TECH-POWERED SALES

ACHIEVE SUPERHUMAN SALES SKILLS

JUSTIN MICHAEL | TONY HUGHES

A PDF COMPANION TO THE AUDIOBOOK

Published by HarperCollins Leadership, an imprint of HarperCollins Focus LLC.

Opt-in, Ethics, and Legal Compliance of Business-to-business (B2B) Outbound

The authors exclusively recommend only the use of automated systems that are built on "privacy by design" principles and architecture, and where possible are also compliant with GDPR, CCPA, CASL, and CAN-SPAM. Data should always be sourced with integrity, and with opt-out and Do Not Contact (DNC) supported. We advocate you place your business address and a link to unsubscribe in every sequenced message. Everything we're suggesting in this book should be implemented ethically and legally in your jurisdiction. Please educate yourself concerning your regulatory obligations.

The leading sequencer companies, data providers, and LinkedIn have gone to great lengths to enable their technologies to operate ethically and securely. As a professional, you must be committed to operating with integrity and intelligence. Send less but more effective and personalized sequences, and split-test more often to smaller batches. Respect the potential customers you are seeking to help by being human in engagement and making it count with brevity and relevance.

ISBN 978-1-4002-2653-5 (eBook)

ISBN 978-1-4002-2652-8 (PBK)

Library of Congress Control Number: 2021935599

Printed in the United States of America

21 22 23 24 25 LSC 10 9 8 7 6 5 4 3 2 1

CHAPTER TWO

What's Your Technology Quotient?

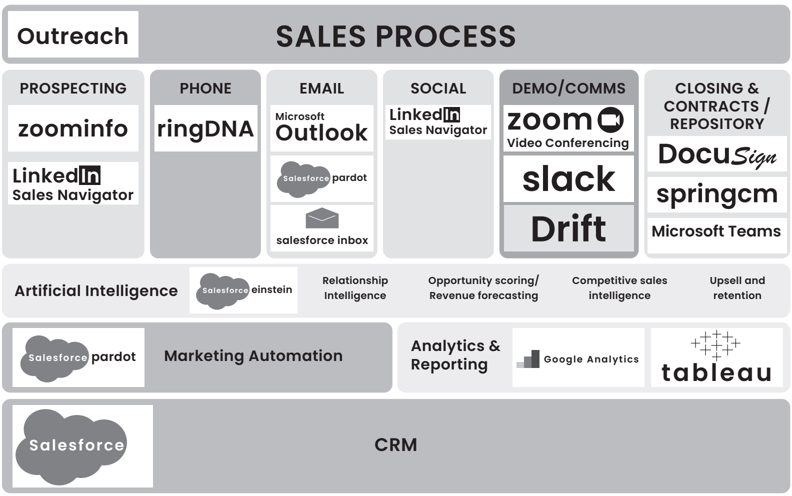

Figure 2.1

Image Source: Daniel Gray

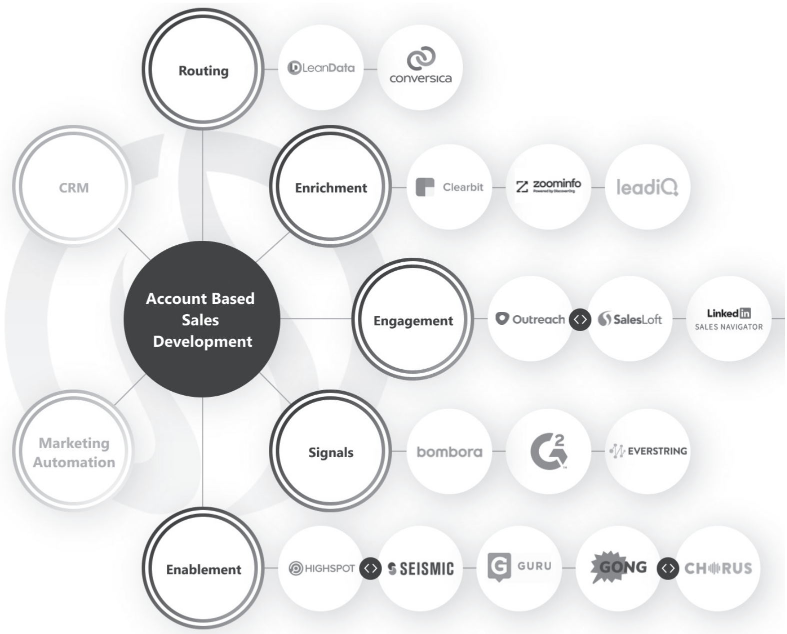

Figure 2.2

Cropped illustration from https://salessource.com/resources/the-ultimate-absd-tech-stack-infographic/. Copyright exclusive to Lars Nilsson and SalesSource.com, experts in modern ABSD tech stacks.

CHAPTER THREE

The Rise of the Machines

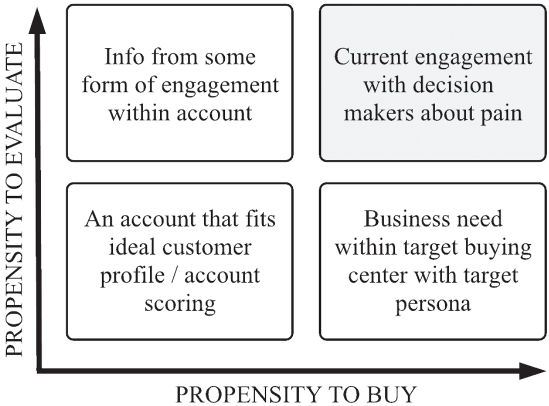

Figure 3.1

Source: Remington Rawlings, Advanced Revenue Consulting

CHAPTER SIX

Design, Test, Refine

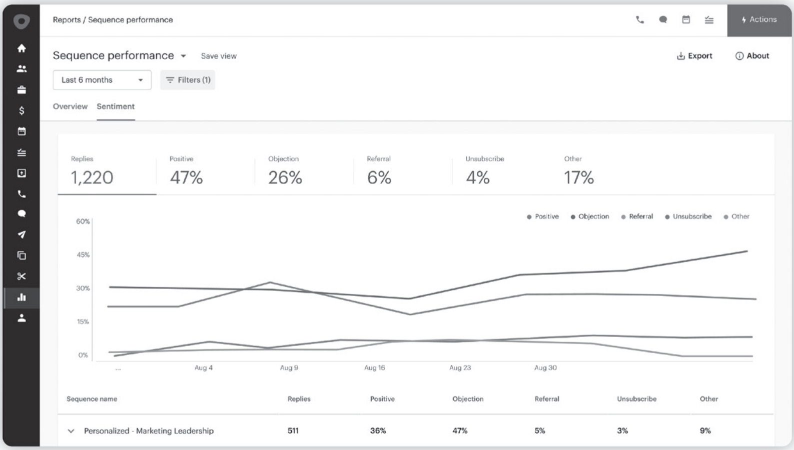

Figure 6.1

Source: Max Altschuler, vice president of sales engagement, Outreach.io

The Agoge Sequence

Step	Task	Day	Automated
1	Manual Email	1	No
2	LinkedIn Follow	1	No
3	Phone Call	1	No
4	Email Reply	3	Yes
5	Phone Call	3	No
6	Phone Call	4	No
7	Email Reply	4	Yes
8	LinkedIn InMail	7	No
9	Phone Call	10	No
10	New Email	14	Yes
11	Reply Email	15	Yes
12	Reply Email	17	Yes
13	Phone Call	19	No
14	Phone Call	21	No
15	Breakup Email	27	Yes

The Opening Emails
Middle Emails
Social Touches
Calls
Breakup Email

Figure 6.2 by Sam Nelson at Outreach.io.

SEQUENCE STRATEGY

<table>
<tr><th>Sequence</th><th>Description</th><th>Use Case</th><th>Description</th></tr>
<tr><td rowspan="2">OUTBOUND</td><td rowspan="2">custom, targeted sequences to top cold prospects</td><td>Persona Executive Sequence</td><td rowspan="4">Persona/ Authority based Sequences</td></tr>
<tr><td>Persona Champion Sequence</td></tr>
<tr><td rowspan="2">INBOUND</td><td rowspan="2">warm sequences to inbound leads</td><td>Persona Executive Sequence</td></tr>
<tr><td>Persona Champion Sequence</td></tr>
<tr><td>ENGAGEMENT</td><td>more generic auto sequences to cold prospects</td><td colspan="2">Persona Based sales messaging drip campaign to lower levels - packed with content and less direct CTA's (to generate email opens and feed Level 1 Outbound)</td></tr>
<tr><td>QUALIFYING</td><td>generic actions on people who've responded, but no meeting yet</td><td colspan="2">Generic tasks every two days that remind a rep to reach out and keep the process moving with those who've responded from any sequence</td></tr>
<tr><td>NURTURE</td><td>auto sequences to rejected/no response prospects to re-engage</td><td colspan="2">Messaging that keeps a relationship alive even after a rejection or someone didn't answer to the initial sequence</td></tr>
</table>

Figure 6.3

Source: Remington Rawlings, Advanced Revenue Consulting

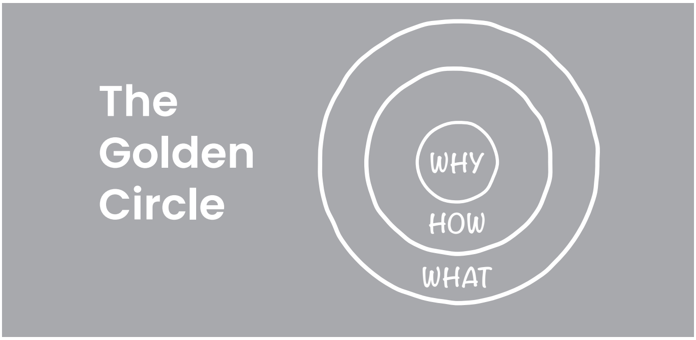

Figure 6.4

Image courtesy of simonsinek.com

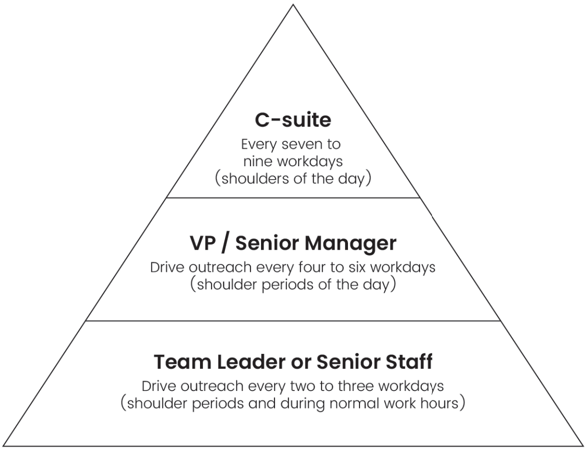

Figure 6.5

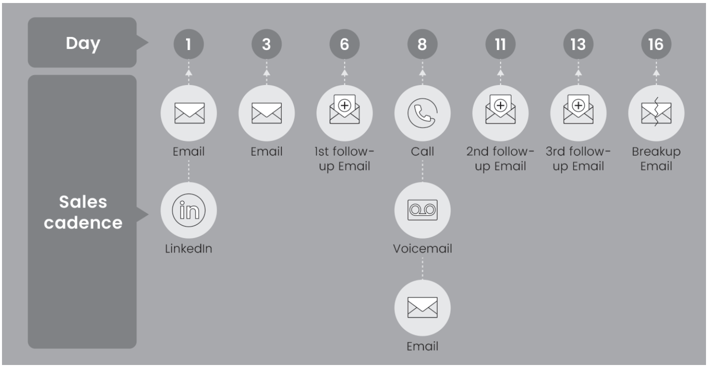

Figure 6.6

Source data for image: Freshworks.com "Example of a Good Cadence"

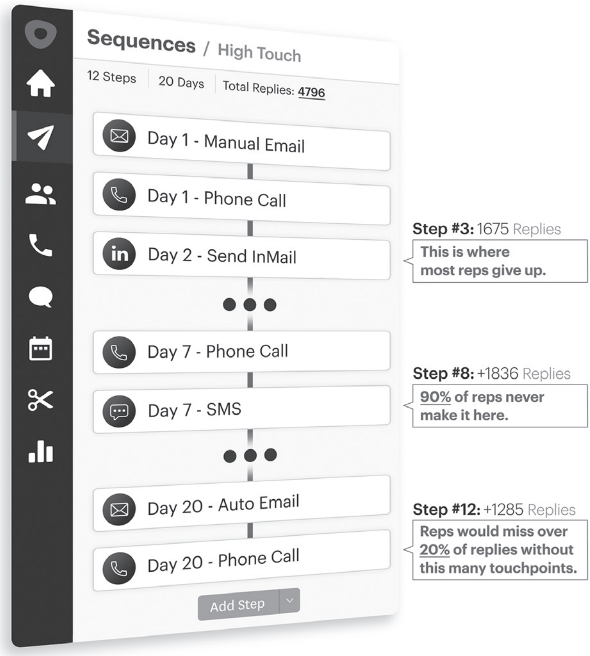

Figure 6.7

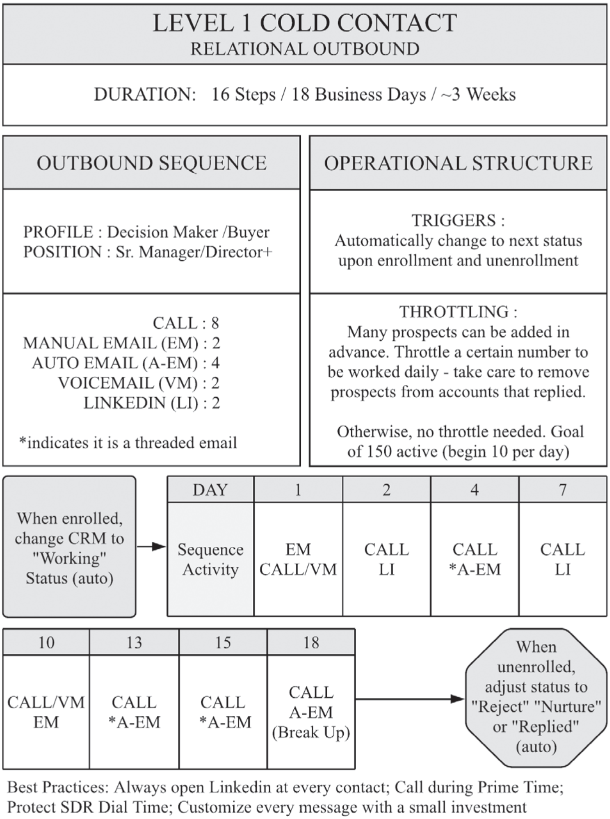
LEVEL 1 COLD CONTACT
RELATIONAL OUTBOUND
DURATION: 16 Steps / 18 Business Days / ~3 Weeks
OUTBOUND SEQUENCE
PROFILE : Decision Maker /Buyer
POSITION : Sr. Manager/Director+
CALL : 8
MANUAL EMAIL (EM) : 2
AUTO EMAIL (A-EM) : 4
VOICEMAIL (VM) : 2
LINKEDIN (LI) : 2
*indicates it is a threaded email
OPERATIONAL STRUCTURE
TRIGGERS :
Automatically change to next status upon enrollment and unenrollment
THROTTLING :
Many prospects can be added in advance. Throttle a certain number to be worked daily - take care to remove prospects from accounts that replied.
Otherwise, no throttle needed. Goal of 150 active (begin 10 per day)
When enrolled, change CRM to "Working" Status (auto)
DAY
Sequence Activity
1
EM CALL/VM
2
CALL LI
4
CALL *A-EM
7
CALL LI
10
CALL/VM EM
13
CALL *A-EM
15
CALL *A-EM
18
CALL A-EM (Break Up)
When unenrolled, adjust status to "Reject" "Nurture" or "Replied" (auto)
Best Practices: Always open Linkedin at every contact; Call during Prime Time; Protect SDR Dial Time; Customize every message with a small investment

Figure 6.8

LEVEL 2 COLD CONTACT
TRANSACTIONAL OUTBOUND

DURATION: 6 Steps / 13 Business Days / ~3 Weeks

ENGAGEMENT SEQUENCE

PROFILE : Influencer/Coach
POSITION : Below Sr. Manager - may also be used to generate interest with higher positions

CALL : 0
MANUAL EMAIL (EM) : 0
AUTO EMAIL (A-EM) : 6
VOICEMAIL (VM) : 0
LINKEDIN (LI) : 0

*indicates it is a threaded email

OPERATIONAL STRUCTURE

TRIGGERS :
Automatically change to next status upon enrollment and unenrollment; opens/replies trigger call tasks or enroll in Level 1 Cold sequence

THROTTLING :
SDR adds many from their middle-tier accounts in hopes of generating email opens they make calls on. Throttle so only 5-7 per domain at a time and roughly 200-250 active in auto sequence at a time.

When enrolled, change CRM to "Nurture" or "Mass" Status (auto) →

DAY	1	3	6	8
Sequence Activity	A-EM	*A-EM	*A-EM	A-EM

10	13
*A-EM	A-EM (Break Up)

→ When unenrolled, adjust status to "Reject" "Nurture" or "Replied" (auto)

(too many people in sequence at one time can create issues with your email domain; take caution not to spam.)

Figure 6.9

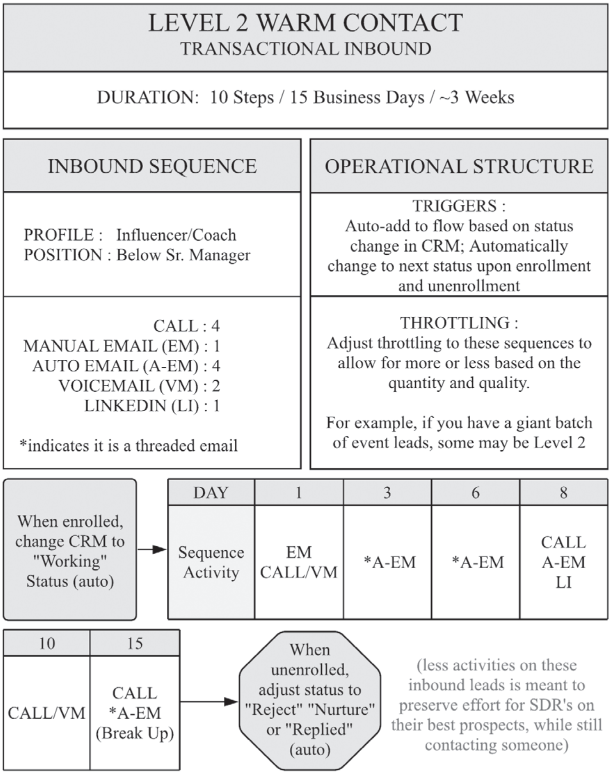
LEVEL 2 WARM CONTACT
TRANSACTIONAL INBOUND
DURATION: 10 Steps / 15 Business Days / ~3 Weeks
INBOUND SEQUENCE
PROFILE : Influencer/Coach
POSITION : Below Sr. Manager
CALL : 4
MANUAL EMAIL (EM) : 1
AUTO EMAIL (A-EM) : 4
VOICEMAIL (VM) : 2
LINKEDIN (LI) : 1
*indicates it is a threaded email
OPERATIONAL STRUCTURE
TRIGGERS :
Auto-add to flow based on status change in CRM; Automatically change to next status upon enrollment and unenrollment
THROTTLING :
Adjust throttling to these sequences to allow for more or less based on the quantity and quality.
For example, if you have a giant batch of event leads, some may be Level 2
When enrolled, change CRM to "Working" Status (auto)
DAY
Sequence Activity
1
EM CALL/VM
3
*A-EM
6
*A-EM
8
CALL A-EM LI
10
CALL/VM
15
CALL *A-EM (Break Up)
When unenrolled, adjust status to "Reject" "Nurture" or "Replied" (auto)
(less activities on these inbound leads is meant to preserve effort for SDR's on their best prospects, while still contacting someone)

Figure 6.10

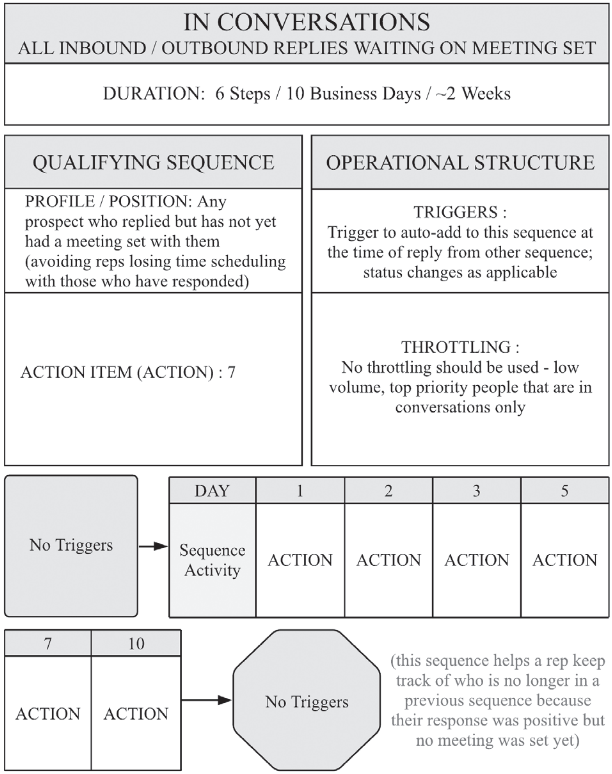

Figure 6.11

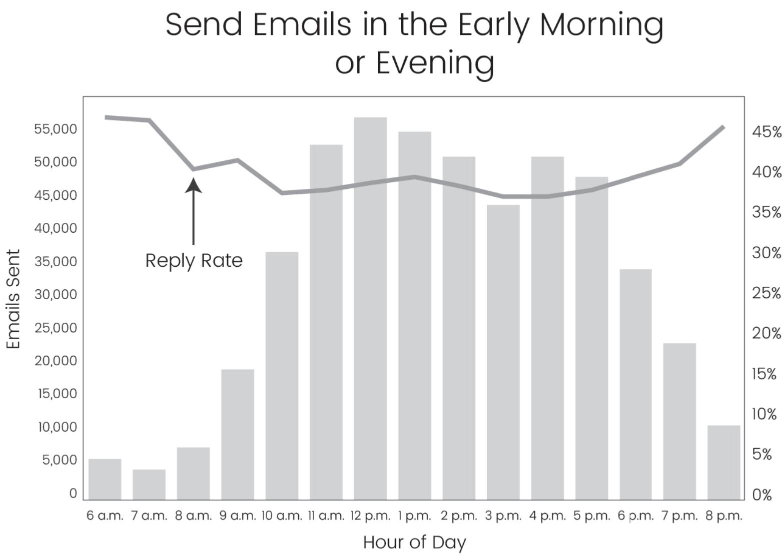

Figure 6.12

CHAPTER EIGHT

Working Your Systems

Figure 8.1

Chief Sales Officer

De-risk hitting targets with consistent self-generated pipeline coverage

WHY CHANGE?

De-risk hitting aggressive targets in a tough market and with more sales reps hitting quota from stronger pipeline coverage. Enable teams for self-generate sales pipeline in a way that you can hold them to account. Improve new deal win rates with elevated engagement into the c-suite. Reduce churn, improve loyalty and increase sales productivity.

WHY NOW?

Recession means inbound lead volume have dropped and sellers struggling to stay motivated and effective working remotely in a tough market. All sellers must elevate engagement into the c-suite and lift their game in order to succeed today. Act now to de-risk annual targets.

WHY US?

Best methodology + platform + coaches. Proven success in delivering for B2B sales leaders and teams supporting current methodologies without confusion. The approach is from the best minds on the planet for B2B sales pipeline creation (Tony Hughes) and has delivered 2X-4X pipeline around the world for companies such as ...

OBJECTIONS TO ANTICIPATE

- No budget for training
- No time to look at this
- Already have an internal sales enablement team
- Training doesn't work
- Already have a methodology
- Currently planning

WORDS THAT RESONATE

- Proactive pipeline creation
- Hold salespeople to account for outbound activity
- Accurate forecasting
- Decrease cost per lead and cost per client acquisition
- 4x pipeline coverage
- More sellers hitting target
- De-risk hitting targets

Figure 8.2

Chief Sales Officer

Influence Map and Trigger Events

TRIGGER EVENTS:

- New into role
- Hiring sales ops role
- Missed targets
- Forecast accuracy problems
- Launching new product
- Expanding into new markets
- Merger or acquisition
- New rep joins and sales IQ user
- New financial year
- Higher sales targets
- Major new win announced
- Competitor threats
- Investing in sales tech

Figure 8.3

CHAPTER NINE

Powering Up

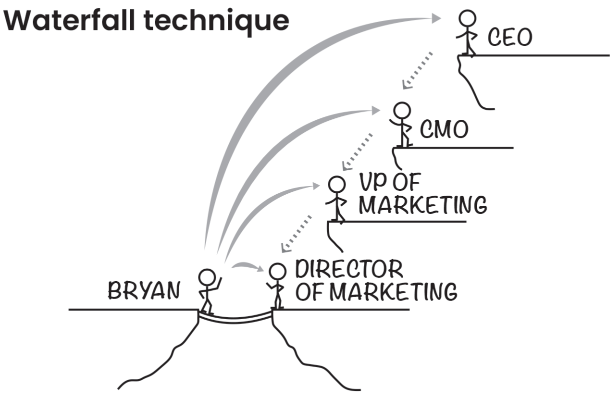

Figure 9.1

Source: breakthroughemail.com ©Bryan Kreuzberger 2020

CHAPTER TEN

Driving Sales Success

$$\text{Outbound Account Conversion} = \frac{\text{\# Qualified Appointments Set Per Month}}{\text{\# Accounts Touched Per Month}}$$

$$\text{Outbound Contact Conversion} = \frac{\text{\# Qualified Appointments Set Per Month}}{\text{\# Contacts Touched Per Month}}$$

Figure 10.1

Source: Brendan Short, "The Most Important Outbound Metric That No One is Talking About."

$$\text{Outbound Account Conversion} = \frac{15}{50} = 30\%$$

$$\text{Outbound Contact Conversion} = \frac{15}{1{,}250} = 1.2\%$$

Figure 10.2

Source: Brendan Short, "The Most Important Outbound Metric That No One is Talking About."

Appendix

TQ Application Case Studies

Case Study: Rep on a Performance Review Becomes Top Rep

Ironically, a rep at one of the big four SEP companies was struggling and called. We helped him add in phone strategically to his cadences and refine his value messaging so it was more fear based (loss) versus ROI (gain). He embraced the *COMBO Prospecting* ethos and methodology, and in four months he went from a performance review to the top rep in the company and got flown to Vegas to get the award. True story!

Here are some of the changes that we made. The sequences were way too salesy and read like a marketing brochure. We shortened them to make them more conversational. Next we nailed the message and conversation narrative by making it about sharing ideas on growing the business, reducing risk, saving FTE costs, reducing ramp time costs, and so on. He then started to triple his prospects (phone, voicemail, email with ninety seconds). Anyone who viewed his profile or viewed a sequence four times was tripled, starting with the phone. He was rewarded for this persistence by getting nicknamed "Triple Timmy!" He described the reason for success as an application of COMBO to the sequencer modality of preprogramming mass email.

Case Study: Six Years of Pipeline in Six Months

A company in NYC had feedback that their prospects hated receiving cold calls so they did away with it as a practice. A new seller joined and subscribed to a semi-automated email sending technology via Groove and an effective data source in ZoomInfo. He parked himself in a cubicle and made thirty calls first thing every day and sent out sequences every forty-eight hours to a targeted list of buyers. The response to this activity from peers and management: "This guy is not a cultural fit. He just bangs the same script out all day in a cubicle." But he soon set meetings with Coca-Cola, McDonald's, Home Depot, you name it. Within six months, he set the record for the most pipeline ever generated in the company and was promoted and relocated to Seattle to create a worldwide sales development operation covering six countries.

What techniques actually worked? Combination effect: call, vmail, email, InMail, liked a tweet, added personalization across the board. He also created shared Google sheets to work ABM/ABSD style on a finite list of contacts into the top two hundred accounts matching ICP. He went deep into the accounts and booked on-site meetings using the neighborhood technique doing COMBO triples and launching sequences at Atlanta, Chicago, Toronto, or NYC for upcoming travel. He was monitoring the pixel firing (tracking) every day on all outbound email and then reacting to views of his profile and high opens on email. He was also leveraging TeamLinks to triangulate his way into technical mobile orgs through the engineering arms via common connections in his own organization.

When he built the team in Seattle, he included a tech stack to enable them, including Sales Navigator, ZoomInfo for direct dials and emails (Lusha for the EMEA region), and Groove was handling the sequencing. Results were okay but a light-bulb moment happened reading an article by Tony Hughes titled "The Rise of the Silent Sales Floor Is Killing Business." The job of SDR had become one of listening to Spotify while cruising around Navigator (building lists and endlessly researching), using LeadIQ or ZoomInfo to batch load into sequencers, and then utilizing some crowdsourced templates. People were treating the phone like it was covered with spiders, fearing rejection or suffering from performance anxiety in wielding their voice.

To change things, he hired forward-thinking reps who embraced the old-school phone as the primary connector, on the back of better keyword targeting in advanced Sales Navigator settings. Some were even using exotic B2C media like Skype and Facebook Messenger to land meetings all over the world with harder-to-reach stakeholders in the affiliate marketing space—Isle of Malta or Cypress. The operation was a raving success after ensuring a proactive culture in sales development that did not cower behind email sequencers and grooming social media.

Case Study:
Liquid Syntax in Personalization for Warm Outreach

The best way you can impinge into any market when you join a company is to find all the past buyers and map them to LinkedIn. We call this a trigger diaspora. Within platforms like Apollo and lemlist, you are able to use "liquid syntax." This is a set of encoding where you can preprogram when certain prospects reach a condition and the personalization changes.

Ben Harbert shares how this transformed results. "We'd been Apollo users for three months when I caught a webinar with Krishan Patel and he shared liquid syntax. He starts the webinar talking about how Apollo was able to book more outbound meetings with liquid syntax and zero SDRs than when they were with six SDRs working independently. Of course, I was like, 'Holy crap! How can I use this now?'"

Krishan's advice was to build rules based on known personalization points (e.g., persona, hiring, funding, tech stack, location, and vertical) and then use liquid syntax to have multiple variations of an email housed in one step in Apollo. Figure A.1 presents his example of a rule that automatically updates custom fields in Apollo or a CRM. These are updated continuously, so when companies fall out of the recent funding window of two months, the custom field will be reset accordingly and will be gated to prevent triggering the wrong message.

Figure A.1

Figure A.2 is an example of the messaging framework that would be built using the above rule and any others that we may want to configure.

```
{{#if Persona == CMO}}
{{#if Hiring Marketing == TRUE}}
{{#if Using Marketo == TRUE}}
        Message for CMOs growing their marketing team and using Marketo.
{{#else}}
        Message for CMOs growing their marketing team and not using Marketo.
{{#endif}}
{{#else}}
{{#if Using Marketo == TRUE}}
        Message for CMOs not growing their marketing team and using Marketo.
{{#else}}
        Message for CMOs not growing their marketing team and not using Marketo.
{{#endif}}
{{#endif}}
{{#endif}}
```

Figure A.2

Even though this is a very basic setup for making liquid syntax work, you can begin to imagine how much more flexible this makes the messaging to prospects, because each message can be limited to only prospects meeting a certain set of variables. Ben learned not to insert too many custom fields into the message, and instead create more segmented value propositions that are controlled by rules triggered on custom fields. "I learned my lesson—'less is more'! We created outreach for very specific segments of companies that matched our clients who were growing fast."

Ben made personalization and the narrative more targeted and succinct, and also used that framework to revamp outreach to companies who were probably not in the buying zone and started conversations that won new customers. "We learned to use liquid syntax messaging, controlled by rules, to make sure the right messaging went to the right people and not just custom field vomiting at them."

Ben became adept at using the tool and techniques and says: "When I started creating rules and complex liquid syntax templates, I moved into an area where the support team had a hard time knowing how to help me. But finding external experts to help makes all the difference!"

Krishan Patel, Director of Growth at Apollo, is one of those experts and he found that in order to replicate the results of his previous SDR team, it took hyper-personalization at scale.

> There's more than one side to the personalization. Personalization that SDRs do based on information they already have. For this type of personalization, we can use Apollo's Rules Engine to enrich and check each lead as soon as it's added to a sequence to fill out certain custom fields based on data. This can include whether the company is hiring in certain positions, has raised funding, is using certain technologies, is in specific locations, is new to its role, etc.
>
> Much personalization that SDRs do is based on researching and finding new data not currently in the system. For this type of personalization, we hand over a huge list of accounts to a low-cost offshore team to do deep account-research and fill out custom fields for us. For example, if you were a web design agency, maybe you would have the researchers take a screenshot of each company's website and place the URL in the custom field which can then be used to personalize an email to anyone within that account.
>
> If you can afford to invest more in acquiring customers (CAC) or already have a relatively high ACV, then this entire process shouldn't have the goal to replace your SDR, but instead it should save significant time for SDRs so they can focus more on calling and doing the things that only they can do. The overall SDR team doesn't need to be as large because each SDR can cover more accounts since they don't have to spend as much time researching, personalizing emails, and wrangling data.
>
> In Apollo, driving account-based sequences then allows accounts to be managed in a playbook. Manual researchers input personalization data and people are then added to the account with them being in correct sequences based on their persona. We can run the campaign as top-down, bottom-up, or scattershot.

Apollo is excellent and we've seen WYSIWYG (what you see is what you get, pronounced wis-ee-wig) in email marketing automation canvas builders and visual editors to coordinate emails, social touches, push notifications, and so on. There are simple templates now for non-technical marketers to customize. Salesforce Journey Builder is an excellent example. This type of thinking will come to personalization at scale with drag-and-drop ease for parameters to personalize. UIs will be so smart and facile that a child could build hyper-touch sequences in minutes toward 2025.

TQ TAKEAWAY

Use platforms such as Apollo with Zoom (Scoops) and Triggr to automatically receive lists of people to target, with their contact details, based on automatically analyzing a combination of attributes and trigger events. This gives you ongoing funnel for driving outreach where there is relevance, context, and higher propensity to buy. You can even automate cohorts into various sequences based on how the personalization should take place—and in real time.

Case Study:
The Power of Baseline Content for Buyer Personas

We strongly advocate that you absolutely nail your ICP and buyer personas to then create strong baseline value narratives (messaging) to which you can add relevant personalization. Remington Rawlings shared his views on this topic: "When you are creating personalization at scale, you don't have to personalize a huge portion of the email if the parts of the email that aren't personalized are highly impactful to the person in their role. This obviously requires tight alignment between marketing and whoever is writing the sequences with custom personalization fields."

Remington provides the following anonymized real example of what he helped a company build and deploy with great results.

- [1] INTRO/PERSONALIZATION: You personalize the beginning of the email using account/persona/contact specific attributes or triggers. These can either come from a manual email where you find details and add them as the first step in any sequence, or from an account field you map over that contains specific wording that is good for anyone in the whole account.

- [a], [b], [c], [d]—BENEFITS/VALUE (meat of the message): You make a strong value pitch for the persona, articulate the product benefits, not the features. Personalization is icing on the cake to get them to feel you know them *and* you brought value.

    [a] PAIN: For instance, you have to know their role, share what their problems usually are.

[b] FUNCTIONAL BENEFIT: Talk about the literal operational/organizational/technological changes they will see because of whatever you're positioning—i.e., what they stand to see change at work because of the thing you offer.

[c] EMOTIONAL BENEFIT: What they personally would see if they had this functional benefit—i.e., more time for strategic work, less stress managing employees, less frustration because of constant change you didn't see coming, etc.

[d] PERSONAL VALUE: Share what they will end up walking away with from working with you and gaining those functional and emotional benefits—i.e., you end up being a strategic leader, promotion, lead change initiatives in your org with ease, etc.

- [e] CALL TO ACTION:

  [e] should include a specific ask, as well as a *when* question between two options, not an *if* question or a soft/flimsy ending that has no backbone. Unless you are doing a thought leadership campaign that you want to provide value and lead only to awareness, your CTA has to be on point if you want them to take a next step seriously.

Remington goes on. Put it all together and what do you get? Everything from [a] to [e] can be the same for every email within a single persona (supply chain executive/champion for example, or IT executive/champion). Here's an example of an email:

"Hey {{first name}},

[1] INTRO/PERSONALIZATION {{company}} seems to be going through some change as the market shifts and new laws are going to make your situation harder. [a] I know with your background of leading teams at multiple global enterprise companies like Salesforce, LinkedIn, and a couple others that this won't be a first for you. But with your CRO leaving recently, I am sure that makes it interesting.

[b] FUNCTIONAL BENEFIT: At [name of our company], we are spending lots of time putting effort toward understanding the way people work and why their jobs are harder following COVID. With the shift in the economy, you and your managers have had to cut costs and maximize profits. Our goal is to give you complete visibility into the ROI of your production line.

[c] EMOTIONAL BENEFIT: We know if you can see that better, and manage work cross-functionally, you won't feel the frustration of wondering where the friction points are in the business.

[d] PERSONAL VALUE: Through our technology, we have empowered executives at other companies like X, Y, and Z, companies to be the strategic leaders that take 50 percent less time to understand their ROI/problems.

[e] CALL TO ACTION: It would be important that I have fifteen minutes with you to understand what specific initiatives you are working on that [name of our company] can help with. Would Tuesday afternoon or Wednesday morning be better? I can send an invite.

Remington says: "This approach appeals to some of the various aspects of an executive's desires. You may find another framework is more beneficial for you. And you have to remember that frameworks can be combatants to brevity: don't make it too long! The point is that you have a framework that you can use to apply your personalization at scale." So, courtesy of Remington Rawlings, the skeleton is:

[1] INTRO/PERSONALIZATION

[a] FUNCTIONAL BENEFIT, [b] EMOTIONAL BENEFIT, [d] PERSONAL VALUE; (include case studies where applicable in any of these portions of the framework)

[e] CALL TO ACTION

Case Study: Spears™ and Signature Sequence

Justin (coauthor here) originally wrote this for Sales IQ Global, the sales enablement and eLearning platform we partner with to help people learn at scale without expensive consulting. *Spears* is a term coined by Justin, just as *COMBO* is coined by Tony. The quirky grammar is deliberate.

DAY 1—THREAD ONE:

A Subject Line 1: Growth for {{Company Name}}

B Subject Line 2: 3-5X pipeline for {{Company Name}}?

C Subject Line 3: Top Funnel Growth Training for your reps, {{first name}}?

Hey {{first_name}}, Are you struggling to generate top funnel growth and can't enable your people in ways that stick?

SalesIQ has trained leaders including {{reference_cust_1}}, {{reference_cust_2}}, and {{reference_cust_3}} with a virtual learning environment with reinforcement training to lead to double digit increases in sales team performance leveraging the principles of *COMBO Prospecting*. This can allow your reps to go full bottle on outbound with phone and multi-channel and build a 3-5X pipeline.

Are you the best person at {{company name}} to talk about this? Thanks, JM

DAY 4—REPLY BUMP

{{Customer_name}} Thoughts on this?

DAY 7—LINKEDIN SOCIAL TOUCH: FIRST DEGREE OR SECOND DEGREE (EXAMPLE IS SECOND DEGREE)

Dear {{first name}}—I see you are responsible for sales enablement at {{company name}}, and at SalesIQ, we help companies like {{reference_cust_1}} and {{reference_cust_2}} train their reps in top funnel growth. Makes sense to connect here?

DAY 11—LINKEDIN FOLLOW-UP 1

Hi {{first_name}}, I'm still shaken with what's happened (and happening) but I'm beginning to find my feet in this "new" normal. How are you doing?

If you've checked out my profile you can see that at SalesIQ, we have trained reps at {{competitors}} on top funnel growth techniques. The current scenario has ensured that SDRs are either:

- Complaining that no one's taking sales meetings
- Wasting AE's time on meetings that don't go anywhere, or
- Simply pretending to work from home :)

Essentially, companies may be spending >6k a month per rep that's currently producing zilch. I want to propose that we set up a call to:

- Identify areas you need the most help
- Understand your prospects' world and product market fit
- Propose a training program for your SDRs (if applicable)

Do you have some availability early next week? JM

DAY 14—LINKEDIN FOLLOW-UP 2

Hey {{first name}}. Can we hop on that call anytime soon? (totally understand if you are preoccupied w/ other priorities and would love a response when you catch a moment)

Now starting a whole new email and sequence with email thread two.

DAY 1

Subject Line 1: 50% missing quota, {{first name}}?

Subject Line 2: Can't generate pipeline fast enough, {{first name}}?

Subject Line 3: {{First Name}}, Training won't stick?

Hey hey {{first.name}}—We read wild stats on this every day with up to 70% of hunting reps missing quota. It's a scourge in high growth orgs—the churn rates and low morale.

We've developed a SalesIQ platform that teaches reps the fundamentals of outbound prospecting with an interactive online learning environment that cements results. The most cutting edge startups in the world use this. It's from the crack team of Tony Hughes and Luigi Prestinenzi, and is an affordable scalable way to upskill your global sales org virtually at a fraction of the cost of traditional sales training.

If it makes sense to talk, how does your calendar look? Thanks, JM

DAY 4—BUMP

{{first.name}}, Imagine the implications of improving your middle performers by 20%?

DAY 7—BUMP

{{first.name}}, It's about opportunity cost. Imagine not doing anything while the low performers are managed out and the middle is mediocre.

Shall we talk about helping your top performers double or triple pipeline with the right training in place?

DAY 10—THREAD THREE

Subject 1: {{full name}}: Not your Dad's sales enablement platform

Subject 2: {{full name}}: Cutting edge training on demand

Subject 3: {{First Name}}: Public Review on SalesIQ?

{{Prospect.name}}, We have helped many companies like {{customer.name}} drive distributed sales enablement with SalesIQ. Why is it different?

Here's a 2 minute video from James Bond, VP, Sales Enablement at Megacorp: https://video.com

If you prefer reading, here's a transcript: https://transcript.com

In essence: It's simply a better training experience—the production quality, the quizzes, the content itself, all produce the result of long term learning where reps actually upskill remotely.

Their reps produced real revenue outcomes.

Thousands of reps are using this platform to upskill their game at the most prestigious tech companies in the world.

The response is glowing, "Best training ever received, best quality I've ever seen." Why does quality matter?

Because with SalesIQ lasting results, adoption and participation in online sales training sets up your organization for top line success. I won't waste your time, can we connect on this?

Thanks, JM

DAY 13—BUMP

Hey {{first name}} Have been reaching out to you for about a month now. Is Sales training for {{company name}}'s SDRs relevant to you?

Wanted to check one last time to see if you may be interested in an exploratory call.

Let me know if we can set up a time to talk sometime soon.

All the best, Justin

Real sequences just like these yielded millions of dollars in revenues for those using them, and they were purely digital. These sequences often set at a mind-blowing 80 percent open rate, 10 to 15 percent reply rate, and 25 percent conversion rate. We have seen ten qualified opportunities on a thousand contacts per month, all hyper-personalized digital sequencing. (The industry hovers around ten opportunities per three thousand contacts.)

TQ TAKEAWAY

Seth Godin came up with the concept of "The Purple Cow." It's all about pattern interrupts. Can you think differently? Open your own inbox and look at the last dozen emails from vendors that were sent automatedly. "Hope you're doing well. Reaching out." Sea of sameness. Now think of anything you can do to make your email opening line look different—the syntax, linguistics, structure. Less formal, more conversational. Be yourself; everyone else is taken.

Case Study: First Ninety Days—Checklist for New SDRs and SDR Leaders

The following list is what we've seen work well and what to be aware of in kicking off in the new role. It's open-sourced content from hundreds of those who've been down your path before. The premise of this section is that you will get the support and funding you ask for in the first ninety days, then it all goes downhill with the boss. Although numbered for reference purposes, it is not in priority order.

1. Get your tech stack in place including Sales Navigator, a sales engagement platform (SEP), a data source (direct numbers and emails), and a means to listen to remote calls (conversational intelligence). Sort out your CRM to enable sales process and marketing collaboration, and also moving data bi-directionally with your SEP.

2. Make your sequences painfully short with one-to-three-word subject lines, and two or three sentences maximum content so they are optimized for mobile responsive design. Consider avoiding bullets or dashes in early emails: massive tests by SalesLoft conclusively prove they decrease deliverability. Instead of a three-paragraph marketing email, go for something that looks like this. "Hey, Bill, noticed your sales team grew from 3 to 15 reps, which means you may need to de-risk scaling so the majority hit their numbers, similar to how we did this for Acme, Beta, and Zeta Corp—unlocking a 245 percent increase in revenue. When's a good time to talk? Thanks, Justin."

3. Deploy Reisert Buckets, a priority classifier that structures your process and how you work each day. Bucket 1—your evergreen TAM. Bucket 2—in ICP, in sequence. Bucket 3—priority, you've connected. Bucket 4—booked meeting. The system is designed to be worked from Bucket 4 to Bucket 1 as you prioritize the most engaged first.

4. A/B split test everything methodically, especially focusing on subject lines, opening sentences, and calls to action (CTAs).

5. Avoid using links, images, or a cluttered signature. Use text only in first and early sends to appease the SPAM gods!

6. Make your cadences assertively high frequency (every forty-eight to seventy-two hours) so you get routed—referrals in the replies are huge! The goal is "proof of life" in any form, even a hard *no*.

7. Make sure you are doing triples on high opens. So if you see three or more opens of a sequence, you need to manually call that prospect, leave a voicemail, and send an email within ninety seconds (*COMBO Prospecting* technique). Engagement of any kind with your triple deserves follow-up. You can automatically set tasks to remind you whenever a prospect opens a sequence more than three times; optimally five or more is a leading indicator. In Outreach, this is in Settings / Ruleset 3)

8. Consider ORUM, ConnectAndSell, and ConnectLeader to get "speak live" contacts per day from five to more than twenty, leveraging parallel assisted dialing (PAD) from offshore and hot-switches unbeknownst to the prospect.

9. Think from the viewpoint of the prospect. Send test email sequences to friends and family, then be open to super-candid feedback. Send it to your VP of Sales, CRO, and CMO. Make sure your outreach sounds authentic and conversational, not like a marketing brochure. Drop your own personal email into all initial sequences.

10. Make a judgment call on how much to personalize. It is best done at the technographic, psychographic, and firmographic levels. A/B test hyper-short compacted messaging against these methods. You need to be savvy with adding custom fields and importing these fields into an Excel column, normalizing the data, and assigning them to a custom field you map on a bulk create import where you line up a column such as "friend in common" to that field. Other examples include first-degree connection (but vet these for actually having a real relationship), alumni, head count growth, job change {{Former Company}} to company.

11. Study Becc Holland (Chorus.ai YouTube: Flip The Script Calls and Emails), Josh Braun (Bad Ass B2B Growth Guide), and Sam Nelson (Agoge Sequence). An example of what good could look like is: "Hey, Jessica, looks like we both know Jon Selig. I noticed you just moved from {{former.company}} to {{company}} and {{former.company}} was a satisfied customer of {{my.company}}.

Shall we find some time to talk about conversational intelligence at {{company}}? Best, JM." One of the super cool things we saw with Hexa.ai technology at OutboundWorks was that it could map entire AI-written sentences into custom outreach fields.

12. Basic messaging that always works is "social proof." "Mr. Prospect, here are three famous names that we drive these valuable outcomes for." The demand types you should focus your message on are: make money, save money, reduce risk, satisfy a regulation.

13. Remember the 80/20 rule: An effective SDR outbound motion is asymmetrical by definition. Therefore, 80 percent of each day is wasted. It's your job to hone in on the levers that work and 10X them. Be maniacally focused on identifying and cutting waste from the system, then prioritizing what's converting to results.

14. Sales development and revenue operations (RevOps) requires rigorous commitment to the scientific method so don't fall into the trap of a spray-and-pray approach. Change one thing at a time to hone in on the streaks using the process of elimination. If you test six subject lines and clone the email, see which has the highest reply rate, then analyze sentiment. SDRs need to see themselves as data scientists, always yearning to break new ground, discover uncharted territory, but keen on self-control, wisdom—and patience, persistence, and perspicacity (the three Ps).

15. Understand your budget for tech stacks and hiring. You need to bring in Drift front-of-site chatbots so they can float on your website, chatting and bringing in business with highest value prospects *as they presearch in real time* at the ZMOT (zero moment of truth). Subscribe to Vidyard, Loom, or BombBomb for video emails. Buy Chili Piper for high show rate calendaring. One of the top reps ever that we worked with came from DocuSign, which had over two hundred SDRs. He had been passed up for a promotion and therefore moved to a new company. He was the heaviest cold caller on the block and became a legend for it. Once we trained him on responding to social signals, COMBO, and key elements of TQ—game over, he was hands down the top performer every single month. As Kevin O'Connor, founder of DoubleClick, says: "Hire smart athletes." Work ethic is even more important as self-motivation and discipline is the prerequisite for everything in this book.

16. Study *The Bridge Group SDR Metrics Report* for SDR SaaS Metrics. Based on these benchmarks, establish your baseline KPIs—calls per day, emails per day, social touches per day, outbound emails per day. Follow what VC David Skok, the oracle of SDRs, says.

17. Know the math of sales! Ryan Reisert's mantra is to define your TAM, ICP, and IPP/buyer personas and build out touch patterns for these. Then actually follow-up in a disciplined programmatic manner . . . every quarter for every contact.

18. Get your social strategy in place so it's measurable. There are many systems like Skylead.io, DuxSoup, and Kennected.org that automate LinkedIn—but major warning, be careful about this as there are stringent guidelines around automating LinkedIn interaction. You can do this safely manually. Have a template for the first custom LinkedIn invite and subsequent manual touches. Understand throttles, caps, and how to rescind LinkedIn invites to stay compliant.

19. Be smart about targeting and trigger events. In Navigator, this means mastering Boolean searches. This also means considering Bombora intent data. Understand job changes, the most powerful trigger event. Take the approach of top-down, middle-out, and bottom-up. Understand flanking if you are selling at senior levels. Make sure you are hitting up the marketing leaders, as they have cyclical budgets, which the sales leaders often pull from for tool budgets.

Glossary

Buzzwords and acronyms galore! This book is an insider's guide for sellers and sales leaders seeking to take a quantum leap in revenue generation. There is a high level of assumed knowledge, but here is your survival guide. Note that the inside sales function is highly fragmented, with many companies thrashing around with different models and acronyms—which is why we provide the following list. Be ready to use the most basic TQ tool, Google, to hunt down anything else you need to know as you read.

Sales Industry Nomenclature

Inside sales roles: ISR (Inside Sales Rep) is mainly known as an SDR (sales development rep) for inbound and BDR (business development rep) for outbound. Inside sales roles are also called MDR (market development rep) or MRR (marketing response rep) or LDR (lead development rep) or ADR (account development rep). These roles are sometimes supported by SDAs (sales data analysts) in large companies. The main distinction between ISR roles is whether they are focused on qualifying inbound enquiries or marketing leads, versus driving outbound activity to create qualified leads that are given to more senior salespeople in the field. Inbound reps sometimes report in to marketing because they are qualifying the marketing department's leads to move them from MQLs to SQLs. Outbound reps usually report to sales because they feed the field reps (AEs) with qualified leads. Got it? . . . good luck . . . it's an acronym soup swimming in a morass of metaphors and insider jargon. XDR can refer to any of the above!

Sales lead types: MQL (marketing qualified lead) and SQL (sales qualified lead). Someone downloading a white paper, registering for a webinar, or signing up to attend an event are all examples of marketing leads that need to be qualified and turned into sales leads. Someone requesting a demo or quote would be a sales lead that needs to be qualified. The goal is to move MQLs to be SQLs.

Field sales roles: AE (account executive) and also known as a field rep, BDM (business development manager) or sales executive. It is common for these sellers to have fancy titles that make them appear senior in the eyes of prospective buyers.

Sales support roles: SE (sales engineer, solutions engineer, or systems engineer) also known as an SA (solution architect) or sometimes called pre-sales consultant or solution sales specialist.

Acronyms and Defined Terms

ABM: Account-based marketing.
ABS: Account-based selling (not automatic braking system).
ABSD: Account-based sales development.
ACV: Annual (or Average) contract value.
ADR: Account development rep.
AE: Account executive. Sometimes called a BDM or field rep.
AI: Artificial intelligence—machines that learn and self-improve. Don't say "AI" to a farmer or breeder; they'll think you mean artificial insemination.
AM: Account manager. Sometimes known as CSM.
API: Application program interface (often incorporates web services and other forms of software systems integration).
ASD: Automated sales development.
B2B: Business-to-business.
B2C: Business-to-customer/consumer/client.
BDM: Business development manager. Sometimes called an account executive (but not an AE) or field rep.
BDR: Business development rep. Inside sales role with outbound focus.
BPM: Business process management.
Buyer Persona: Archetype of buyer roles (technical buyer, financial buyer, etc.) See IPP.
CAC: Client/customer acquisition cost.
Cadence: The rhythm or frequency in which you drive outreach. Some SEP companies use the term interchangeably with *sequence*.
CCO: Chief customer officer or chief commercial officer.
CDO: Chief digital officer.
CMO: Chief marketing officer.
Conversational or **Revenue Intelligence:** These are systems that record and transcribe all the rep calls to analyze the listen-to-talk ratio, question frequency (open or closed Qs), objections, sentiment, and so on. Players include Gong, Chorus, Refract.ai, and Execvision.
CPL: Cost per lead.
CPO: Chief procurement officer.
CRM: Customer relationship management. System of record for all customer information and interactions. Salesforce, Microsoft Dynamics, and Hubspot are leaders.
CRO: Chief revenue officer.
CSM: Customer success manager. Sometimes known as account manager.
CSO: Chief sales officer.
CTA: Call to action.
CTO: Chief technology officer.
CX: Customer experience.
CXO: Chief *anything you pick* officer.
DAVE/S: Digital Adaptive Virtual Entity for Sales.
DB: Database.
DM: Direct message (not direct marketing).
DNC: Do not call (*take me off your mailing list and database*).
DSP: Demand side platform.

DVA: Digital Virtual Assistant.
DVSA: Digital Virtual Sales Assistant.
EBS: Equal business stature.
EIEIO: As in the "Old Macdonald" song. Used when highlighting acronym overload.
EX: Employee experience.
Firmographics: Information about an organization's industry vertical, geographic locations, number of employees, clients, and so on. Everstring and ZoomInfo (Datanyze acquisition) are good sources.
GIGO: Garbage in, garbage out.
ICP: Ideal customer profile.
IFTT: If this, then that (machine logic to trigger actions).
Intent/Surge Data Platforms: Assess anonymized surge data to identify which types of accounts are searching for your category on Google. Quantcast and Bombora are examples.
IP: Internet protocol or intellectual property.
IPP: Ideal prospect profile. See buyer persona.
ISR: Inside sales rep. Often with an inbound response focus and also known as SDR.
LDR: Lead development rep. Mainly dealing with inbound inquiries.
MDM: Market development rep.
ML: Machine learning—often with human assistance and guidance.
MQL: Marketing qualified lead. Also known as "fake leads from marketing so they can claim to hit their metrics."
MRR: Marketing response rep.
Navigator or **Nav:** LinkedIn Sales Navigator platform for B2B business intelligence.
NLP: Natural language processing (not neural linguistic programming as used in the field of phycology).
NPS: Net promoter score (a way of quantifying customer satisfaction from an interaction).
PAD: Parallel assisted dialing—sometimes called the Bazooka™. Companies including Orum, ConnectLeader, and ConnectAndSell have developed proprietary technology where an offshore team can dial thousands of times and seamlessly hot-switch when the actual prospect answers without the prospect realizing. Some use hardware and software dialers, or a combination. How? It's proprietary; ask them.
Psychographics: Information about consumer or corporate emotions and values.
RPA: Robotic process automation.
SA: Solution architect. Pre-sales person designing and documenting "solutions."
SAM: Serviceable addressable market.
SDK: Software development kit.
SDR: Inside sales rep. Often with an inbound response focus.
SE: Sales engineer, solutions engineer, or systems engineer, usually not used for sales executive.
SEO: Search Engine Optimization.
SEP: Sales engagement platform. These platforms focus on automating aspects of outbound business development—sending emails, monitoring opens and replies, and building personalized messaging segments.
Sequence: The order in which you send outreach or use content. Also known as a *cadence* or *play*. Sales engagement platforms (SEPs) use different terms. Outreach calls a series of touches a *sequence*. SalesLoft uses *cadence*. Groove uses *flow*. XANT uses *play*. FrontSpin uses *playbooks*.
Sequencer: Part of what is incorporated with an SEP.

Smarketing: Utopian coining claimed by Peter Strohkorb. The heart of RevOps, where sales and marketing fuse into a synergistic whole.
SMM: Social media monitoring or social media management.
SNAFU: Situation normal all fudged up (a military term, only they don't use *fudged* in the military).
SQL: Sales qualified leads.
SSP: Sales Simulation Platform.
STEVE: Sales Team Enablement Virtual Entity.
System of Engagement: SalesLoft, Outreach, Groove, XANT.
TAM: Target or total addressable/available/attainable/actionable market.
TAM: Target account marketing.
TAM: Technical account manager.
TCV: Total contract value.
Technographics: Information about the technologies they are using in their stack.
TOFU: Top of funnel.
UI: User interface.
VM: Voicemail or videomail (not virtual machine).
WFH: Work from home.
WYSIWYG: Pronounced *wizeewig*. What you see is what you get. Simple editor in a UI.
XDR: *Anything* development rep.
ZMOT: Zero moment of truth.

Further Reading

Take courses, engage a mentor, read and apply everything you can to absorb all facets of sales-development strategy. The following are highly recommended: Sales IQ Global online courses, Trish Bertuzzi's *Sales Development Playbook*, Mark Roberge's *Sales Acceleration Formula*, Bryan Kreuzberger's *Breakthrough Email*, Scott Britton's *Crack Cold Emailing*, Aaron Ross's *Predictable Revenue*, Marylou Tyler's *Predictable Prospecting*, Jeremey Donovan's *Leading Sales Development*, Max Altschuler and Mark Kosoglow's *Sales Engagement*, Josh Braun's *Badass B2B Growth Guide*, Becc Holland's *Flip the Script* YouTube series. Do all the Salesforce Trailheads you can gain access to. Become savvy with Outreach, XANT, and SalesLoft Universities. Let your curiosity drive you wild!

Personalization is everything. Google and purchase "Josh Braun's Badass B2B Growth Guide." Also follow Becc Holland from Chorus.ai, Dan Swift from Empire Selling, and Jaker Dunlap from Skaled. Do this on LinkedIn and with their blogs, podcasts, and videos.

Here are some great references, organized by topic:

Prospecting

Predictable Prospecting by Marylou Tyler
Fanatical Prospecting by Jeb Blount
COMBO Prospecting by Tony J. Hughes
How to Get a Meeting with Anyone by Stu Heinecke
New Sales. Simplified. by Mike Weinberg

Cold Calling

Smart Calling by Art Sobczak

Qualification

Addicted to the Process by Scott Leese

Negotiation

Never Split the Difference by Chris Voss

Neuroscience

Persuasion by Dr. Robert Cialdini
The Science of Selling by David Hoffeld

Sales Engagement

Sales Engagement by Max Altschuler, Mark Kosoglow & Manny Medina
Leading Sales Development by Alea Homison and Jeremey Donovan

SDR Organizational Design

Predictable Revenue by Aaron Ross
Sales Development Playbook by Trish Bertuzzi
Sales Acceleration Formula by Mark Roberge

C-Level Strategy:

New Power Base Selling by Jim Holden
The Joshua Principle by Tony J. Hughes
What Great Salespeople Do by Ben Zoldan and Mike Bosworth
Mastering the Complex Sale by Jeff Thull
Eat Their Lunch by Anthony Iannarino

SDR Management

Cracking the Sales Management Code by Jason Jordan & Michelle Vazzana

Sales Execution

Four Disciplines of Execution by Chris McChesney, Jim Huling, and Sean Covey
SPIN Selling by Neil Rackham
The Science of Selling by David Hoffeld
The Perfect Close by James Muir

Trigger Events:

Shift! by Craig Elias and Tibor Shanto

Consultative

Consultative Selling by Mach Hanon
Same Side Selling by Ian Altman and Jack Quarles
Let's Get Real or Let's Not Play by Mahan Khalsa and Randy Illig
Founders at Work by Jessica Livingston
The Challenger Sale by Brent Adamson and Matt Dixon
The Challenger Customer by Brent Adamson, Matt Dixon, Pat Spenner, and Nick Toman
VCs at Work by Shital Shah and Tarang Shah
The Trusted Advisor by Charles H. Green, David Maister, and Robert M. Galford

Scaling SaaS

The Discipline of Market Leaders by Michael Treacy and Fred Wiersema
From Impossible to Inevitable by Aaron Ross

Time Management

The 80/20 Principle by Richard Koch

Mindset

Mindset by Carol Dweck

AI Movies to Expand Your Thinking

Ex Machina
Automata
iRobot
A.I.
Alien Covenant
Blade Runner 2049
Her
Transcendence