

First Revenue Hire and Sales Motion

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Agenda

- Sales Activities
- Sales Motion
- First Revenue Hire
- Sales Compensation
- Tools
- Workshop

Sales Activities

Transactional or Educational

Transactional

- Known product/category
- Features
- Price
- Availability

Educational

- New product or higher price point
- Marketing in prep for sales
- Sales qualifications
 - White papers
 - Testimonials

Handoff From Marketing

- Qualified Leads
 - The more detail you ask for the fewer leads you'll get
 - What is your Call to Action (CTA)
- Lead sources
 - List purchase – outbound outreach
 - Paid Search
 - SEO/Organic
 - Your network

Qualification Process

- Reps to qualify based on systematic calls and/or scripts
- 101 Qualifying Questions [HUBSPOT](#)
- GPCT
 - Goals
 - Plans
 - Challenges
 - Timeline

Goals

- What are the company's goals
- What are the prospect's goals
- Are they defined or undefined?
- Does your product map directly or indirectly to these goals
- How will they achieve their goals with or without your product (you can't make it up!)

Plans

- What did they do last year? Did it work, what needs to be improved?
- Do my product help them implement their plan?
 - Smoothly
 - Friction
- Do they have the resources to implement their plan?

<Their> Challenges

- How are they addressing these challenges today?
- Have you tried to overcome this challenge in the past?
- Do they have the internal expertise to make this decision/implement

Timeline

- External drivers
 - Year-end budget
 - Quarterly sales goals
- Internal drivers
 - What's the priority of implementing
- Months or weeks?
 - Vendor approvals
 - Contracts

Plus Budget/Authority

- ❓ Which stakeholders are involved in the decision?
 - ❓ Buyer
 - ❓ User
 - ❓ Influencer
 - ❓ Blocker
 - ❓ Champion
 - ❓ Outline titles and roles

- ❓ Budget
 - ❓ In the planned budget today, or is there a timeline for budget

Sales Activities

Outbound (first)

- Initial call
- Follow up materials
- Follow up call
- Drip marketing
- Proposals
- Closing

Inbound

- Responding to inbound queries
- Filtering based on qualifications
- See steps

Talking Points to Sales Script



Early days, you're moving from ideas to talking points



Talking points and qualifying questions



Sales scripts become more rigid – but should be word for word!

Sales Motion

Sales Motion

- As the founder, you're salesperson #1 <today>
- Master the sales script the can be replicated
- Build a sales process and cadence, e.g.
 - Sales call, demo, white paper, proposal
 - Designed each to get to next step
- Close with “Recommend”, you're the expert, ask for the order
- Don't stand in the way of scalable sales – you're not required to close every deal <future>

Sales Playbook

- Ideal customer profile
 - Launch vs. Scale
- Sales scripts
- Steps in the process
- Coaching and feedback
- Closing/Contracts
- Examples

Closing Mechanics

- Clickable Terms of Service
- Master Services Agreement – Statement of Work
- Invoice and Purchase Order
- Contract and Payment Terms
- Government restrictions

Negotiations

- What negotiations are in the reps control, the sales managers, and your control
- Fixed discount levels
- Term
- Margin percentage

First Revenue Hire

What Won't Work

- You don't scale
- Interns don't scale
- Lack of sales incentives
- Misaligned incentives
 - Good for the customer
 - Good for the rep
 - Good for the company

Sales Leadership vs. Doing

- Do you need a sales strategy
 - Employee or Consultant
 - Experience in your domain
- Do you need a sales leader
 - VP or Sales Director
- Do you need a Doer or a Manager
 - Trained account manager

“Peter Principal”

- Salespeople are natively confident – they take “no” for a living
- There isn't a Sales DNA – but are some dispositions:
 - Goal oriented
 - Competitive
 - Assertive
 - Can be loud and disruptive
- Many can't move past individual contributors to coach

Sales Recruiters

- There are recruiting orgs, but...
- You need to know what you need, not have them push people to you

First Revenue Hires

- Hire doers – that have been trained
- Don't hire before the product is ready to sell
 - They will move into “strategy mode” and not want to go sell
- Transactional sales process or educational sales process?
 - Price/availability
 - Educational – takes time to mature – see customer journey map
- Salespeople are good at selling themselves, and occasionally good at selling your product

Sales Roles

- SDR – Sales Development Representative
 - Qualifier of leads – to Account Manager to close
- Account Manager - more
 - Entry
 - Senior
- Sales Manager/Sales Director - more
- Customer Success
 - Post sales support and retention
 - Frees up sales to get the next deal

Account Manager Role

- The fundamental goal is to sell/close
- Guiding the buyer through the journey/motion
- Addressing objections (complaints)
- Reporting
- Sales meeting/training

Job Description – Acct Mgr

Monster template

Copy Job Description Template Text

Sales Representative

[Intro paragraph] The job postings that garner the most attention take the next two to three sentences to introduce their business to prospective sales representatives. Take this opportunity to set your company apart from competing listings and sell yourself to job seekers by highlighting the unique company culture, working environment, and anything else you bring to the table for new hires.

Sales Representative Job Responsibilities:

- Serves customers by selling products and meeting customer needs.
- Services existing accounts, obtains orders, and establishes new accounts by planning and organizing daily work schedule to call on existing or potential sales outlets and other trade factors.
- Adjusts content of sales presentations by studying the type of sales outlet or trade factor.
- Focuses sales efforts by studying existing and potential volume of dealers.
- Submits orders by referring to price lists and product literature.
- Keeps management informed by submitting activity and results reports, such as daily call reports, weekly work plans, and monthly and annual territory analyses.
- Monitors competition by gathering current marketplace information on pricing, products, new products, delivery schedules, and merchandising techniques.
- Recommends changes in products, service, and policy by evaluating results and competitive developments.
- Resolves customer complaints by investigating problems, developing solutions, preparing reports, and making recommendations to management.
- Maintains professional and technical knowledge by attending educational workshops,

Sales Manager/Sales Director

- Doer at the start – growing into the manager role
- Hiring candidates
- Coaching and mentoring
- Setting quotas/goals
- Building the team
- Training

Job Description – Mgr/Dir

Monster template

 Copy Job Description Template Text

Sales Training Manager Job Responsibilities:

Maximizes sales department effectiveness by determining and solving sales representative and sales manager training needs; managing staff.

Sales Training Manager Job Duties:

- Accomplishes sales training human resource objectives by recruiting, selecting, orienting, training, assigning, scheduling, coaching, counseling, and disciplining employees; communicating job expectations; planning, monitoring, appraising, and reviewing job contributions; planning and reviewing compensation actions; enforcing policies and procedures.
- Achieves sales training operational objectives by contributing sales training information and recommendations to strategic plans and reviews; preparing and completing action plans; implementing production, productivity, quality, and customer-service standards; resolving problems; completing audits; identifying trends; determining sales training system improvements; implementing change.
- Meets sales training financial objectives by forecasting sales training requirements; preparing an annual budget; scheduling expenditures; analyzing variances; initiating corrective actions.
- Determines training requirements by studying sales and marketing strategic plans and current sales results; conferring with sales executives; reviewing results of trainer coaching; evaluating training effectiveness.
- Develops job results resources by designing information systems; maintaining libraries and databases; building interactive and integrated job support systems.
- Develops managerial results by orienting new managers; conducting management training programs; providing learning resources; coaching individual managers.
- Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.
- Accomplishes sales training and organization mission by completing related results as

Sales Compensation

Sales Compensation

- General compensation philosophy
 - "below market with upside in commission/bonus"
- Incentivize activities early only, results as you know product/market fit
- Comp plan should have goals/quota that can be adjusted as the product is easier to sell
 - Quota is always "wrong" but is easier to change than the comp plan
- 6 Rules for Startup Sales Comp [blog post](#)

Align Incentives

- Clear incentives aligned with companies goals
- Sales reps are defined by comp plan, not job description
- % of Sales at launch
 - E.g. 10% of sales
- % of quota over time
- 50% base, 50% commission

Sales Tools

Tools

- Google Sheets
- Hubspot Free for CRM. Pipedrive
- Track contacts, documents, white papers, proposals
- Set reminders, tasks, and calendar invites
- Don't overengineer the process – build the playbook first.
- Strategy first, tools second

Sales Forecasting & Pipeline

- Building a muscle in forecasting
- Pipeline management – moving deals along
 - What does the customer need/want
 - Is that what other customers need/want
 - Promotions
 - End of month/quarter – but usually tied to sales cycle, e.g. 45 days to close, every three months create a promotion

Proposals

- Outline product and service
- Promotions
- Time-based proposals – need to expire

Workshop

Write out your sales script

- Hi, I'm Name, from Company Name, our company provide a product helps companies like Name/Yours value proposition (make money/save money, get to market faster, increase recruiting). Most of our clients see the biggest benefit from _____ to _____. What do you use today for that function?
- End with a question, start engagement

Write out a Sales Job Description

- Where did the person get trained?
- What skills do you need them to have?
 - Proposal writing?
 - Demos
- What experience do they need
 - Industry
 - Price point

Draft of Sales Playbook

- Script
- Sales Motion
 - Support materials
- Tools for tracking