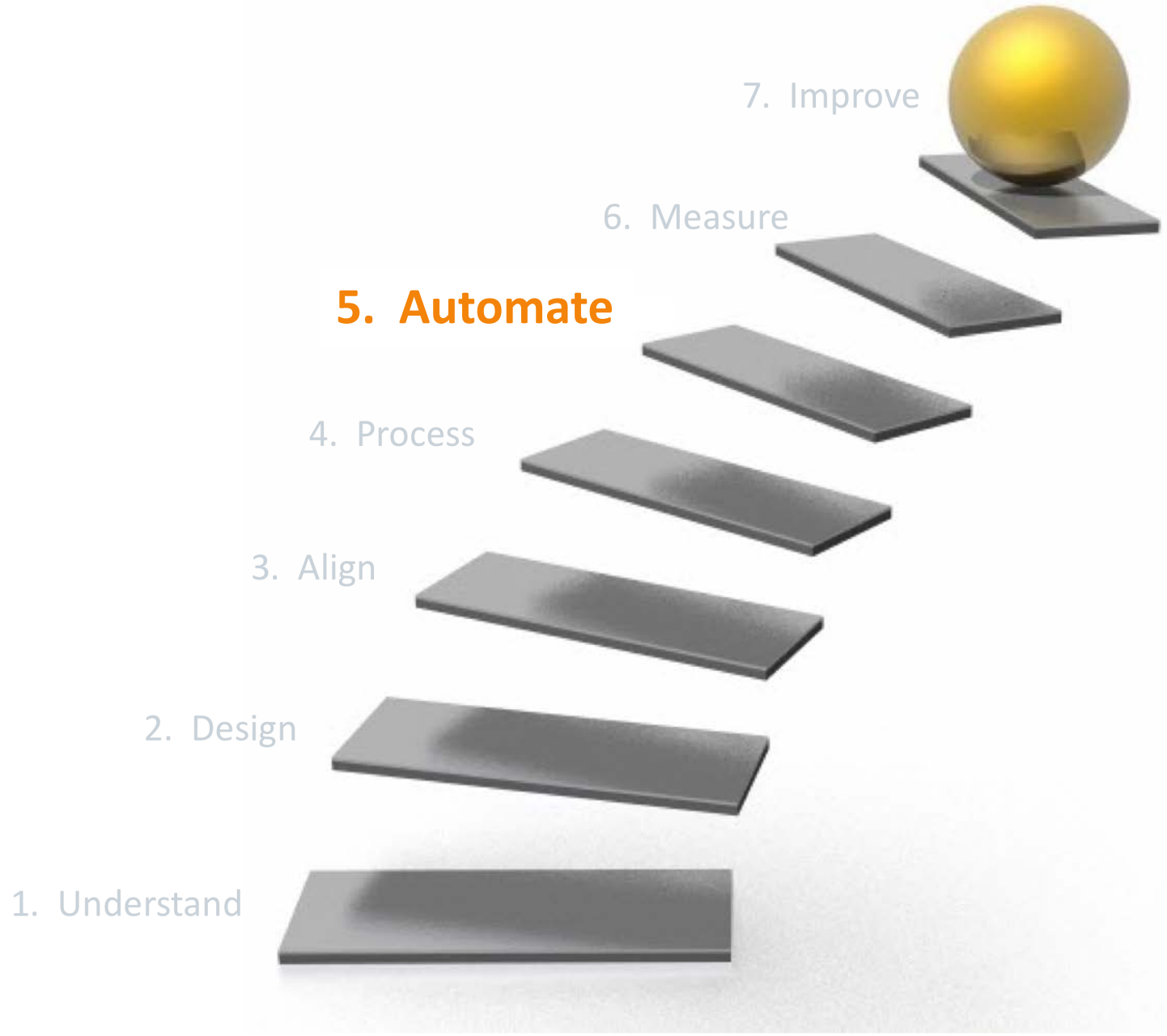
Armed with clear definition of their needs, buyers seek offers from providers who can address those needs. If you've managed the process well, one of those providers will be you. If you've done it really well, perhaps only you.

## 8. Close

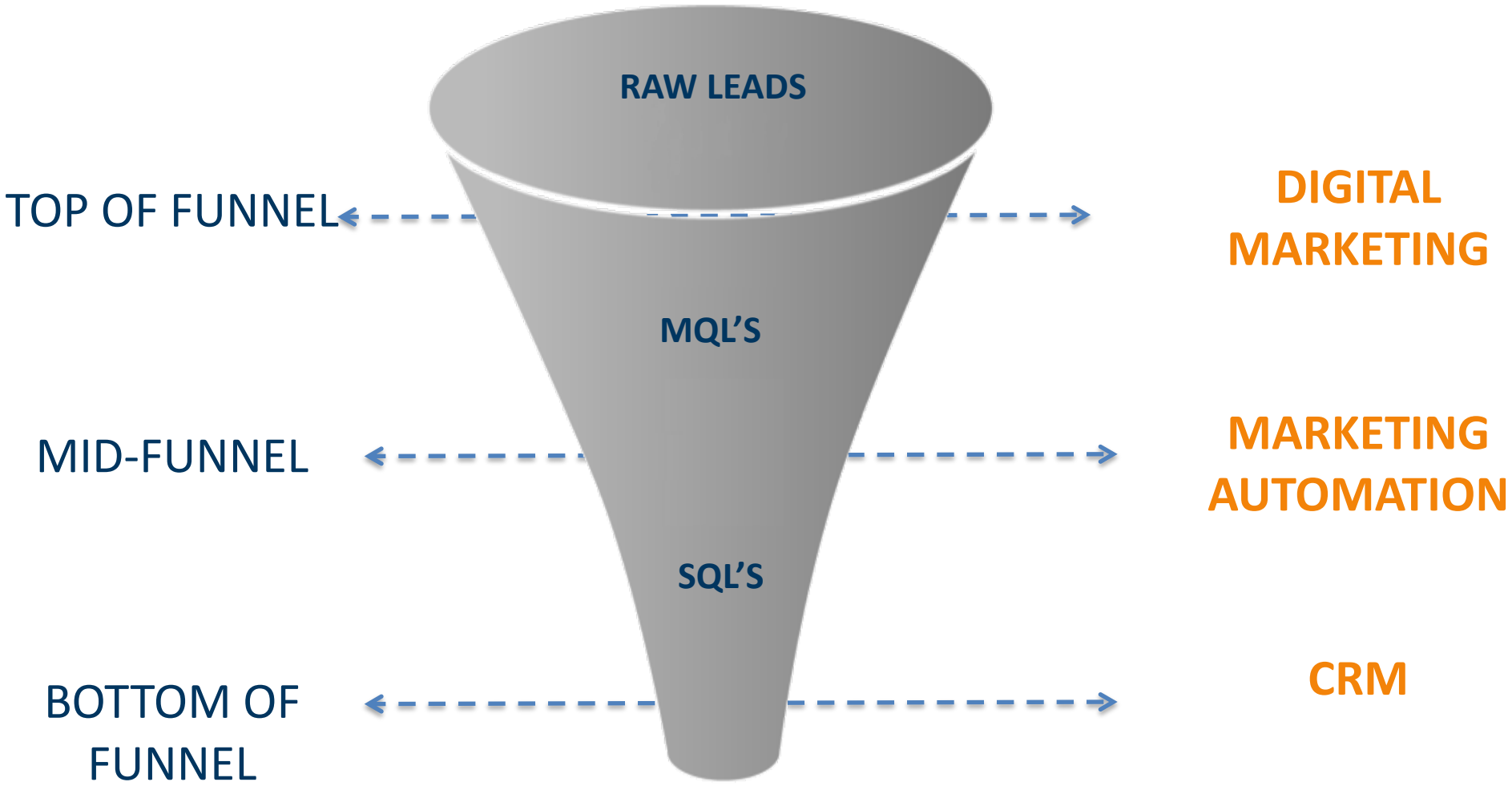
Self explanatory!

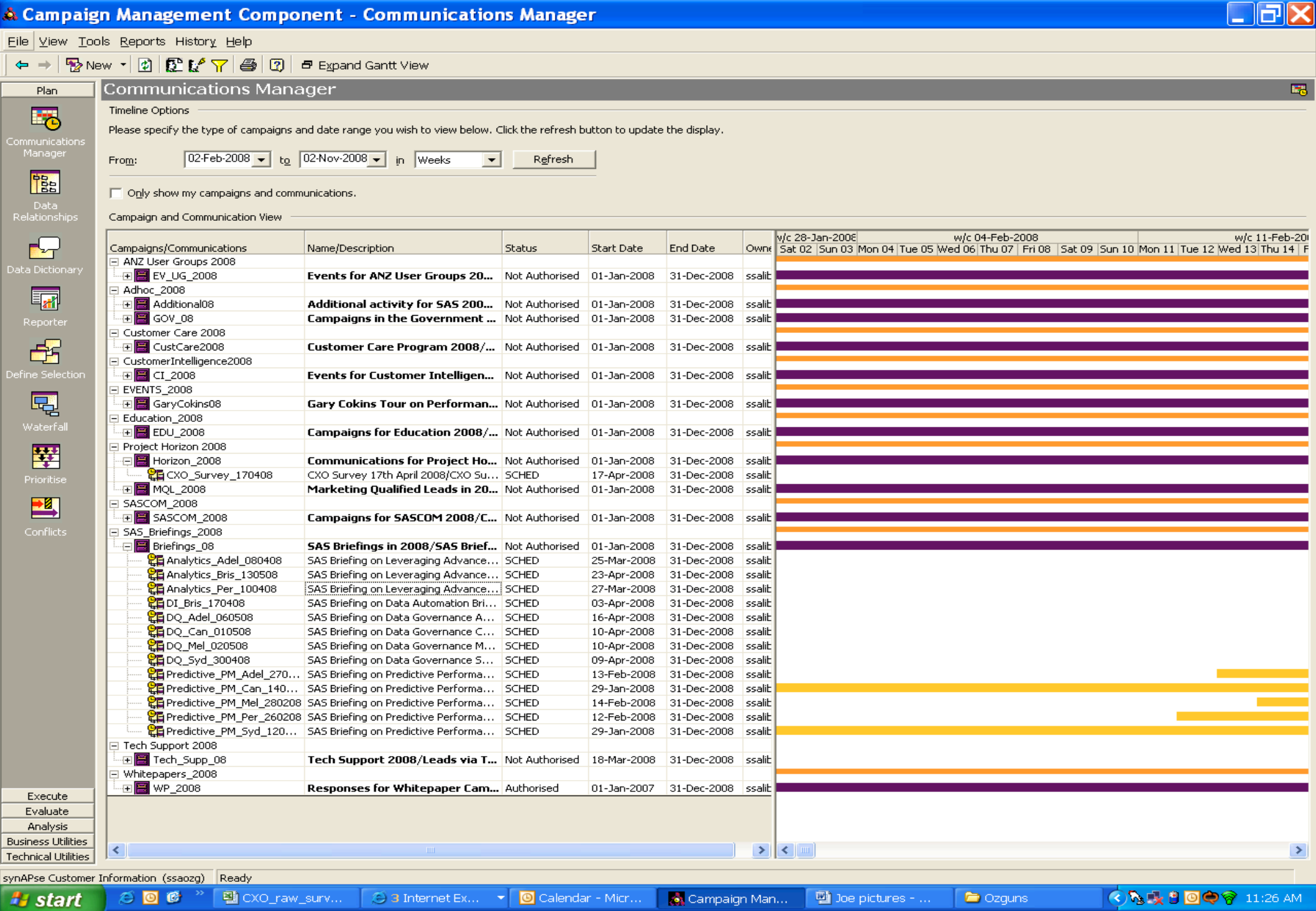
# Summary of the REVENUE PROCESS




7. Improve
6. Measure
5. Automate
4. Process
3. Align
2. Design
1. Understand

# Technology Enables AUTOMATION of the Process




Campaign Management Component - Communications Manager
File View Tools Reports History Help
New
Expand Gantt View
Plan
Communications Manager
Data Relationships
Data Dictionary
Reporter
Define Selection
Waterfall
Prioritise
Conflicts
Execute
Evaluate
Analysis
Business Utilities
Technical Utilities
Communications Manager
Timeline Options
Please specify the type of campaigns and date range you wish to view below. Click the refresh button to update the display.
From: 02-Feb-2008 to 02-Nov-2008 in Weeks Refresh
Only show my campaigns and communications.
Campaign and Communication View
Campaigns/Communications
Name/Description
Status
Start Date
End Date
Owne
w/c 28-Jan-2008
w/c 04-Feb-2008
w/c 11-Feb-20
Sat 02 Sun 03 Mon 04 Tue 05 Wed 06 Thu 07 Fri 08 Sat 09 Sun 10 Mon 11 Tue 12 Wed 13 Thu 14
ANZ User Groups 2008
EV_UG_2008 Events for ANZ User Groups 20... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
Adhoc_2008
Additional08 Additional activity for SAS 200... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
GOV_08 Campaigns in the Government ... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
Customer Care 2008
CustCare2008 Customer Care Program 2008/... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
CustomerIntelligence2008
CI_2008 Events for Customer Intelligen... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
EVENTS_2008
GaryCokins08 Gary Cokins Tour on Performan... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
Education_2008
EDU_2008 Campaigns for Education 2008/... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
Project Horizon 2008
Horizon_2008 Communications for Project Ho... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
CXO_Survey_170408 CXO Survey 17th April 2008/CXO Su... SCHED 17-Apr-2008 31-Dec-2008 ssalit
MQL_2008 Marketing Qualified Leads in 20... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
SASCOM_2008
SASCOM_2008 Campaigns for SASCOM 2008/C... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
SAS_Briefings_2008
Briefings_08 SAS Briefings in 2008/SAS Brief... Not Authorised 01-Jan-2008 31-Dec-2008 ssalit
Analytics_Adel_080408 SAS Briefing on Leveraging Advance... SCHED 25-Mar-2008 31-Dec-2008 ssalit
Analytics_Bris_130508 SAS Briefing on Leveraging Advance... SCHED 23-Apr-2008 31-Dec-2008 ssalit
Analytics_Per_100408 SAS Briefing on Leveraging Advance... SCHED 27-Mar-2008 31-Dec-2008 ssalit
DI_Bris_170408 SAS Briefing on Data Automation Bri... SCHED 03-Apr-2008 31-Dec-2008 ssalit
DQ_Adel_060508 SAS Briefing on Data Governance A... SCHED 16-Apr-2008 31-Dec-2008 ssalit
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DQ_Mel_020508 SAS Briefing on Data Governance M... SCHED 10-Apr-2008 31-Dec-2008 ssalit
DQ_Syd_300408 SAS Briefing on Data Governance S... SCHED 09-Apr-2008 31-Dec-2008 ssalit
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Predictive_PM_Syd_120... SAS Briefing on Predictive Performa... SCHED 29-Jan-2008 31-Dec-2008 ssalit
Tech Support 2008
Tech_Supp_08 Tech Support 2008/Leads via T... Not Authorised 18-Mar-2008 31-Dec-2008 ssalit
Whitepapers_2008
WP_2008 Responses for Whitepaper Cam... Authorised 01-Jan-2007 31-Dec-2008 ssalit
synAPse Customer Information (ssaozg)
Ready
start
CXO_raw_surv...
3 Internet Ex...
Calendar - Micr...
Campaign Man...
Joe pictures - ...
Ozguns
11:26 AM

# View Lead Scores

**Lead Status:** All

**Last Update Range From:** 02/04/2008 **To:** 02/05/2008

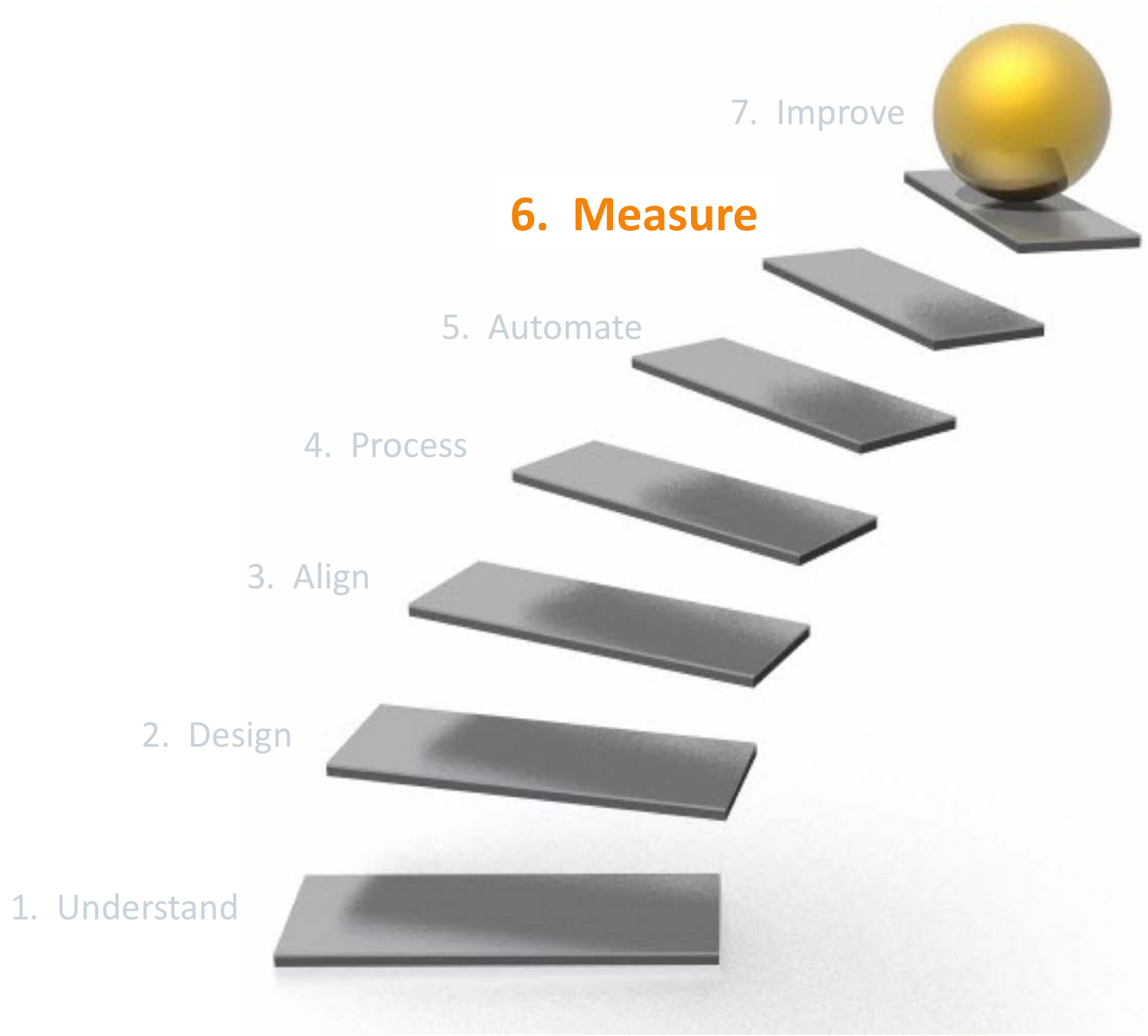
**% Score Range From:** 50 **To:** 100 GO EXPORT

88 records

| Card | Name | Position | Company | Lead Score | BDM | Last Contact | Lead Stat |
|---|---|---|---|---|---|---|---|
| | Rochelle Holstein | Retail Credit Support Manager | National Australia Bank Ltd | 76% | marketing | | Not Qualified |
| | Alex Ma | Statistics | Department of Immigration | 68% | marketing | | Not Qualified |
| | Ekta Nankani | student | uws | 68% | marketing | | Not Qualified |
| | David Gee | Director of Business Strategy | Telstra Wholesale | 67% | marketing | | Not Qualified |
| | Michael Thompson | Consultant | Department of Education Employment and Workplace Relations | 66% | marketing | | Not Qualified |
| | Darren Johnson | Development Manager | HBOS Australia | 66% | marketing | | Not Qualified |
| | Leo Zhu | Senior Analyst Mortgages | HSBC Bank Australia Ltd | 66% | marketing | | Not Qualified |
| | Lucas Perrett | Business Analyst | Telstra Corporation Ltd | 66% | marketing | | Not Qualified |
| | Steven Starr | Manager, Strategy, Planning and Performance | CorpTech | 65% | marketing | | Not Qualified |
| | Craig Smith | Business Improvement Manager | Hills Industries | 65% | marketing | | Not Qualified |
| | Prapai Piggott | Senior Data Analyst | Health Department of Western Australia | 62% | marketing | | Not Qualified |
| | Peter Ortmueller | HR & Training Coordinator | Patience Bulk Haulage | 62% | marketing | | Not Qualified |
| | Steven Wojnarowski | Business Intelligence Manager | Victoria University | 62% | marketing | | Not Qualified |
| | john racker | ohs manager | biscom | 61% | marketing | | Not Qualified |
| | Elias Bampos | Program Manager BI & Data Warehouse | OPTUS | 61% | marketing | | Not Qualified |
| | Marlene Daicopoulos | Policy Management Officer | Townsville City Council | 61% | marketing | | Not Qualified |
| | Linda Monteith | GM HR | Oaks Hotels and Resorts | 60% | marketing | | Not Qualified |
| | Jeff Ryan | Contract Accountant | Paribus Pty Ltd | 60% | marketing | | Not Qualified |

## Campaign: Social Media-Related ( Create new email | Settings | Reports ) HubSpot

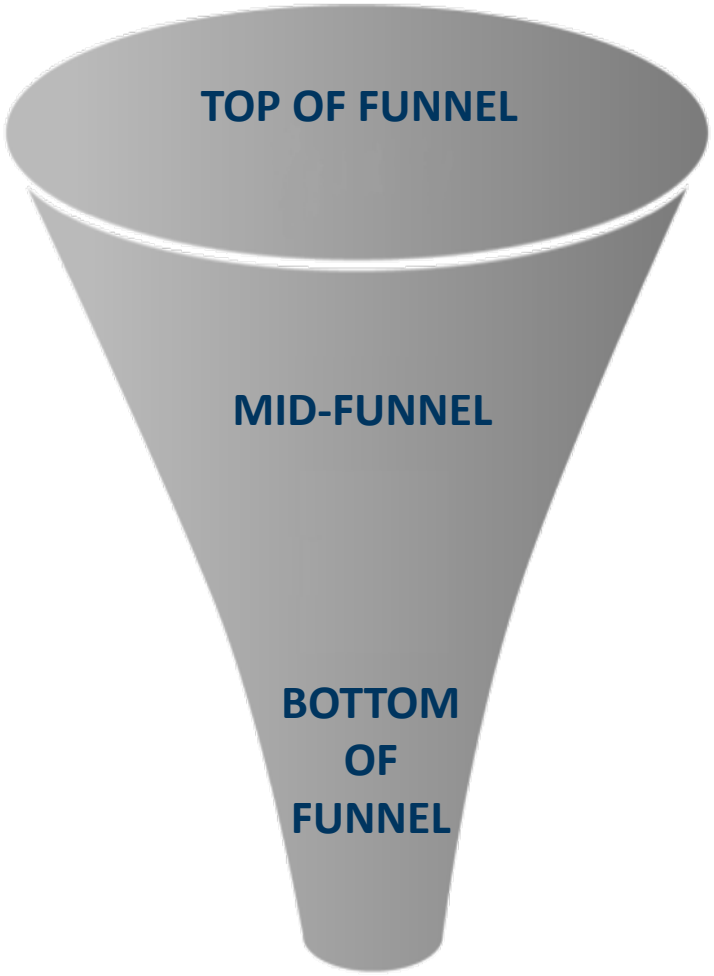
| STATUS | SUBJECT LINE | TIMING | |
|---|---|---|---|
| On (Turn off) | 6 Reasons Social Media Helps Grow Business<br>Unique clicks: 2.7% ... more | Day 1 | Edit email<br>Preview<br>Delete |
| On (Turn off) | 7 Twitter Ideas to Improve Your Marketing & PR<br>Unique clicks: 2.04% ... more | Day 3 | Edit email<br>Preview<br>Delete |
| On (Turn off) | Help - My Twitter Handle is Taken<br>Unique clicks: 0.63% ... more | Day 5 | Edit email<br>Preview<br>Delete |
| On (Turn off) | Use Twitter to Monitor, Follow & Engage<br>Unique clicks: 4.41% ... more | Day 10 | Edit email<br>Preview<br>Delete |
| On (Turn off) | 5 Steps to Monitor Social Media on Your Time<br>Unique clicks: 2.86% ... more | Day 15 | Edit email<br>Preview<br>Delete |


7. Improve
6. Measure
5. Automate
4. Process
3. Align
2. Design
1. Understand

**IN GOD WE TRUST.**

**ALL OTHERS BRING DATA!**

# Identify Your KEY PROGRESSION METRICS




Conversion of **LEADS** to **APPOINTMENTS?**

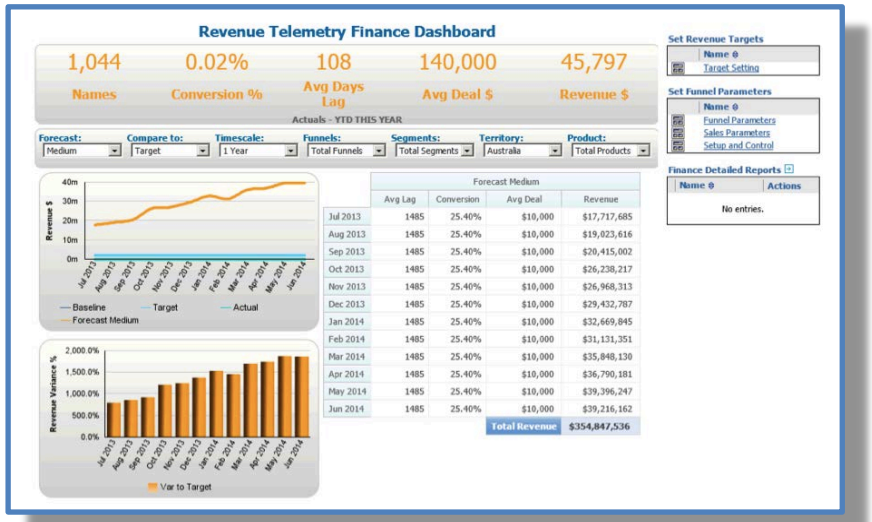
↓

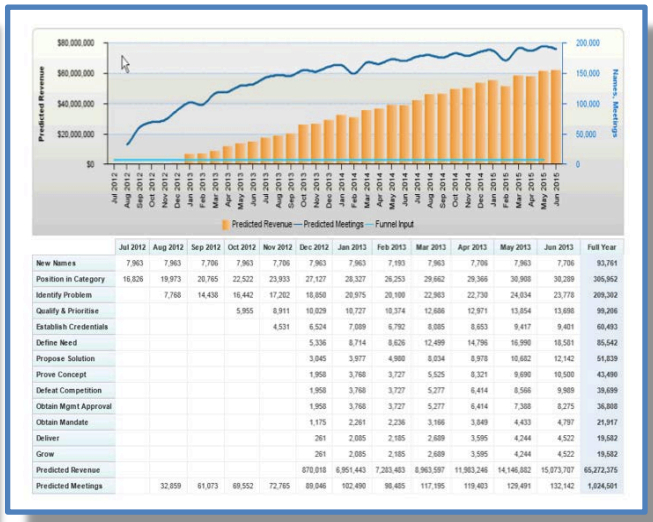
Conversion of **APPOINTMENTS** to **OFFERS?**

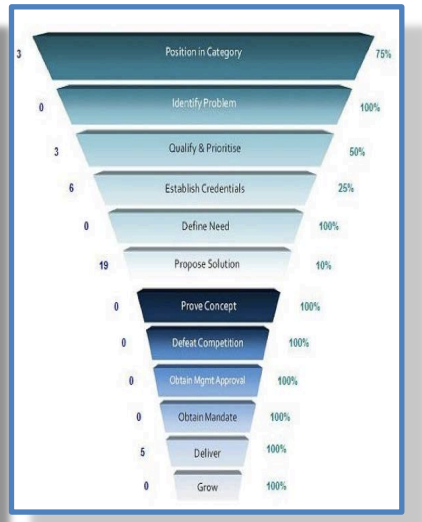
↓

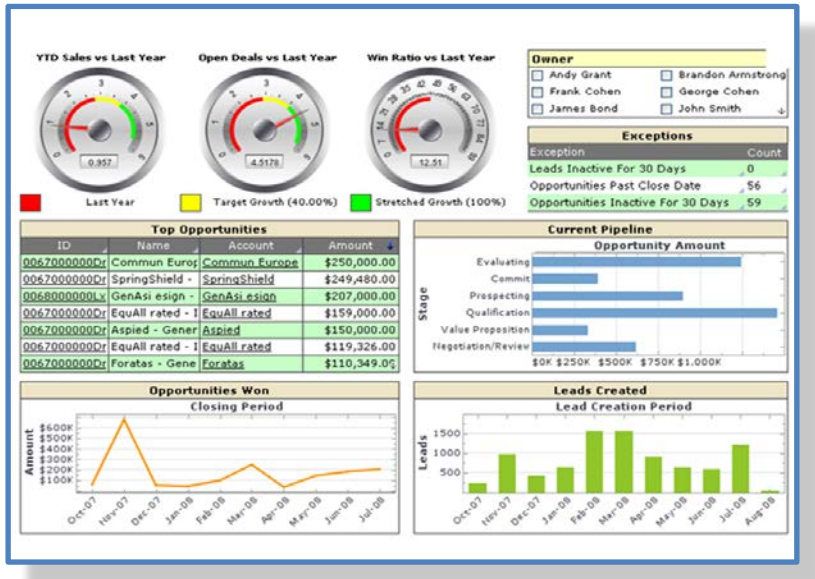
Conversion of **OFFERS** to **CLOSURES?**

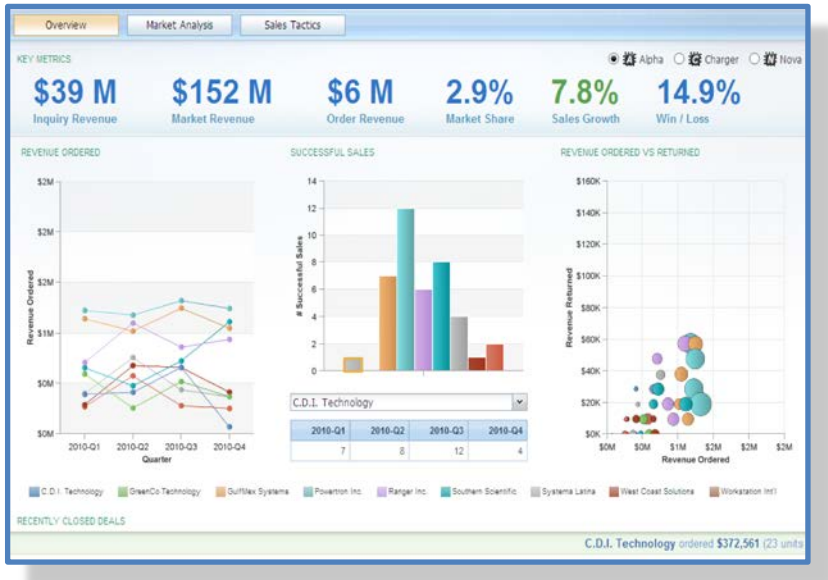
# Use PREDICTIVE ANALYTICS to manage the FUTURE – not just the present



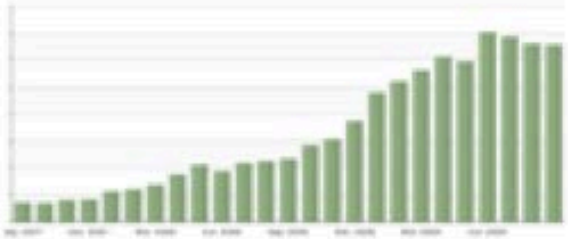
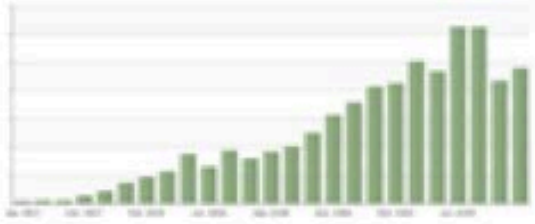
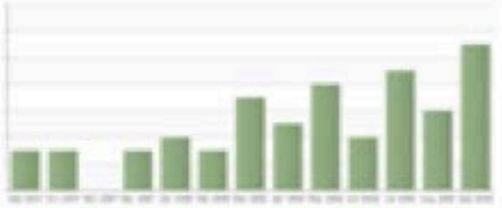
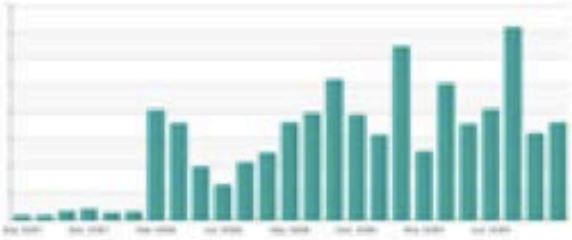
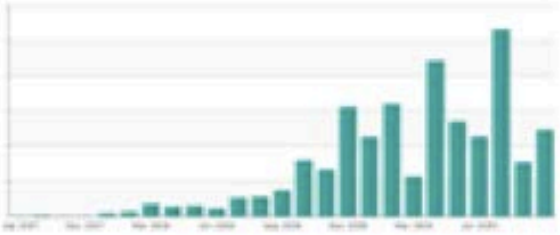
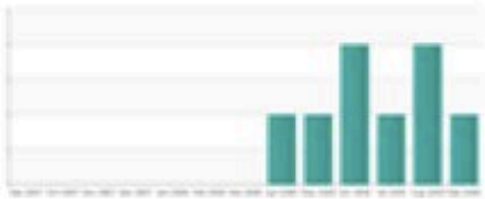



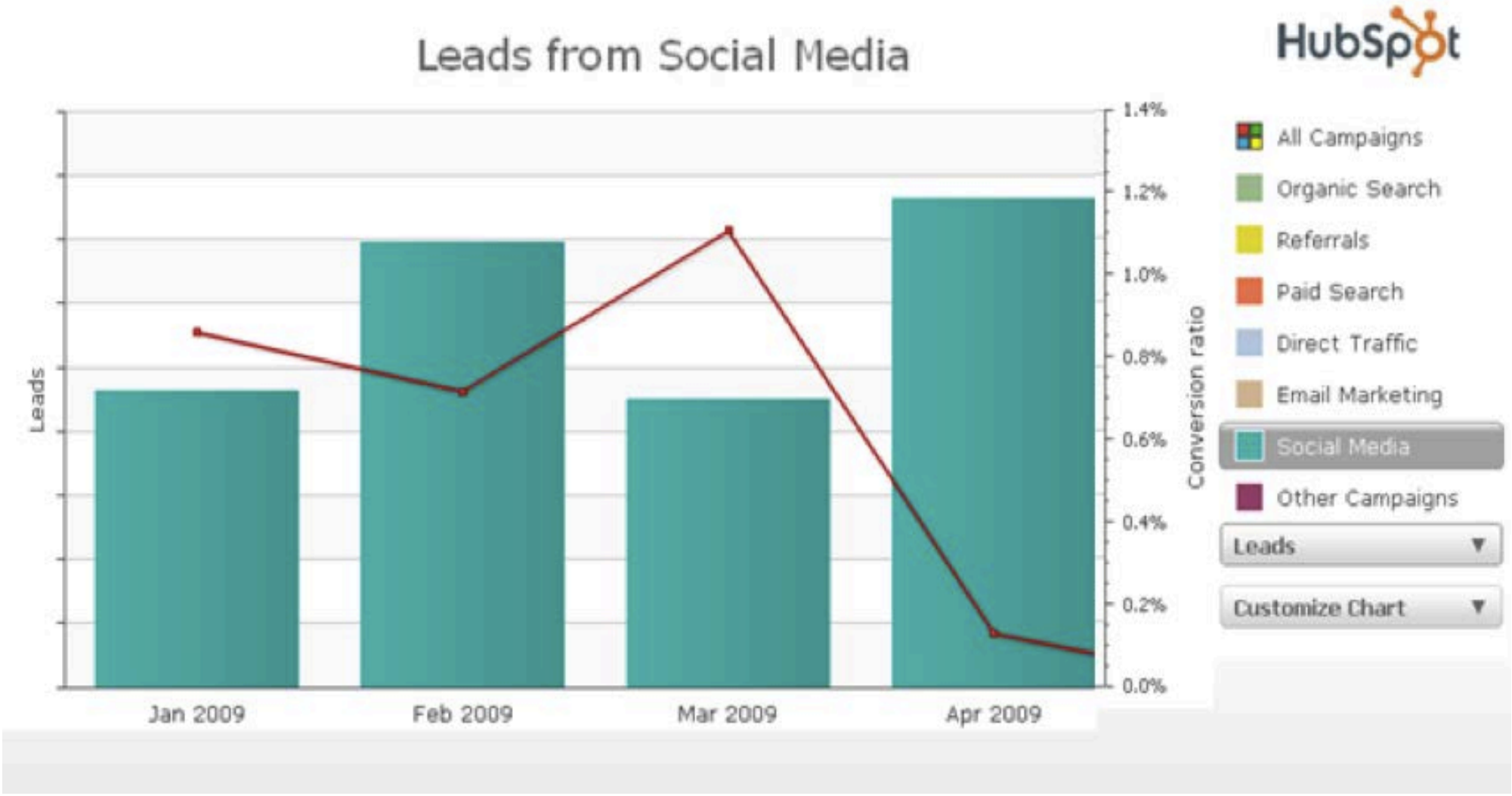



HubSpot

| | Visitors | Leads | Sales |
|---|---|---|---|
| SEO |  |  |  |
| Social Media |  |  |  |

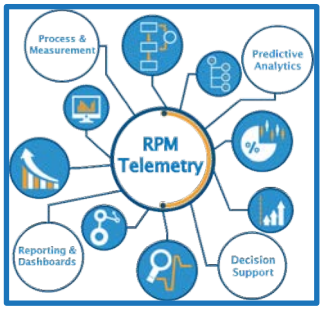
| REFERRER | VISITS | VISIT TO LEAD | LEADS | LEAD TO CUSTOMER | CUSTOMERS ▼ | VISIT TO CUSTOMER | VISITS BY MONTH |
|---|---|---|---|---|---|---|---|
| websitegrader.com | [redacted] | 25% | [redacted] | 1.2% | [redacted] | .3% | |
| blog.hubspot.com | [redacted] | 8.9% | [redacted] | .97% | [redacted] | .087% | |

| SITE | VISITS ▼ | VISIT TO LEAD | LEADS | LEAD TO CUSTOMER | CUSTOMERS | VISIT TO CUSTOMER |
|---|---|---|---|---|---|---|
| Twitter | 3,964 | 4.2% | 168 | 2.4% | 4 | .1% |
| LinkedIn | 3,162 | 9.6% | 303 | 1.7% | 5 | .16% |
| Facebook | 3,145 | 8.9% | 281 | 1.8% | 5 | .16% |
| StumbleUpon | 355 | .28% | 1 | 0% | 0 | 0% |
| Delicious | 262 | 1.1% | 3 | 0% | 0 | 0% |
| YouTube | 138 | 2.9% | 4 | 0% | 0 | 0% |
| SlideShare | 136 | 4.4% | 6 | 17% | 1 | .74% |
| Wikipedia | 57 | 7% | 4 | 0% | 0 | 0% |
| Ning | 43 | 7% | 3 | 0% | 0 | 0% |


Leads from Social Media
HubSpot
Leads
Conversion ratio
1.4%
1.2%
1.0%
0.8%
0.6%
0.4%
0.2%
0.0%
Jan 2009
Feb 2009
Mar 2009
Apr 2009
All Campaigns
Organic Search
Referrals
Paid Search
Direct Traffic
Email Marketing
Social Media
Other Campaigns
Leads
Customize Chart

Only by measuring the **CONVERSION THROUGHPUT** and **VELOCITY** of your Funnel(s) can you identify what is working, what isn't working – and where the **BLOCKAGES** are. Once you know where they are, you can act to rectify them.

| | Jan 2012 | Feb 2012 | Mar 2012 | Apr 2012 | May 2012 | Jun 2012 | Jul 2012 | Aug 2012 | Sep 2012 | Oct 2012 | Nov 2012 | Dec 2012 | Total 2012 | Total 2013 | Total 2014 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Funnel Input | 1,000 | 1,000 | 400 | 400 | 200 | 200 | 200 | 100 | 100 | 0 | 0 | 0 | 3,600 | 0 | 7,800 |
| Position in Category | 258 | 366 | 345 | 270 | 222 | 184 | 191 | 120 | 102 | 67 | 44 | 31 | 2,199 | 72 | 4,152 |
| Identify Problem | 41 | 95 | 158 | 153 | 117 | 97 | 91 | 74 | 53 | 42 | 31 | 21 | 974 | 48 | 1,705 |
| Qualify & Prioritise | 5 | 53 | 103 | 72 | 97 | 93 | 82 | 59 | 48 | 45 | 29 | 22 | 709 | 56 | 1,159 |
| Establish Credentials | 61 | 11 | 39 | 57 | 54 | 52 | 61 | 61 | 45 | 38 | 29 | 25 | 533 | 64 | 701 |
| Define Need | 20 | 68 | 21 | 69 | 82 | 83 | 72 | 105 | 112 | 116 | 108 | 113 | 969 | 967 | 1,420 |
| Propose Solution | 13 | 25 | 8 | 27 | 31 | 32 | 27 | 39 | 42 | 43 | 40 | 42 | 370 | 355 | 539 |
| Prove Concept | 0 | 0 | 5 | 11 | 12 | 24 | 32 | 34 | 28 | 40 | 44 | 39 | 268 | 372 | 497 |
| Defeat Competition | 20 | 0 | 5 | 11 | 12 | 18 | 34 | 26 | 33 | 33 | 37 | 41 | 270 | 379 | 486 |
| Obtain Mgmt Approval | 5 | 0 | 1 | 3 | 3 | 4 | 9 | 7 | 8 | 8 | 9 | 10 | 68 | 95 | 121 |
| Obtain Mandate | 2 | 5 | 0 | 2 | 4 | 2 | 4 | 8 | 7 | 8 | 7 | 8 | 58 | 100 | 112 |
| Deliver | 2 | 5 | 0 | 2 | 4 | 2 | 4 | 8 | 7 | 8 | 7 | 8 | 58 | 100 | 112 |
| Grow | 2 | 5 | 0 | 2 | 4 | 2 | 4 | 8 | 7 | 8 | 7 | 8 | 58 | 100 | 112 |
| Predicted Revenue | 50,000 | 125,000 | 0 | 47,631 | 90,202 | 57,342 | 91,824 | 197,895 | 182,855 | 209,587 | 184,533 | 202,638 | 1,439,508 | 2,985,797 | 3,913,584 |
| Predicted Meetings | 122 | 161 | 61 | 158 | 186 | 225 | 262 | 325 | 362 | 369 | 351 | 373 | 2,954 | 2,938 | 4,153 |



# WHAT IS STOPPING YOU FROM INCREASING YOUR SALES BY 100%?

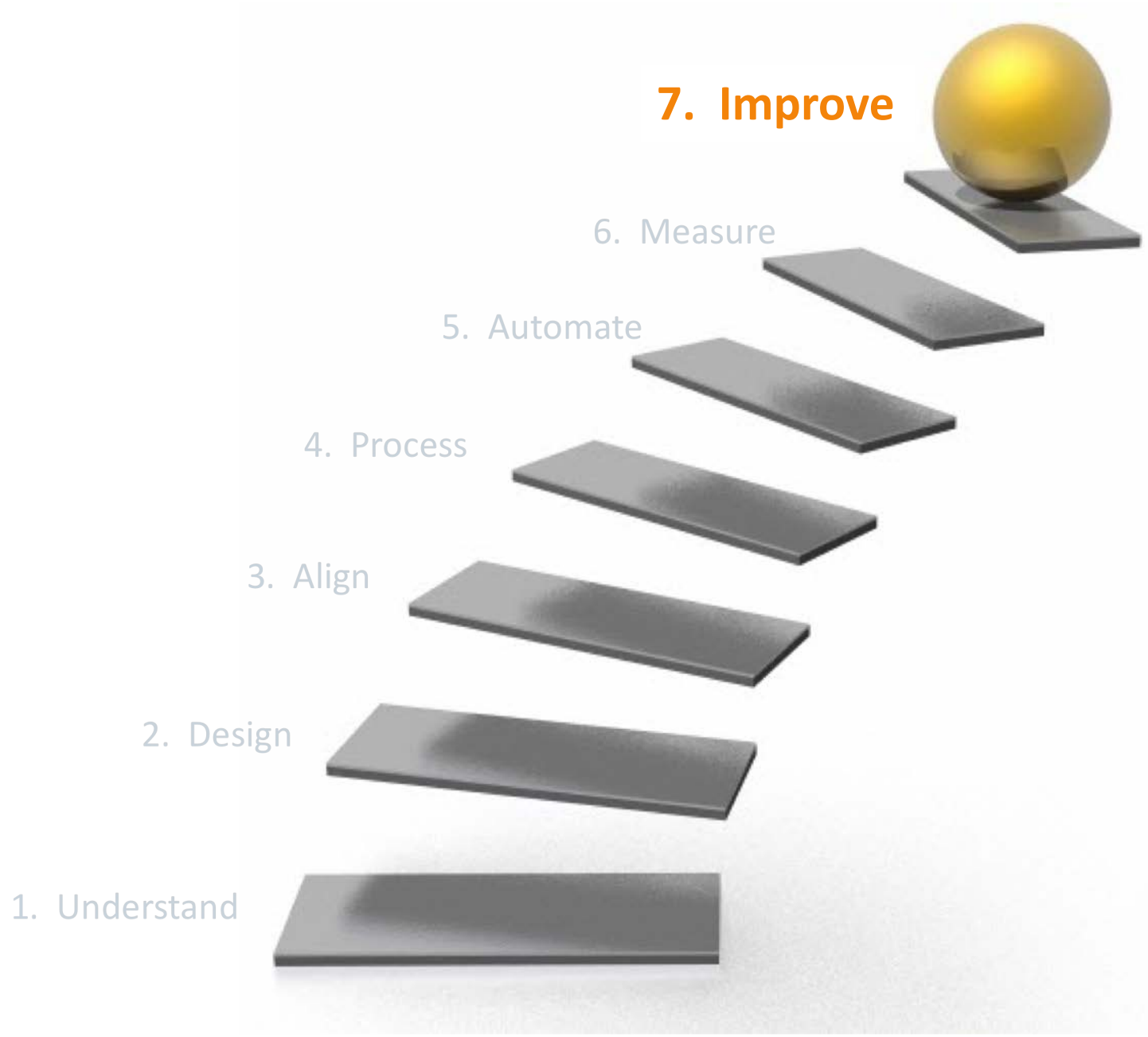
| | | | | |
|---|---|---|---|---|
| A. | Lead to Appointment (Top of Funnel) | 35% | IMPROVE BY **5%** = | 40% |
| B. | Appointment to Offer (Mid-Funnel) | 35% | IMPROVE BY **5%** = | 40% |
| C. | Offer to Close (Botton of Funnel) | 20% | IMPROVE BY **10%** = | 30% |
| D. | End-to-End Conversion (AxBxC) | 2.45% | | 4.80% |
| E. | Sales | $20,000,000 | | $39,183,673 |

**INCREMENTAL IMPROVEMENTS** at each stage of the Funnel can result in dramatic increases in End-to-End Revenue Performance.

Assuming your company was operating at the average Australian conversion benchmarks, 5% Improvements at Top and Mid and 10% at Bottom of Funnel will drive a **96% OVERALL INCREASE** in revenue.

Would an investment equal to
**.5% OF SALES** be worth it for that?

| | | | |
|---|---|---|---|
| E. | Sales | $20,000,000 | $39,183,673 |
| F. | Cost of Sales | $13,200,000 | $25,861,224 |
| G. | Gross Margin (E-F) | $6,800,000 | $13,322,449 |
| | Gross Margin % | 34% | 34% |
| H. | Overheads | $5,800,000 | $6,800,000 |
| J. | EBITDA (G-H) | $1,000,000 | $6,522,449 |
| K. | Value Multiple | 4 | 4 |
| L. | Valuation (JxK) | $4,000,000 | $26,089,796 |


7. Improve
6. Measure
5. Automate
4. Process
3. Align
2. Design
1. Understand

TOUGH
DECISIONS
AHEAD
HOW?

1. WHERE ARE WE NOW?
- What's working well?
- What's holding us back?
- Where are the opportunities?
- What are the risks?
2. WHAT SHOULD WE DO?
3. HOW DO WE START?

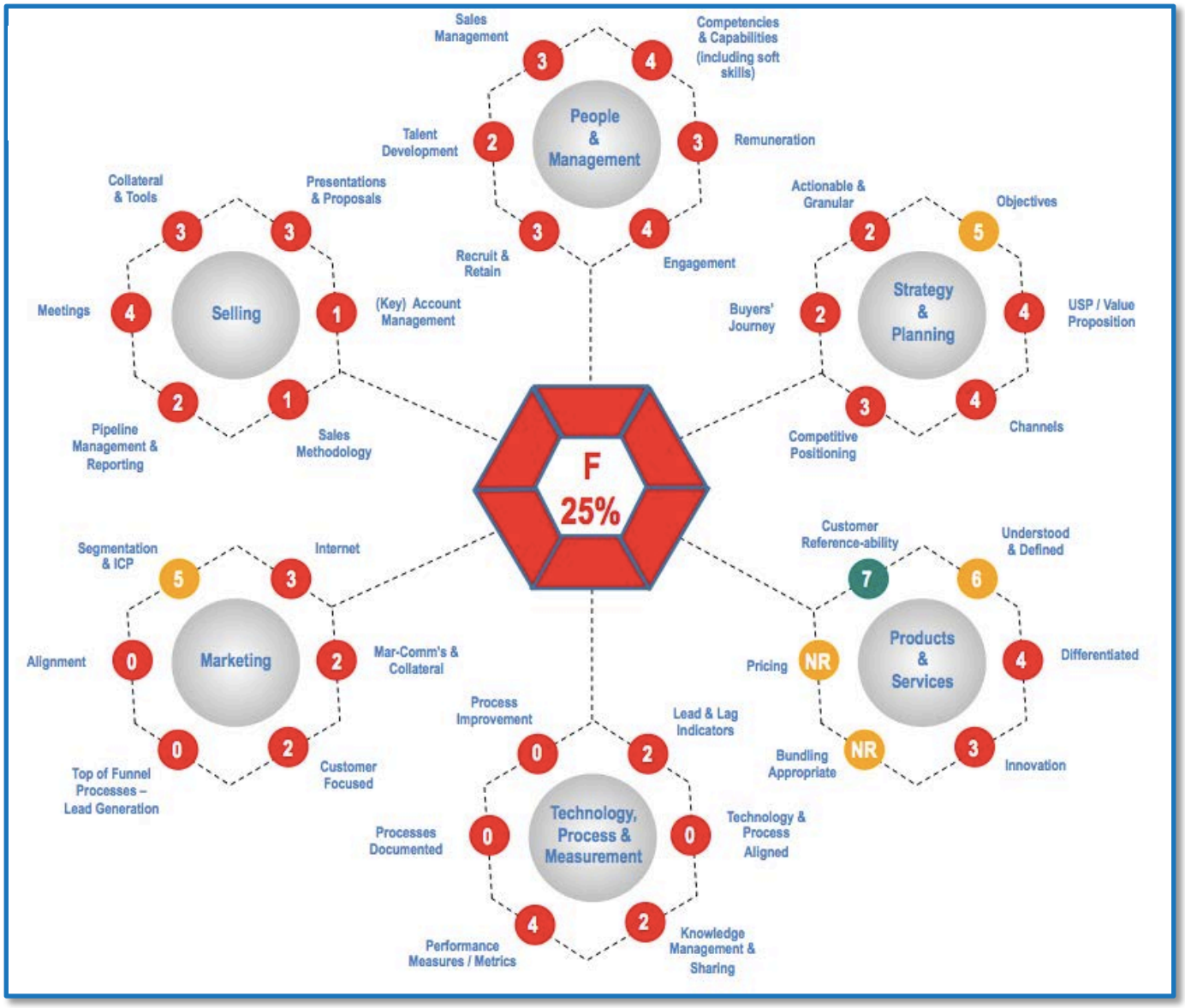
# Revenue Performance DIAGNOSTIC

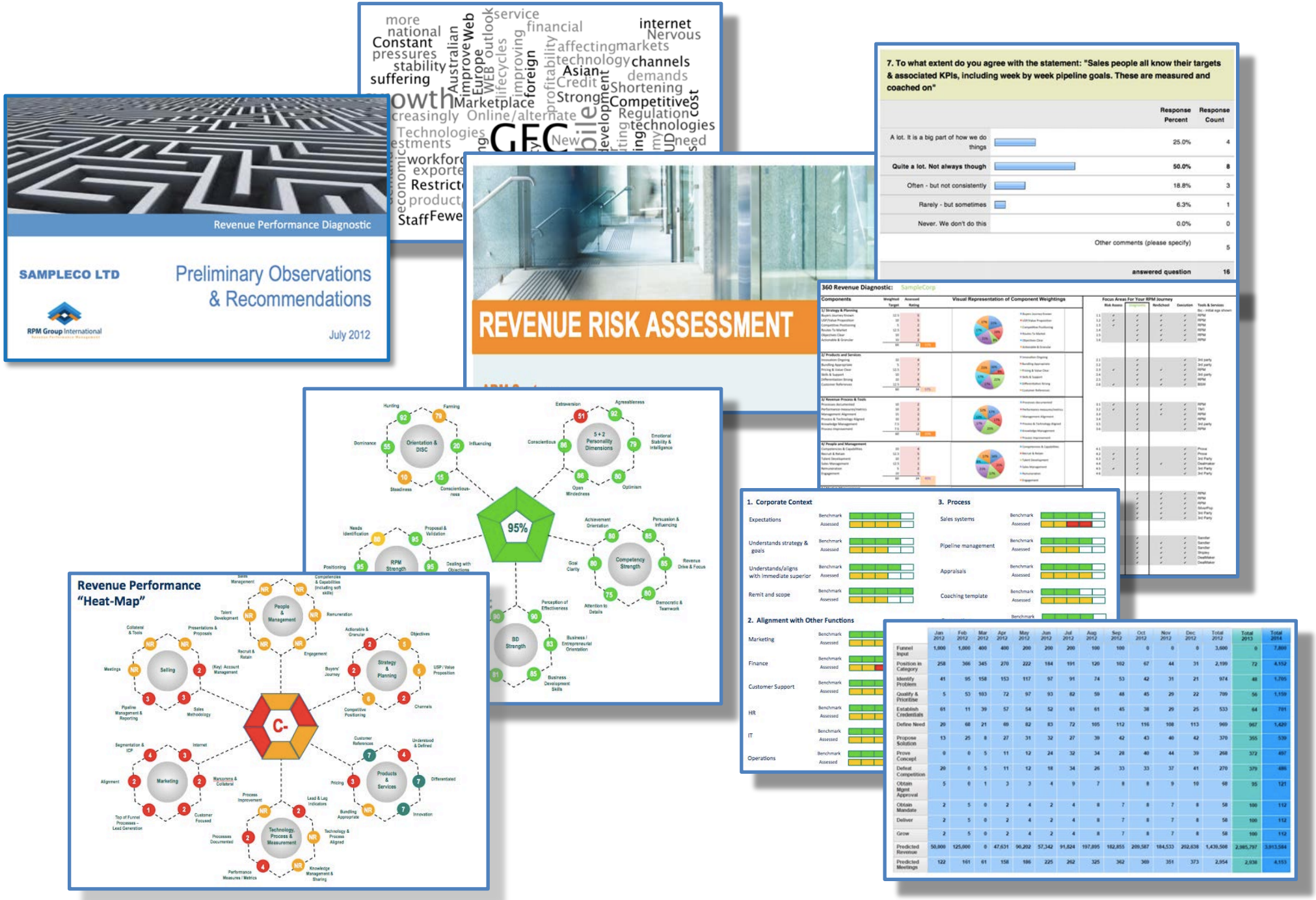
You need to start with as accurate and complete a picture of your current position, capabilities and risks as you can afford to prepare.

If you start with rubbish, you'll end with rubbish.

Be careful about running initial diagnostics on your current revenue systems yourself.

If you had a pain in your chest that wouldn't go away, would you diagnose yourself – or call a doctor with an ECG?





Revenue Performance Diagnostic
SAMPLECO LTD
Preliminary Observations & Recommendations
RPM Group International
July 2012
REVENUE RISK ASSESSMENT
7. To what extent do you agree with the statement: "Sales people all know their targets & associated KPIs, including week by week pipeline goals. These are measured and coached on"
Response Percent
Response Count
A lot. It is a big part of how we do things 25.0% 4
Quite a lot. Not always though 50.0% 8
Often - but not consistently 18.8% 3
Rarely - but sometimes 6.3% 1
Never. We don't do this 0.0% 0
Other comments (please specify) 5
answered question 16
360 Revenue Diagnostic: SampleCorp
Components
Visual Representation of Component Weightings
Focus Areas For Your RPM Journey
Orientation & DISC
5 + 2 Personality Dimensions
95%
RPM Strength
Competency Strength
BD Strength
Revenue Performance "Heat-Map"
C-
People & Management
Selling
Strategy & Planning
Marketing
Products & Services
Technology, Process & Measurement
1. Corporate Context
Expectations
Understands strategy & goals
Understands/aligns with immediate superior
Remit and scope
2. Alignment with Other Functions
Marketing
Finance
Customer Support
HR
IT
Operations
3. Process
Sales systems
Pipeline management
Appraisals
Coaching template
Benchmark
Assessed

# The skills and competencies of your MANAGEMENT and PEOPLE will be critical.

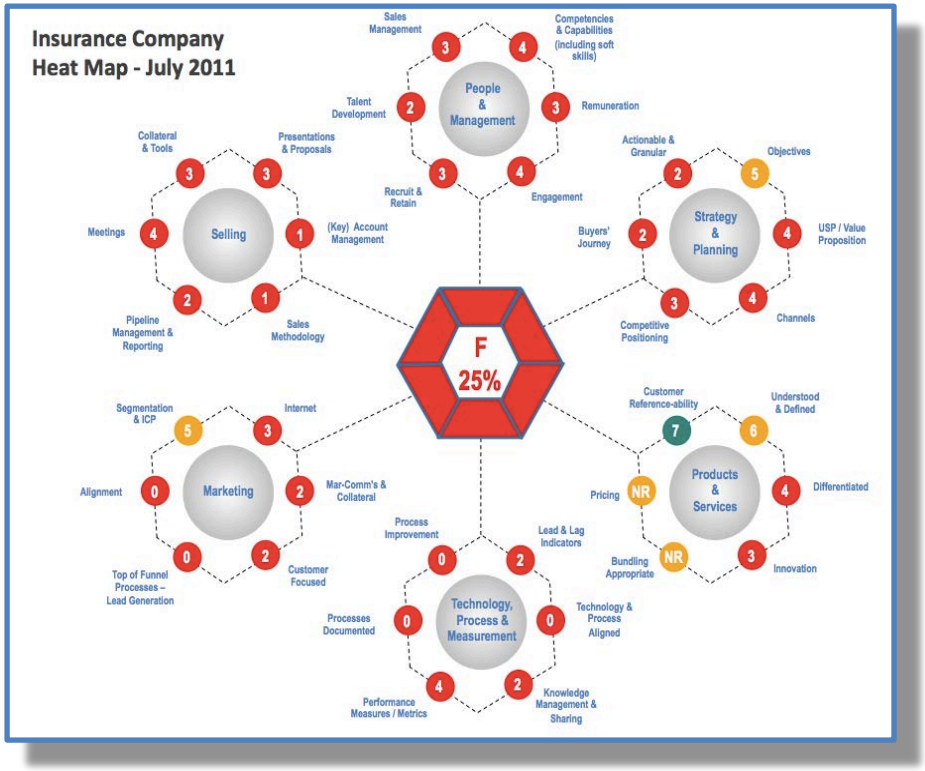
Even the best F1 car needs a highly capable driver.

Do your people have **"the Right Stuff"** to drive the machine you're building for them?

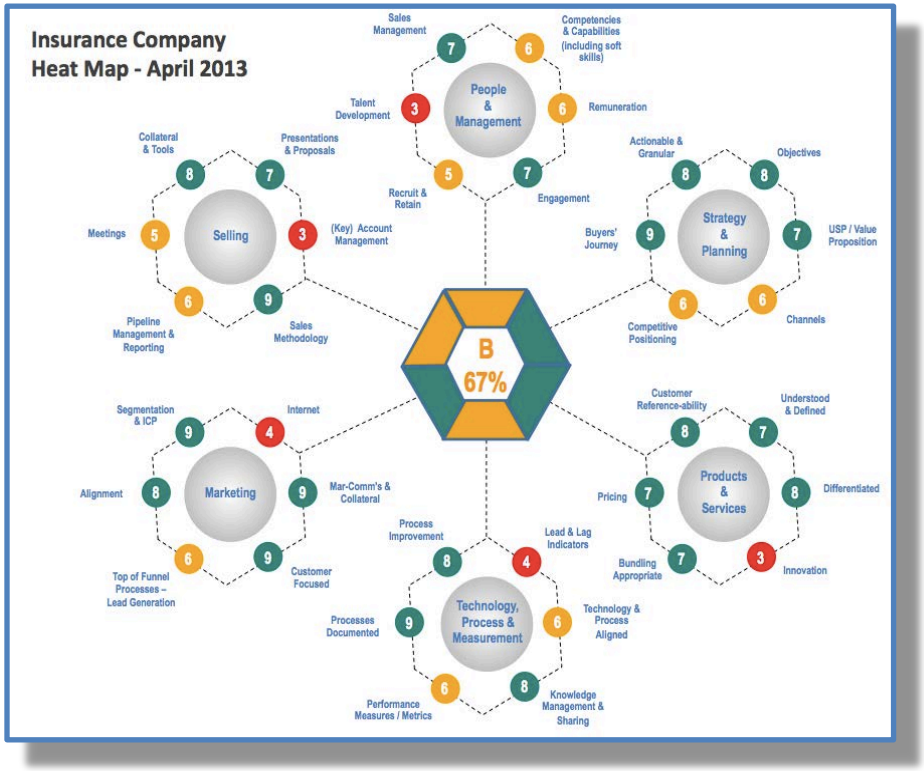
| Participants | Prospect Engagement | Credential Positioning | Need Identification | Solution Proposal | Concept Validation | Overcoming Objections | Closing | Following Up | Totals |
|---|---|---|---|---|---|---|---|---|---|
| Participant 1 | 45 | 37 | 95 | 90 | 65 | 90 | 21 | 82 | 65.6 |
| Participant 2 | 82 | 34 | 41 | 65 | 78 | 90 | 80 | 60 | 66.3 |
| Participant 3 | 76 | 75 | 60 | 78 | 90 | 90 | 39 | 81 | 73.6 |
| Participant 4 | 31 | 28 | 41 | 85 | 60 | 75 | 38 | 82 | 55.0 |
| Participant 5 | 34 | 75 | 81 | 92 | 78 | 90 | 80 | 98 | 78.5 |
| Participant 6 | 38 | 34 | 61 | 68 | 80 | 80 | 60 | 80 | 62.6 |
| Participant 7 | 46 | 84 | 85 | 80 | 56 | 68 | 40 | 98 | 69.6 |
| Participant 8 | 45 | 43 | 59 | 56 | 43 | 40 | 61 | 43 | 48.8 |
| Participant 9 | 42 | 38 | 58 | 90 | 90 | 90 | 63 | 83 | 69.3 |
| | 48.8 | 49.8 | 64.6 | 78.2 | 71.1 | 79.2 | 53.6 | 78.6 | 65.5 |

# Understanding your current position and capabilities means you can MOVE THE RIGHT DIALS in the shortest possible time.

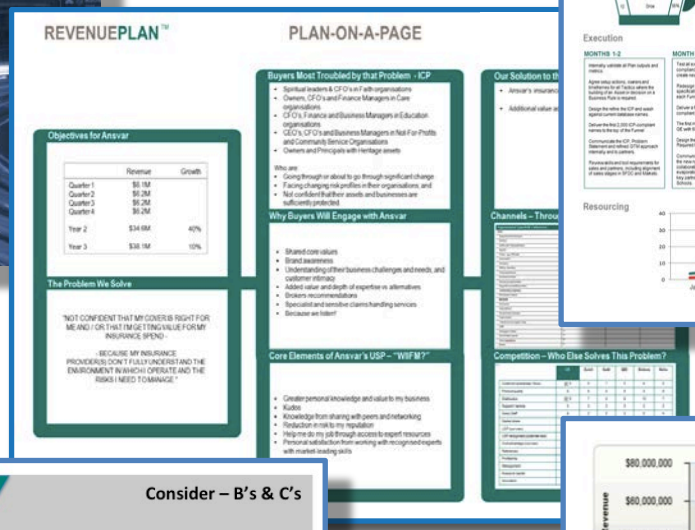
**From this…..**

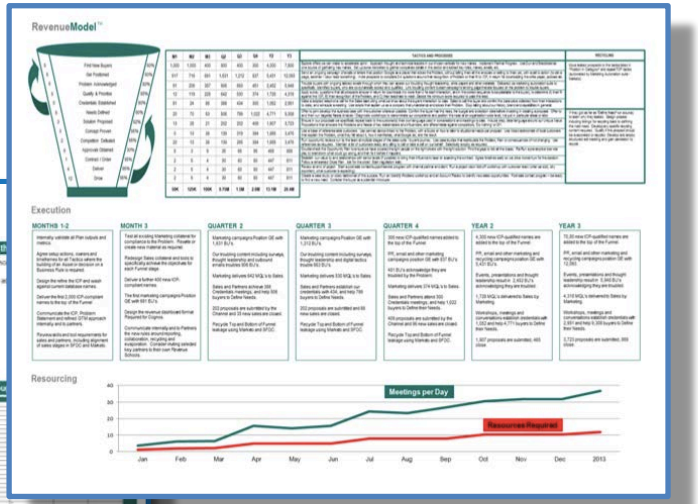


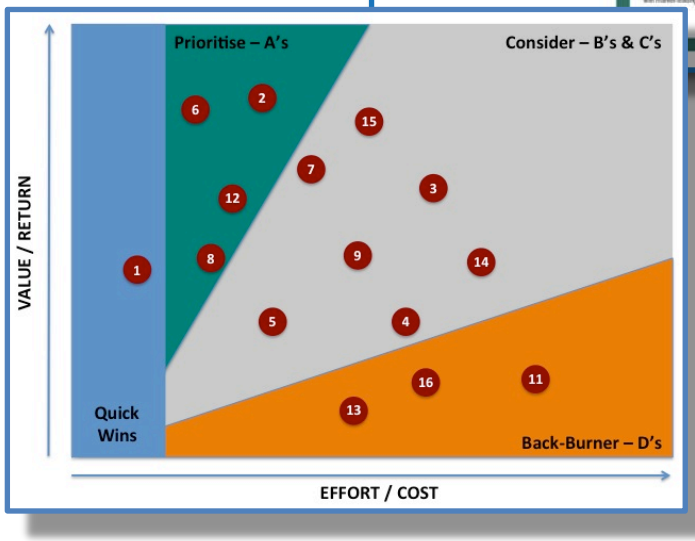

**….To this**



# Then build a REVENUE BLUEPRINT for the future

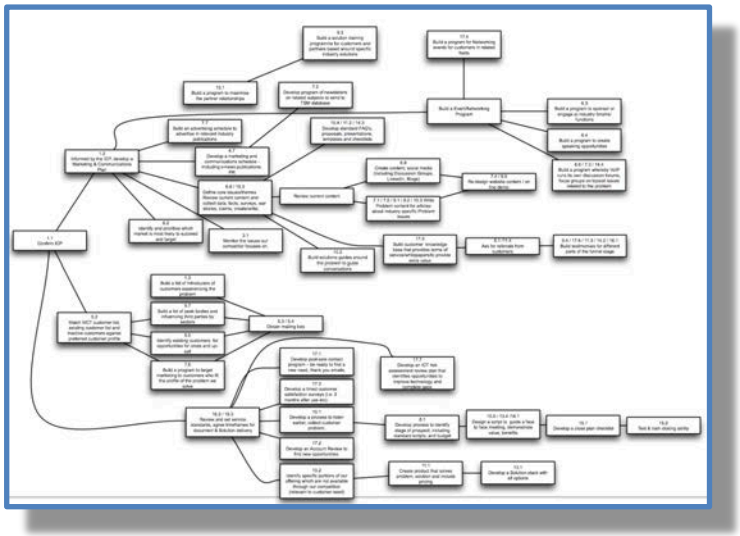


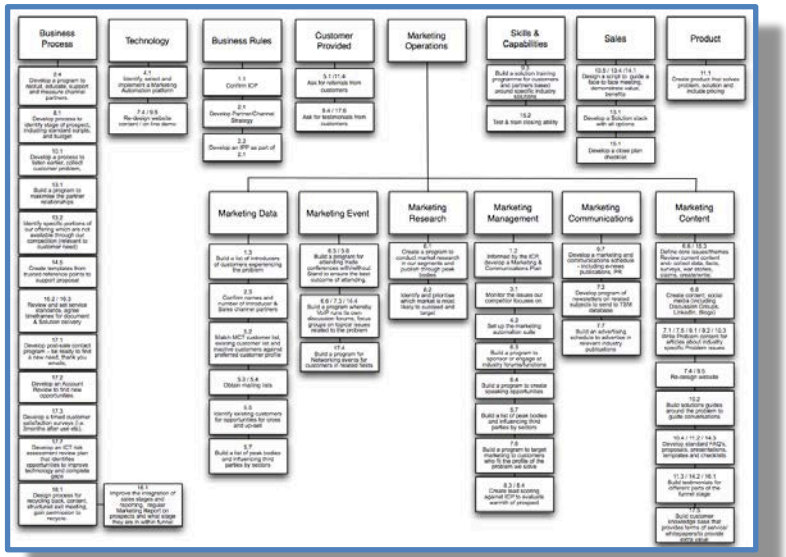



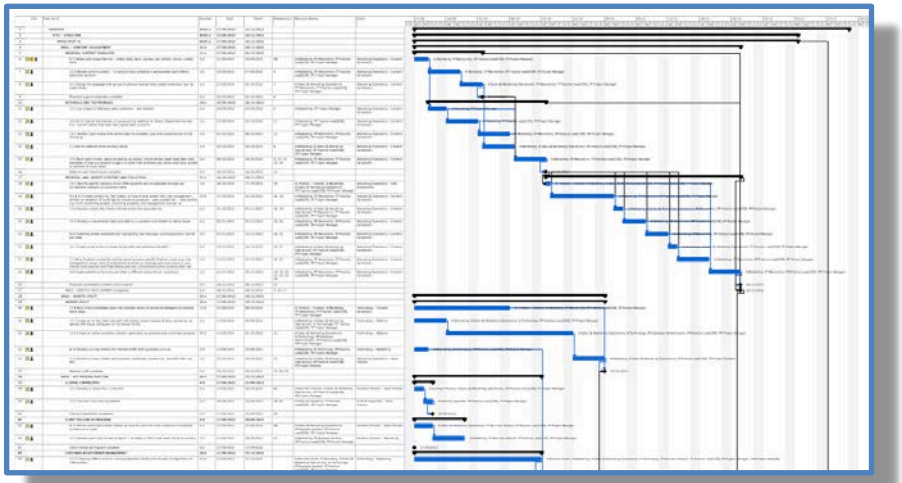



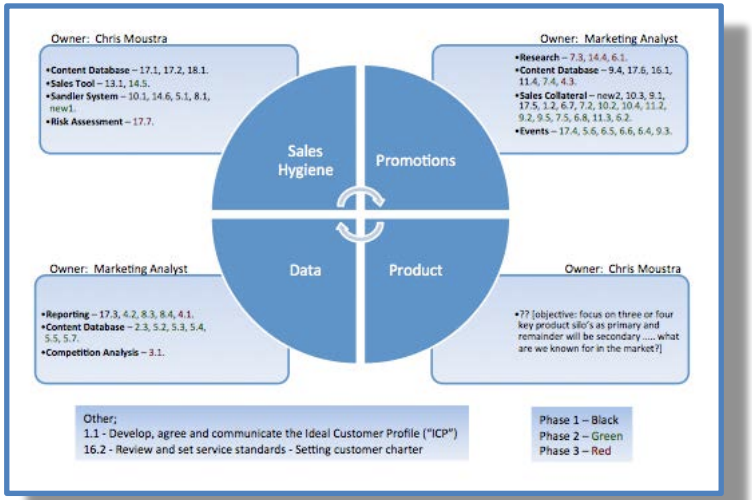
| | Jul 2012 | Aug 2012 | Sep 2012 | Oct 2012 | Nov 2012 | Dec 2012 | Jan 2013 | Feb 2013 | Mar 2013 | Apr 2013 | May 2013 | Jun 2013 | Full Year |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| New Names | 7,963 | 7,963 | 7,706 | 7,963 | 7,706 | 7,963 | 7,963 | 7,193 | 7,963 | 7,706 | 7,963 | 7,706 | 93,761 |
| Position in Category | 16,826 | 19,973 | 20,765 | 22,522 | 23,933 | 27,127 | 28,327 | 26,253 | 29,662 | 29,366 | 30,908 | 30,289 | 305,952 |
| Identify Problem | | 7,768 | 14,438 | 16,442 | 17,202 | 18,858 | 20,975 | 20,100 | 22,983 | 22,730 | 24,034 | 23,778 | 209,302 |
| Qualify & Prioritise | | | | 5,955 | 8,911 | 10,029 | 10,727 | 10,374 | 12,686 | 12,971 | 13,854 | 13,698 | 99,206 |
| Establish Credentials | | | | | 4,531 | 6,524 | 7,089 | 6,792 | 8,085 | 8,653 | 9,417 | 9,401 | 60,493 |
| Define Need | | | | | | 5,336 | 8,714 | 8,626 | 12,499 | 14,796 | 16,990 | 18,581 | 85,542 |
| Propose Solution | | | | | | 3,045 | 3,977 | 4,980 | 8,034 | 8,978 | 10,682 | 12,142 | 51,839 |
| Prove Concept | | | | | | 1,958 | 3,768 | 3,727 | 5,525 | 8,321 | 9,690 | 10,500 | 43,490 |
| Defeat Competition | | | | | | 1,958 | 3,768 | 3,727 | 5,277 | 6,414 | 8,566 | 9,989 | 39,699 |
| Obtain Mgmt Approval | | | | | | 1,958 | 3,768 | 3,727 | 5,277 | 6,414 | 7,388 | 8,275 | 36,808 |
| Obtain Mandate | | | | | | 1,175 | 2,261 | 2,236 | 3,166 | 3,849 | 4,433 | 4,797 | 21,917 |
| Deliver | | | | | | 261 | 2,085 | 2,185 | 2,689 | 3,595 | 4,244 | 4,522 | 19,582 |
| Grow | | | | | | 261 | 2,085 | 2,185 | 2,689 | 3,595 | 4,244 | 4,522 | 19,582 |
| Predicted Revenue | | | | | | 870,018 | 6,951,443 | 7,283,483 | 8,963,597 | 11,983,246 | 14,146,882 | 15,073,707 | 65,272,375 |
| Predicted Meetings | | 32,859 | 61,073 | 69,552 | 72,765 | 89,046 | 102,490 | 98,485 | 117,195 | 119,403 | 129,491 | 132,142 | 1,024,501 |

# …..and a CLEAR PLAN for EXECUTING that Blueprint.

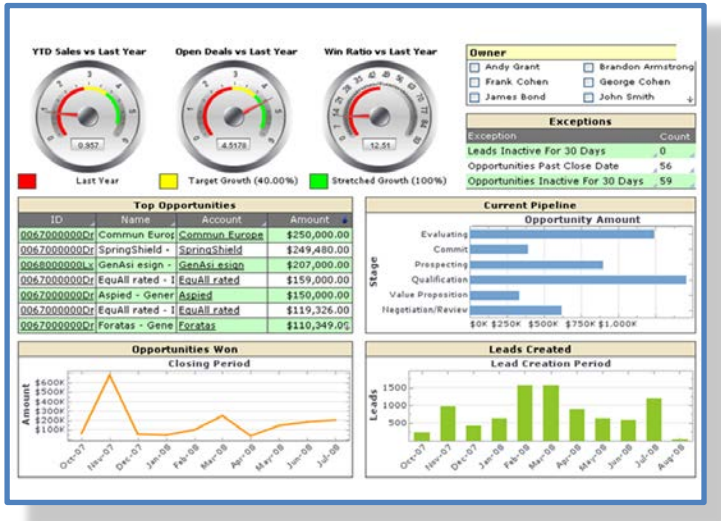






# Including all the right PREDICTIVE METRICS and DASHBOARDS to make sure you stay on track



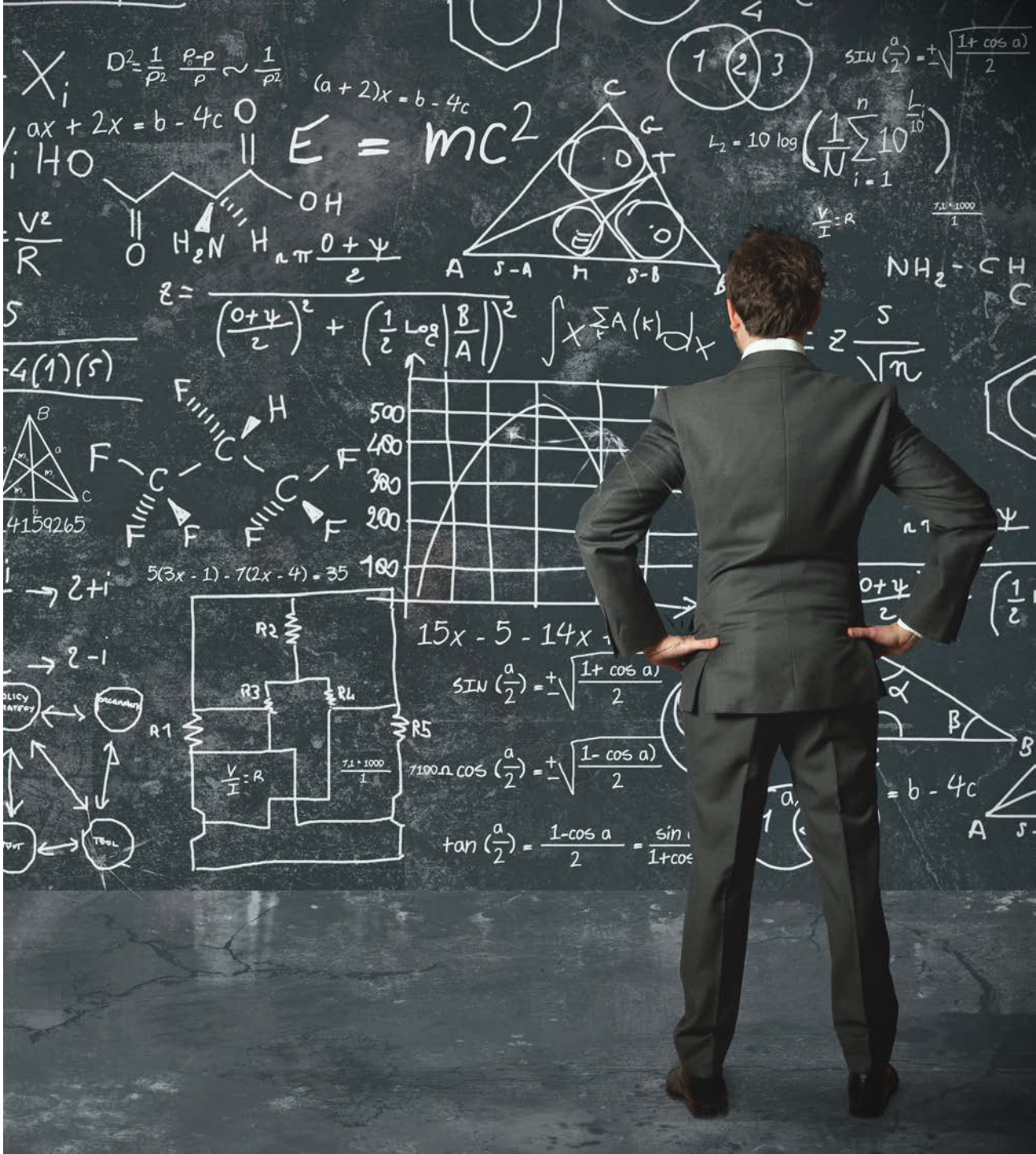
# UNBLOCKING YOUR FUNNEL

To unblock your Funnel, you need to the right measures to know exactly what's blocked and how badly.

Otherwise – you're guessing!

If you're lucky you'll be right.
If you're not you'll waste your money and resources.

You might even make it worse…
**MUCH WORSE!**



# Accurate MEASUREMENT highlights ROOT CAUSES which then inform the appropriate REMEDIAL ACTIONS

- Value proposition unclear?
- Poor market or customer segmentation?
- No lead generation?
- Poor process around lead qualification?
- Collateral / content issues?
- Poor coordination between Marketing and Sales?
- Ineffective digital / social strategy or execution?

- Ineffective / no Inside Sales operations?
- Poor Marketing / Sales alignment?
- Low sales meeting / conversation skills?
- Sales meeting / product collateral?
- CRM-process alignment / optimisation?
- Inability to help buyers clarify/quantify needs?
- Lack of understanding of Buyers Journey?

- Poor / ineffective selling / closing skills?
- Wrong people in the wrong positions?
- Poor quality proposals / presentations?
- Presentation skills?
- Poor / ineffective negotiation skills?
- Lack of / poor sales process / sales execution?

- Poor / ineffective account management?
- Lack of product / offering knowledge?
- Lack of integration between sales & delivery?
- Sales compensation plans not aligned to up and cross sell?

As opposed to GUT FEEL, GUESSWORK and PROBLEMATIC RESULTS CEO's and CFO's put with today

How do they research and buy solutions to those problems when they know they have them?
Which organisations and people within them suffer from those problems? Who suffers most?
Do our products and services represent valuable solutions to those problems?
Who else helps our buyers solve these problems? How will we defeat them?
What problems can we we solve for our customers – better than anyone else can?
How effectively do we market and sell to those buyers?
TEAM
internet

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