



Hugh Morgan – Sales Optimization

Manage. Target. Sell More.

Summary

For most emerging technology companies, developing a coherent, effective sales and marketing process is often a puzzle for which there is no answer key. Companies cannot afford and do not want to bring someone on full time but they need insight and action from someone who thinks like a founder and operates just as nimbly. I am that person.

I help companies face the puzzle and then execute on those pieces that will have the greatest impact on sales - this may involve planning, marketing, managing, producing or selling, whatever is needed most. Engagements can be light (e.g. part time for a month) or more robust (e.g. full time for 6 months) and I make more than 50% of my fees variable so that current charges are modest.

Marketing and Sales Has Changed

The marketing and sales process has changed a great deal in the last 10 years. It wasn't so long ago that you hired a salesperson for their rolodex, gave them a desk and a telephone and let them go to it. Sales was all about who controlled information and sheer, brutal tenacity: the last man standing (or cold calling) would often get the business. Marketing was nice window dressing but was frequently disconnected from the sales process; the sales team would complain loudly about the lack of leads they received and the poor quality of those actually delivered.

Access to the bounty of information offered by the internet, the development of web based sales force automation and marketing automation tools and the explosion in social media have changed much of this. Happily, smaller companies can develop a broad reach and high profile, marketing can be tightly integrated with sales and the salesperson's rolodex is far less valuable than it used to be.

The Internet also means that prospects now have access to incredible amounts of information and exert greater control over the sales process – vendors ignore this at their peril.

However, some things haven't changed. The fundamental process by which you identify, track, incubate and close deals remains the same and still requires drive, determination and, yes, cold calling.

Your Goal

So, what is the goal of your marketing and sales effort? Well, it is actually pretty simple: grow sales. More specifically, grow sales rapidly, using resources (time and money) as efficiently as possible. This is the trick: few companies have enough time and money to spread across all the worthy things they could be doing in marketing and sales – the demands are endless and time and money are limited. So, how best to approach this?



In broad terms, I think about your marketing efforts in three areas.

First – the structure, or framework within which you fit your efforts. What processes have you set up, what tools are you using, what is your go-to-market strategy, how well defined is your message, value proposition, and customer personae?



Second, there is the marketing cloud—is all the tools and data that you work with to drive leads towards your sales funnel. Much of the change in the marketing and sales process talked about earlier has taken place here: marketing can now be bound very tightly with sales so that you can measure the productivity of your marketing spend and tie it to sales results.

This marketing cloud should leverage social media and take advantage of tools (e.g. marketing automation systems) to reach more prospects, develop and strengthen your brand and leverage your marketing spend.



Finally, there is the sales funnel. Understanding the sales process, hiring the right people, giving your sales team the right training and tools and capturing data that enables you to analyze activities, will all help make your sales process more productive.

The Process and Result

What specific areas might I attack?

The matrix on the following page should give you some idea of the breadth and depth of what we might attack. Notice that these activities are both high level and strategic, or tactical and granular; it all depends where the need is greatest and where we can generate the highest return. You may need me to help you restructure your sales process or retool your content-based marketing efforts. Or, you may need help writing white papers or pitching, negotiating and closing deals.

How do I deliver this? First, I take some time to interview you, asking open ended questions, as well as reviewing your marketing materials and sales tools and map these to your objectives. If we can do this live as a white-boarding session that is ideal, but working over the phone is fine too.

Based on what I hear and see, I will come back to you with a diagnosis and a triage plan – I say triage because, typically clients are interested in attacking specific problems in a focused manner (time and money are limited) so we will work on those items that will improve marketing and sales productivity and, ultimately, increase sales quickly.

Based on feedback I receive from you, I will scope out the necessary tasks and, after receiving approval, will execute against that plan.

Conclusion

Emerging technology companies rarely have the luxury of deep pockets and lots of time: they are trying to do more with less and get the highest return possible out of their marketing and sales spend. Working smart, spending wisely is essential.



Service Matrix

	Planning	Managing	Doing
General Business	<ul style="list-style-type: none"> • Executing competitive analyses • Developing business plans • Developing financial models 	<ul style="list-style-type: none"> • Negotiating contracts • Managing service providers • Drafting contracts, EULAs 	<ul style="list-style-type: none"> • Negotiating contracts • Managing service providers
Product Marketing	<ul style="list-style-type: none"> • Developing go-to market strategy • Generating pricing, bundling plans • Creating, managing product road map • Developing proposal/pricing/quote tools 	<ul style="list-style-type: none"> • Executing go-to-market strategy • Managing product road map • Managing proposal/pricing/quote tools 	<ul style="list-style-type: none"> • Generating data sheets • Developing use cases • Running gap analyses • Running focus groups, prospect survey pools
Marketing	<ul style="list-style-type: none"> • Generating conventional and content based marketing plans, budgets • Evaluating , selecting Marketing Automation Systems (MAS) • Plan social media campaigns 	<ul style="list-style-type: none"> • Implementing, managing an MAS • Managing metrics, reporting • Managing social media • Sourcing content • Building subject matter expert pool • Managing ad words, SEO, web analytics • Managing trade shows 	<ul style="list-style-type: none"> • Blogging • Writing white papers • Generating press releases, direct mail, emails • Developing collateral • Running campaigns
Sales	<ul style="list-style-type: none"> • Developing projections, quotas, sales mix, budgets • Designing, hiring sales teams • Developing Sales Models • Evaluating, selecting Sales Force Automation systems (SFA) • Identifying, developing channels 	<ul style="list-style-type: none"> • Running a SFA • Developing, implementing sales processes • Managing sales teams • Developing, reporting on forecasts • Managing VARs, resellers 	<ul style="list-style-type: none"> • Developing sales tools (e.g. ROI models, demo scripts) • Cold calling, selling • Negotiating, closing contracts • Supporting sales teams



Examples of Assignments

Content Based Marketing Program For Emerging SaaS Company

- Expanded email database from 8,000 to 65,000 names
- Developed subject matter expert webinar series, resulted in increase of 100 – 200 leads monthly
- Wrote white papers, blogged

Go-to- Market Plan for Pre-Funded Productivity Software Company

- Worked with cofounders to develop marketing message, name and tag line for SMB-targeted product.
- Developed pricing strategy and sales model, implemented email marketing campaign, which generated a score of leads and a dozen sales.

Strategic Selling to Key Accounts For Emerging SaaS Companies

- Developed and executed calling plan into strategic accounts; executed complex, solution selling process; landed one deal and have another in process
- Sold \$1.8 MM in enterprise business
- Managed team that grew enterprise sales from \$1.0 MM to \$6.0 MM in four years

Business Plan for Indian Software and Services Company

- Developed the financial model and business plan for leadership development firm that plans to launch in India later this year.

Redesigned Sales Process for Emerging SaaS Company

- Retooled sales process, developing stages with measurable triggers, making data collection and analysis possible
- Developed dashboards in Salesforce, enabling a one screen overview of sales activity

Redesigned Sales Process for Emerging SaaS Company

- Developed new pricing model and bundles, making pricing of deals faster and reducing opportunity for error
- Developed new quote sheet, proposal and contract, all to simplify and streamline the sales process

Managed Sales Team for Emerging SaaS Company

- Developed hiring process, interviewed and hired tiered sales team (3 field sales, 5 inside sales, 5 telemarketers)
- Develop sales and evaluation tools for team, managed team to plan, developed team culture, spirit

Canvassing for Partners/Acquisition Candidates for boot strapped SaaS and Service Company

- Executed calling campaign to pitch partnering/acquisition opportunity to “mom & pop” operators in transcription space