

Stepping Away from Founder Led Sales

Barcelona Retreat 2023

Common Founder Led Sales Challenges

- We can't find new salespeople
- We don't have enough leads
- They're not as good at selling as me
- They don't follow any structure
- I keep being told its all down to price
- We never close what we forecast
- They don't stick around

How would you score your sales department in a score of 1-10 ?

1 = Poor 10 = Fantastic

Sales Health check

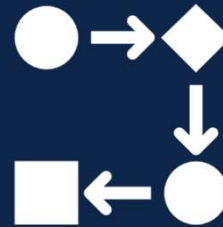
Developing a Sustainable Sales System



Vision



People



Process



Management



Vision

- Alignment to Corporate Strategy
- Value Proposition
- Addressable Market
- Competitive Landscape
- Go to Market Strategy



People

- Roles and Organisational Structure
- Hiring and On-Boarding
- Training and Development
- Salary, Commission and Bonus Schemes
- Culture and Knowledge Sharing

68% of Salespeople plan to change job in the next 12 months

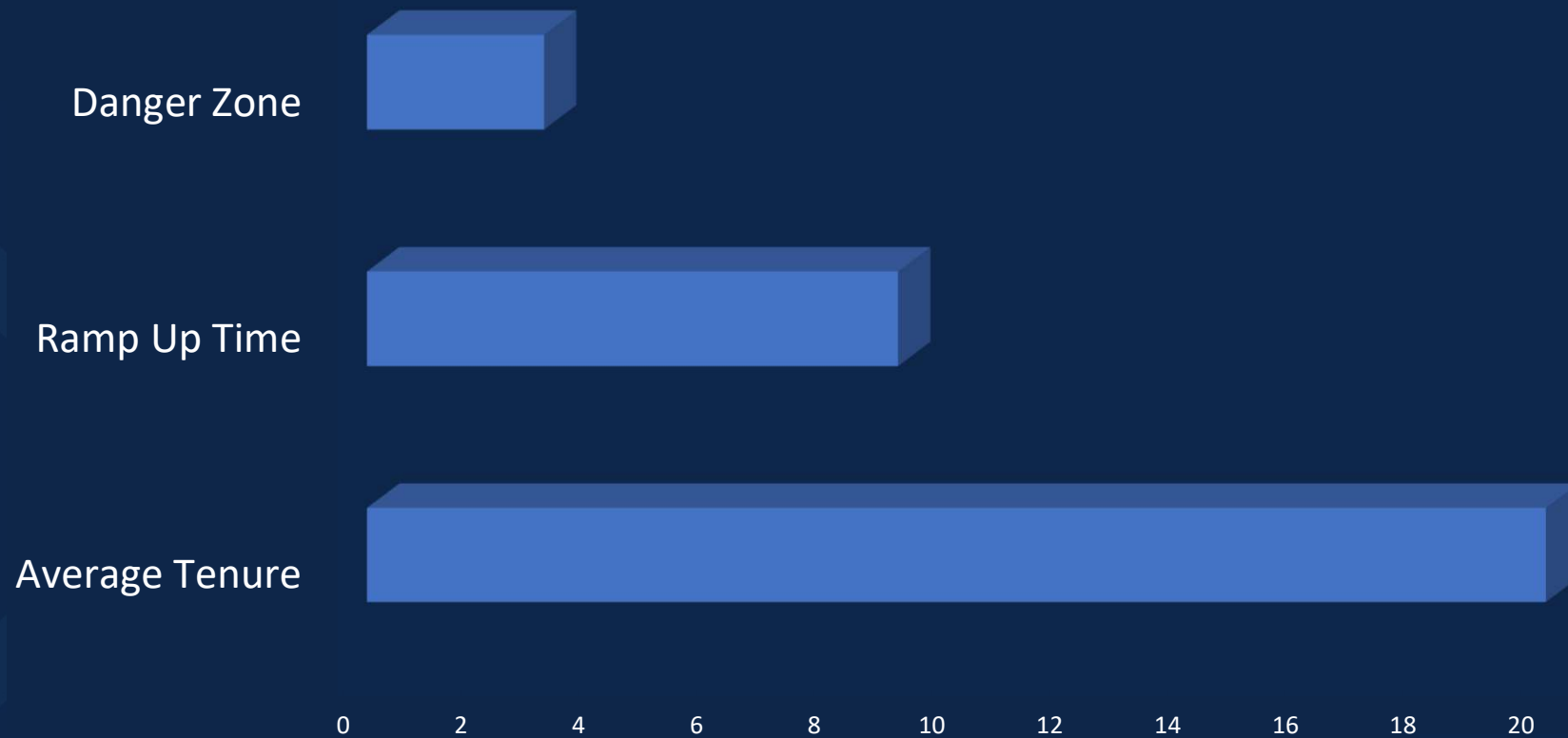
45% of Salespeople will look for a new role in the next 3 months

Top reasons cited for leaving:

- The need for better sales enablement
- More clarity connecting individual roles to the company's mission
- Increased transparency and recognition of their efforts
- Salespeople feel left in the dark and want to know what's going on

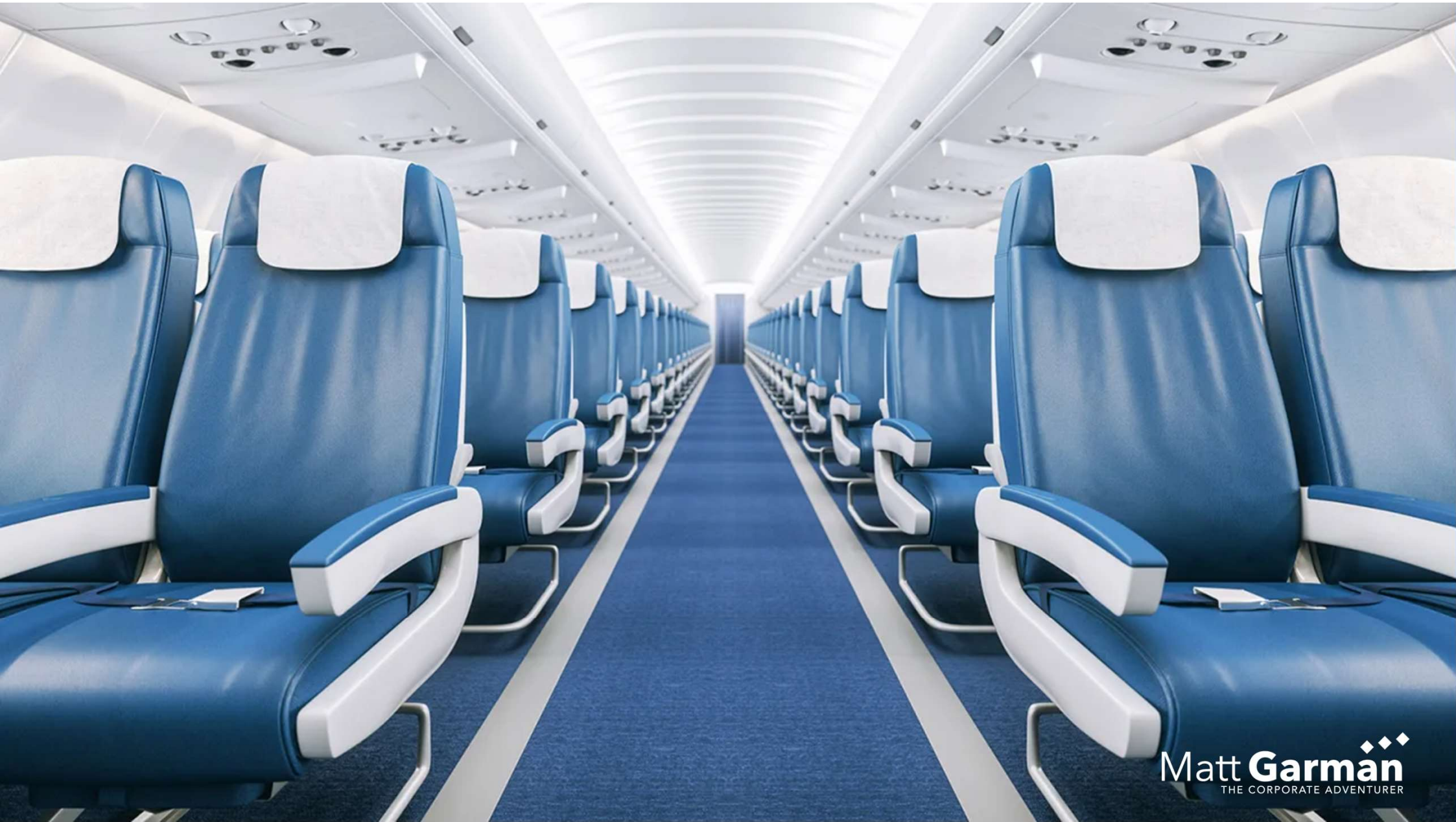
Source
HubSpot and Glassdoor study August 2020

Critical Sales Windows



Do you know what you need, and when ?

Tasks and Responsibilities	SDR/Outbound	Inside Sales	Sales Executive	Key Accounts	Sales Manager	Sales Director
Develop a list of Prospects	✓	✓	✓			
Make Proactive New Sales Calls (phone)	✓	✓	✓			
Maintain clean data on CRM	✓	✓	✓	✓		
Liaise with Marketing on Campaigns	✓	✓	✓	✓	✓	
Book Sales Appointments	✓	✓	✓	✓		
Negotiating Prices with Customers		✓	✓	✓	✓	✓
Creating Proposals for Customers		✓	✓	✓	✓	
Quote Prices and Close Sales		✓	✓	✓	✓	✓
Provide Accurate Sales Forecasts		✓	✓	✓	✓	
Accountable for Individual Performance		✓	✓	✓	✓	✓
Liasing with Suppliers/Delivery		✓	✓	✓	✓	✓
Attend Sales Calls (person)			✓	✓	✓	✓
Embody Company Culture and Standards	✓	✓	✓	✓	✓	✓
Stay abreast of Sales and Industry Trends	✓	✓	✓	✓	✓	✓
Responsible for Growth of Key Accounts				✓		✓
Coordinating Sales Training					✓	
Managing Teams Day to Day Performance					✓	
Coach and Develop Direct Reports					✓	✓
Implement Sales Team Plans					✓	✓
Develop the Sales strategy for the business						✓
Take Ownership of the Total Sales Targets						✓
Set, implement and lead the Sales Culture						✓



Matt Garman
THE CORPORATE ADVENTURER

Is the team constructed cost effectively ?

	SDR/Outbound	Inbound Sales	*Sales Executive	*Key Accounts	*Sales Manager	*Sales Director
Salary	£26,995.00	£31,535.00	£34,231.00	£41,212.00	£46,283.00	£83,845.00
Recruitment	£4,049.25	£4,730.25	£5,134.65	£6,181.80	£9,256.60	£16,769.00
Q1 Salary	£6,748.75	£7,883.75	£8,557.75	£10,303.00	£11,570.75	£20,961.25
Q1 Benefits	£337.44	£394.19	£1,127.89	£1,215.15	£1,278.54	£1,748.06
Q1 ER NI	£931.33	£1,087.96	£1,180.97	£1,421.81	£1,596.76	£2,892.65
Onboarding	£1,079.80	£1,261.40	£1,369.24	£1,648.48	£1,851.32	£3,353.80
Q1 Landed	£13,146.57	£15,357.55	£17,370.50	£20,770.24	£25,553.97	£45,724.77

SOURCE:

Salary based on Reed Recruitment Guide September 2023 with no specific geography or industry criteria

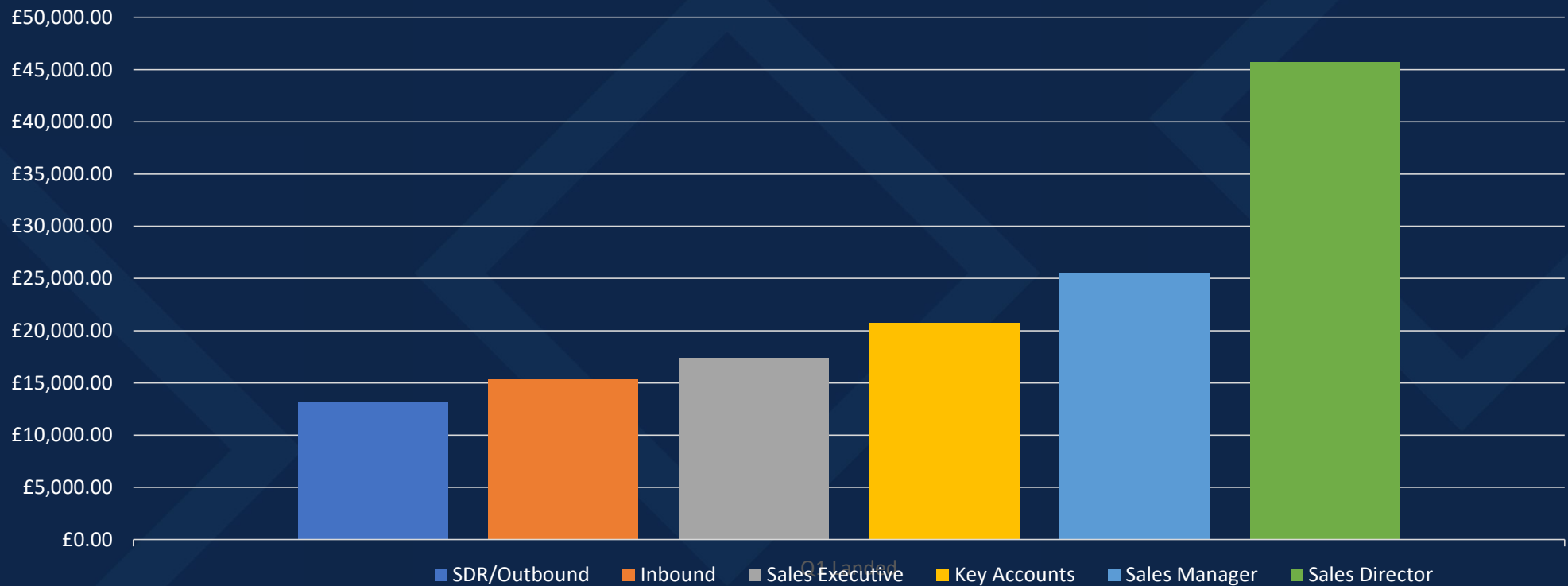
Outline Recruitment Costs from CV Library (20% for Sales Director and Sales Manager - 15% thereafter)

Q1 Benefits assume 5% pension contribution and a vehicle cost of £ 700PCM for all roles indicated with *

Q1 Employee on-boarding includes the costs of Management/Peers time - based on ACEnet Study at 16% of salary

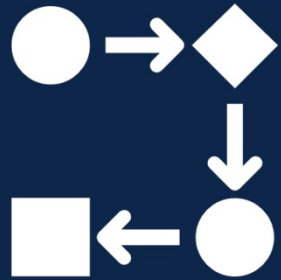
Q1 Landed Cost assumes all recruitment fees, salary, benefits, National Insurance and On-Boarding

Q1 Landed Cost of New Sales Hires



SOURCE:

Salary based on Reed Recruitment Guide September 2023 with no specific geography or industry criteria
Outline Recruitment Costs from CV Library (20% for Sales Director and Sales Manager - 15% thereafter)
Q1 Benefits assume 5% pension contribution and a vehicle cost of £ 700PCM for all roles indicated with *
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Q1 Landed Cost assumes all recruitment fees, salary, benefits, National Insurance and On-Boarding



Process

- Lead Generation
- Discovery and Winning New Customers
- Maximising Customer Lifetime Value
- CRM and Technology
- Documentation and Collateral

Most important part of sales... **Discovery**



Marketing team

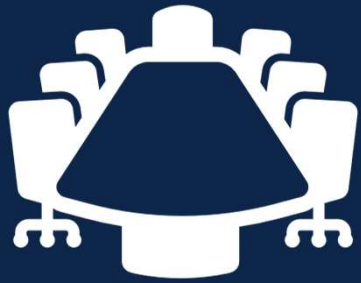
Modern marketing embraces the entire customer journey with constant and relevant communications

CEB

estimate that nearly 70% of the buying decision is completed before a salesperson is allowed to meet the buyer*

Sales team

Your sales function must be configured in a way that maximises every single qualified opportunity that enters the funnel



Management

- Forecasting, Metrics and KPI's
- Sales Meetings and Structure
- Performance Management
- Strategic Planning
- Integration with the Wider Business

Key Sales Metrics Measurements

1

**Cost Per
Lead**

2

**Conversion
Rate**

3

**Cost of Client
Acquisition**

4

**Average
Lifetime Spend**

Takeaways/Action Plan