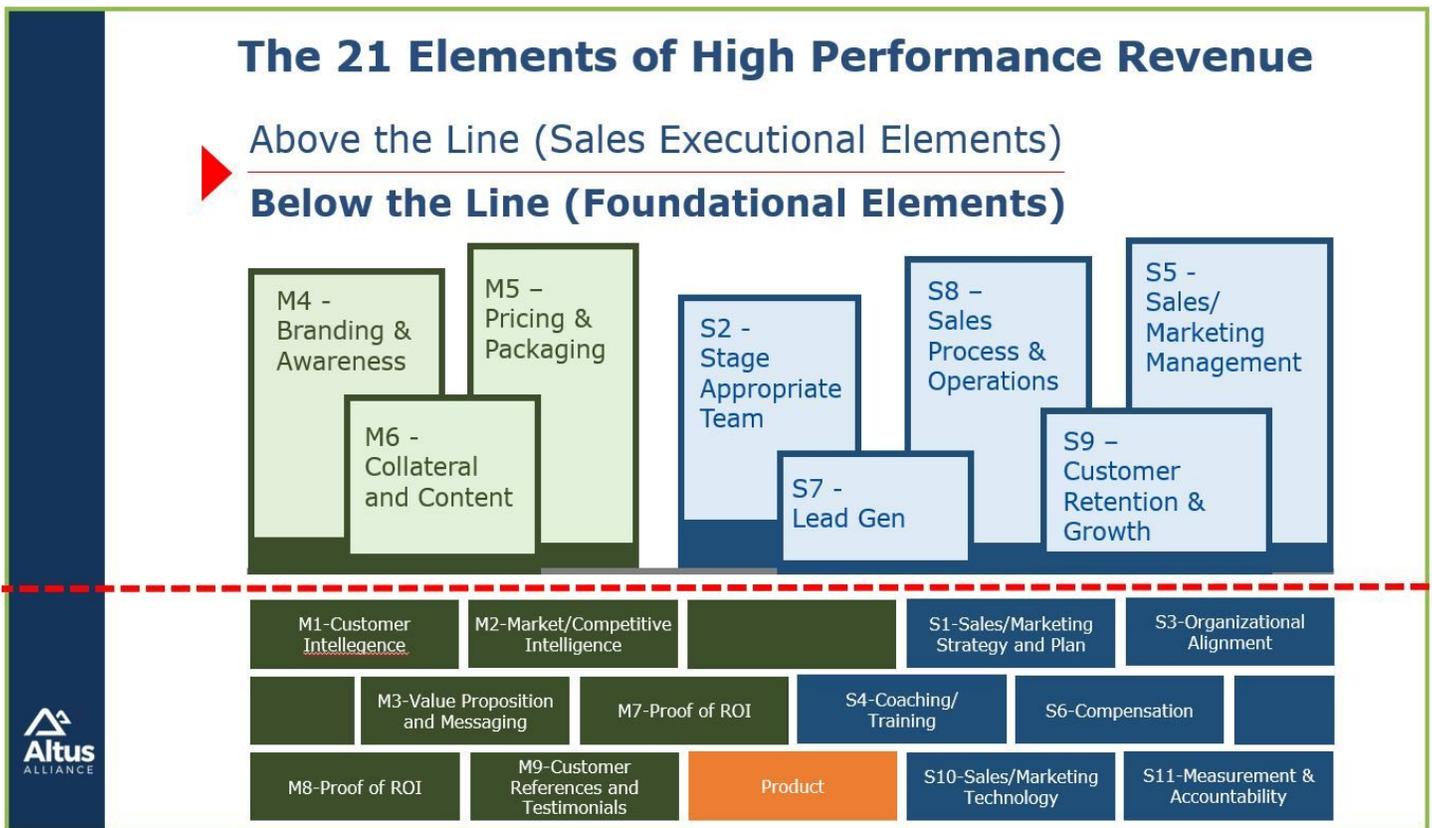




21 High Performance Revenue Elements: Checklist

Through 15 years of experience working with some of the top sales organizations in the world and a collaborative effort with Stanford's Center for Entrepreneurial Studies, 21 key Sales and Marketing elements have been identified that define a HPR Organization. This checklist provides a solid foundation for you to identify strengths and weaknesses, avoid blind spots, and to begin to maximize the effectiveness of your revenue engine.



Defining what it means to be a 5 out of 5 in each element:

M-1 CUSTOMER INTELLIGENCE

Knowing your Customer and developing a HOT Opp Profile

What defines a “5”

- A comprehensive effort has been made to capture complete information about your perfect prospect/customer from Reference, Transactional and Experiential sources, and to capture it in a Customer Intelligence document.
- A HOT Opportunity Profile™ (or equivalent), derived from Customer Intelligence has been created that defines the perfect prospect at a detailed attribute level.
- The HOT Opportunity Profile™ is reviewed and refined regularly, incorporating observations derived during the on-going sales process.
- A weighted scorecard has been created from the Hot Opportunity Profile™ that Inside Sales uses regularly to qualify new opportunities; quickly, effectively and consistently.

M-2 MARKET AND COMPETITIVE INTELLIGENCE

Knowing market trends and competitive threats

What defines a “5”

- A comprehensive effort has been made to capture complete information about relevant market dynamics and competitive threats through referential and experiential research derived from customers, employees, competitive losses, and SMEs.
- A thorough SWOT Analysis has been conducted.
- A competitive eco-system has been mapped and is being regularly tracked.
- The above information has been effectively integrated into the internal product and strategy development process.

M-3 VALUE PROPOSITION AND MESSAGING

Clear, complete and concise VP, messaging and positioning that differentiates

What defines a “5”

1. You have developed a clear and concise value proposition that:

- Demonstrates a clear understanding of your HOT prospect's business, problems (pains), and opportunities (gains).
- Clearly differentiates your product from the white noise.
- Defines in quantifiable terms, how you can help your prospects.
- Is messaged in a way that is readily understood and appreciated.

2. An elevator pitch has been created that:

- Is derived from the value proposition and captures the essential elements.
- Is attention getting and impactful.
- Is short (no longer than 30 seconds) and to the point. Shorter is better!
- Every one of your sales people can recite consistently on-demand.
- Other employees know and can communicate, because everyone is a company ambassador.

M-4 BRANDING AND AWARENESS

Who you are, and the MarCom programs to communicate that

What defines a "5"

- Your company has conducted a thorough Brand development exercise to consciously craft a Brand that represents who you want to be.
- You have assured that the Brand accurately projects who you are. In other words, you have objectively realized the aspirations set forth in your Brand.
- Your company has created a formal Marketing plan that outlines the various programs and campaigns that constitute the entirety of your Awareness outreach.
- Successful execution against at least 90% of your campaigns and programs has been realized, and there are positive quantitative results that show the Awareness campaigns are working.

M-5 PRICING AND PACKAGING

Priced and packaged to sell

What defines a "5"

- Pricing/Packaging feedback has been collected from customers on the leading edge of your growing industry.
- A Pricing strategy has been developed, that prioritizes either market share or profitability, and that the pricing has been constructed accordingly.
- Pricing allows for flexibility to best match the consumers' needs.
- An entry-level product has been considered, with graduating tiered upgrades.

- Your perceived value has been identified and effectively packaged.

M-6 COLLATERAL AND CONTENT

Materials to support sales

What defines a “5”

- A complete Collateral hierarchy/chronology has been created, mapping Collateral pieces to each stage of the sales cycle.
- The Sales team has endorsed the Collateral portfolio, to confirm that it covers all essential stages of the sales cycle.
- Customers have endorsed the Collateral portfolio, to confirm that it covers all essential stages of the customers’ needs throughout the sales cycle.
- Quality materials that effectively communicate company Branding, Messaging, Positioning and Value Proposition in a manner and mode that is aligned with your HOT persona (e.g. Post Millennial vs Millennial vs Boomer), have been prepared.
- Regular content has been distributed to target audiences that are effective in developing/maintaining awareness and creating the brand you want.

M-7 PROOF OF ROI

Quantitative proof of the value of product/service

What defines a “5”

- Sales team has a clear understanding of how to derive customer ROI, and objective, subjective and emotional factors that contribute.
- Sales support tools have been created to generate an accepted method of calculating ROI (e.g., ROI calculator).
- Regular and effective use of ROI justification as an integral part of the sales process.
- Customer use cases have been compiled to support your ROI narrative.

M-8 FRICTIONLESS ENGAGEMENT

Net New Customer acquisition and engagement

What defines a “5”

- Your executives have committed themselves as Relationship Managers for key customers. They strive to foster positive, long-lasting relationships and secure constructive feedback directly.
- Interactions with customers have been assessed through their eyes. Would you like what they experience? How can you improve it?
- A consistent and frequent customer satisfaction review process has been developed.
- The desire for consistently high customer Testimonials, given immediately at the end of the sales process, and assuring an effective feedback loop, has been communicated to your team.
- You have developed and are maintaining a customer engagement process that is inviting, efficient and effective throughout each step

M-9 CUSTOMER REFERENCES AND TESTIMONIALS

An important barometer that indicates key problems and/or opportunities

What defines a “5”

- Strong/positive References and Testimonials have been captured in various media to leverage and reinforce the brand, reputation and M/P/VP of the company.
- Effective use of these Testimonials has been included as an integral part of the sales cycle.
- You have developed a process or program to acquire customer advocacy and Testimonials from the customer base on an ongoing basis, including continual cultivating of updated and upgraded Testimonials.
- Your Testimonials are prominently displayed on your website and other Collateral.

P-1 PRODUCT

Product/service/operations must be effective to realize full value of a HPR organization

What defines a “5”

- You have confirmed that you have a whole product or MVP that has broad customer acceptance from your HOT audience.
- Highly positive user experience and customer satisfaction have been documented.
- You have achieved revenue growth that validates customer acceptance.

S-1 SALES AND MARKETING STRATEGY PLAN

The plan of attack

What defines a “5”

- The plan has been built from the forward-looking perspective of what is possible now and into the future, rather than looking backwards at what was achieved in the past.
- The plan has been well documented and rolled out to all who are impacted.
- The plan has been fully vetted with complete “buy in” from all stake-holders.
- The plan has identified expected impact or importance of the initiative, clearly defined objectives, owners of each task or responsibility, timeframes for completion, and any budget or investment required.
- The plan is reviewed and updated at least every fiscal quarter.
- Your team has implemented the plan - A great plan is not great if it is not implemented.

S-2 STAGE APPROPRIATE TEAM

The right people for the right job at the right time

What defines a “5”

- You have reserved time to routinely assess the repeatability of the sales process.
- You have critically assessed the skills and results of the team and adjusted as necessary.
- You have built a highly motivated and target-oriented Team. A team of champions.
- Management has a consistent and constant vigilance for a great sales professional.
- You have developed a clear hiring profile for a target team member that reflects the best attributes of your most successful current team members.

S-3 ORGANIZATIONAL ALIGNMENT

Organization designed and built to operate effectively and aligned to assure S&M are moving towards the same goals

What defines a “5”

- Sales and Marketing goals and objectives are well aligned to the Strategic Plan.
- Your organizational changes support efficient decision-making and empowerment.

- The structure limits the number of direct reports to any manager to no more than seven.
- The organizational design is agile and has the ability to evolve with each change in strategy.
- The design has been aligned with and mapped to the buyers' journey.
- Your department has been linked and aligned with adjacent organizations in the company enabling constructive communication and execution.
- You have secured buy-in and support from all stakeholders.

S-4 COACHING AND TRAINING

Coaching, Training, Mentoring, Practice

What defines a “5”

- You have created a thoughtful and comprehensive Training Plan that addresses: training, managerial coaching and mentoring, peer mentoring, and practice.
- A regular and committed frequency to the training schedule has been established.
- A feedback mechanism has been implemented, where your sales professionals provide ratings of the training programs and constructive input so that the programs can continuously evolve and improve.

S-5 SALES AND MARKETING MANAGEMENT

Effective management of people, resources and time

What defines a “5”

- Managers provide inspirational leadership
- Managers have embraced spending a significant time coaching, while minimizing time spent selling for their sales people and fighting fires.
- Management has created a process to consistently provide corporate and market updates.
- Management has adopted a routine of consistently delivering “why” news on adjustments to quantitative commitments/targets.
- Management has developed mechanisms to successfully deliver against qualitative expectations (e.g., successfully developing team members).
- Everyone is Always Recruiting, because it's all about the people.

S-6 COMPENSATION

Compensation that is aligned with company goals and motivates the desired behavior

What defines a “5”

- A Compensation Plan that is well aligned with company goals has been implemented.
- Leverage has been achieved (ie. fixed vs variable comp), that reflects the company culture and sales orientation.
- You have engaged in effective use of accelerators, bonuses and separate quotas to drive target goals.
- You have employed a creative/appropriate use of contests.
- You have set quotas that incorporate bottoms up input, and that are viewed as fair, yet aggressive.
- You have achieved company revenue goals at least 3 out of 4 years and 75% of reps have achieved quota.

S-7 LEAD GENERATION

Attention to the Top of the Funnel, and programs that generate adequate MQLs

What defines a “5”

- You have reached an understanding of your target market and what is the Lead Gen approach that will be most appropriate; Traditional, Account Based Marketing, Marketing-driven, Sales-driven, or other.
- A comprehensive, well thought out Lead Generation Plan has been developed.
- The Lead Generation plan is run consistently without significant interruption.
- The entire team understands the MQL/MQO Closure Rate and tracks the number of MQLs and MQOs to assure adequate leads at the top of funnel.
- An inside sales organization has been contemplated and created, that is well trained and well supported.
- You have an effective hand-off plan from ISR to AE.

S-8 SALES PROCESS AND OPERATIONS

Process is how the Plan is successfully implemented. Sales Ops keeps the Sales Team fully armed and on the move.

What defines a “5”

- A simple, understandable, and replicable sales process has been created, accepted and implemented.
- Consistency in the usage and timing of the process has been accomplished.
- You have achieved consistency in creating expectations and accountability for both leadership and sales representatives.
- You have developed common time frames around KPIs.
- Sales Ops has earned the trust/respect of Sales
- Leaders have embraced real time coaching and feedback for continuous improvement, supported by process.

S-9 CUSTOMER RETENTION AND GROWTH

Customer Retention and Development - and ultimately Customer Success

What defines a “5”

- The department has begun tracking analytics that measure KPIs like: Customer churn, Lifetime value of Customer, and average customer longevity.
- Focus has adjusted to include keen attention to customer service with accompanying KPIs like: hold time, problem resolution rates, and service call satisfaction.
- Sales professionals have been trained in nurture and development of their customer relationships.
- Programs have been employed explicitly to develop customer loyalty and longevity

S-10 SALES AND MARKETING TECHNOLOGY

Those who leverage technology best. Win

What defines a “5”

- Management has a clear understanding of the Marketing strategy so that the right MAS system can be selected (Traditional vs ABM vs other).

- Management has a clear understanding of why a SFA/CRM is needed, and what the most important features and functions are so that the best solution can be selected.
- You have successfully implemented an integrated MAS/SFA/CRM and it is running smoothly.
- Sales and Marketing Management have agreed to fully support and utilize the systems to realize full benefit, and sales and marketing personnel have fully embraced the use of the systems through the entire sales cycle.

S-11 MEASUREMENT AND ACCOUNTABILITY

KPI's and Metrics measure for results and align with compensation and management to assure accountability for performance

What defines a “5”

- Utilization of KPIs has been accepted as an integral part of the sales management process.
- The use of KPIs to measure against company objectives has been implemented (Fewer embraced metrics is better than too many).
- Managers and staff have adopted the use of dashboards to offer KPI visibility across the organization.
- You have planned for consistency of publication, adjustment, and rewards
- RoB – consistency creates a cadence of expectations and accountability for both leadership and the sales team
- The plan has incorporated constant reevaluation to revise and ensure continuous improvement and is being used in concert with sporadic republication.