



SMALL BUSINESS SALES AND MARKETING STRATEGY, MANAGEMENT & SUPPORT SERVICES

A Service Brief

ABSTRACT

Smaller companies are increasingly learning that outsource their sales and marketing team can be game changing. Outsourcing gives access to a higher caliber professional team, substantially reduces sales and marketing costs and significantly improves time-to-revenue.

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The challenges for small and medium sized businesses today are vast and different than those of the larger enterprise corporations. The top SMB problems and priorities accumulated into the top 75 based on surveyed answers, can be categorized into the following areas:

1. Healthcare
2. Federal and State Regulations
3. Taxes
4. Time
5. Sales and Marketing
6. Funding

These categories were created to help focus in on the top issues affecting businesses. The information was authored after reviewing several studies by SMB organizations and rich in history survey companies that interviewed more than 5,000 SMB's collectively in a wide variety of industries, sizes and all over the US.

The compelling observation here is that the ONLY functional area of business that has a high priority of problems for small business is "Sales and Marketing!" Of the top 75 problems listed in 2016, the "Sales and Marketing" bucket, identified these problems as priorities:

1. Hiring New Employees (Locating Qualified Candidates; Keeping Employees)
2. Increasing Profits
3. Growing Revenue
4. Keeping up with business and Marketing Developments
5. Training
6. Pricing Competitively
7. Cost Effective Advertising
8. Using Social Media

and the "Not enough Time" bucket is also dominated by sales and marketing functions and priorities. Here is a list of the specific "Not Enough Time" problems

1. Delivering effective customer service and relationship development
2. Need help managing and leading sales and marketing as it is a top priority
3. Need systems that help owners manage and streamline the business
4. Managing Cash Flow
5. Locating businesses to help when needed

A small and or medium business must be especially frugal and pragmatic until they reach a revenue critical mass that affords them the luxury of hiring their own experts, delegating responsibilities, and acquire more customers. We believe that the best way for a small business to grow and do it cost effectively, is to find professional Sales and Marketing help from a reputable Sales and Marketing Outsourcing company, such as CASM.

The CASM go-to-market model is about risk sharing. Our outsourcing service provides management consulting to augment and support the owner by assuming the roles that would deliver effective customer service and become responsible for building key business and client relationships. We also can provide high-value experienced sales and marketing practitioners to develop practical marketing strategies, accelerate your sales velocity, and implement hiring and training best practices preparing your business for revenue and profit growth.



Our approach is to augment your sales and marketing team with experienced and skilled (in strategy, management and operational support), sales and marketing leaders charged with addressing and overcoming the priority problems in Sales, Marketing and give back the Owner, time to build their business.

Our approach is:

1. **LEAD AN ITERATIVE PRODUCT-MARKET SUITABILITY STUDY**
 - Diagnose the Market
 - Experiment/Test the Product
 - Seek and Analyze Feedback

2. **COMPLETE THE PRACTICAL MARKETING STRATEGY**
 - Evaluate goals and expectations for revenue and profit
 - Integrate Product-Marketing Fit into the Company Positioning strategy
 - Identify Core Selling Tactics
 - Iterate and integrate Market Research

3. **DEFINE THE ORGANIZATION PLANS NEEDED TO ACHIEVE THE GOALS**
 - Sales and Marketing Leadership
 - Sales Channel Options
 - Operations and Support

4. **OPERATIONALIZE THE REVENUE PLAN**
 - Execute a Demand Creation and Lead Strategy
 - Establish Sales Strategy, Training and Coaching a priorities
 - Provide Sales Operations & Sales Support Plans



SALES & MARKETING FOR SMALL BUSINESS

CASM becomes a contributing member of your management team and uses the following process to achieve short-term revenue goals while preparing your company's sales and marketing team for long-term success. The steps listed below are a full life-cycle plan to improve your sales and marketing production and company competitiveness. Once we help turn the new processes into habits, we will invest in a transition and sustaining plan to replace our team with Full-Time resources that will carry forward the plans you have invested in.

BUILD A SALES AND MARKETING STRATEGY

A good strategy requires significant market knowledge, awareness of competitor activities, awareness of current trends and detailed business analysis. It also requires looking at long-term sales goals and analyzing the business sales cycle. Going through this analysis helps business owners and managers gain a more intimate knowledge of the sales intervals, seasonal changes and what motivations may be needed for the sales and marketing team to achieve their target objectives.

Our strategy planning process includes:

REVIEW AND UPDATE PRODUCT-MARKET SUITABILITY

- Diagnose the Market
 - You know who you're going to serve
 - They have the problem you thought they have
 - They take advantage of your solution and are ready to pay for it
- Experiment/Test the Product
 - ID your Minimum Viable Product (MVP) feature set
 - Create your MVP prototype
 - Test your MVP with customers
- Seek, Analyze the Feedback
 - Iterate based on customer feedback to build something that can solve their needs.

Valuation of goals and expectations for revenue and profit

- Rank customers in order of profitability, identifying existing, potential and key customers.

Consider the total cost of selling to each one.

- Identify criteria that enable you to understand what a profitable customer looks like. Use this profile to identify specific customers to market to

Company positioning

- How your brand and or product solves your target prospects problems
- Product placement and promotion
 - create brand awareness through the various marketing channels



- positioning of your company's brand and or product to gain a competitive advantage - why are you different
- Determine who else is selling similar products or services



- Perceived value

Create Core Selling Tactics

- Generate business with new prospects
- Develop repeat business strategy with existing customers
- Determine the use and ratio of Direct and Channel resources
- Establish Partner programs

STRATEGY DELIVERABLES

The outcome of the company strategy process is the creation of a Go-To-Market Blueprint that clearly describes:

- Who are your target customers?
- What problem or need they have that your solution solves and they will pay for
- Your differentiators and value proposition
- Who else is selling similar products/services
- Why they will buy your solution



The Go-To-Market Blueprint is a company positioning document that is used as the foundation to all staffing, training and product development and must become a working document that requires review and updating throughout the life-cycle of the company's growth.



ORGANIZATION NECESSITIES

To effectively execute the Go-To-Market Blueprint and reach the defined business goals, the next step is to create a sales and marketing resource plan that establishes the required roles and responsibilities to achieve the planned revenue and profit objectives. The following table highlights the foundational organization roles for both Sales and Marketing that are required to drive revenue in any company. Here are the foundational roles for High Performing Sales and Marketing teams

COMPANY REVENUE FULFILMENT ROLES AND RESPONSIBILITIES

Marketing Functions	Sales Functions
Brand/Company Promotion Market Awareness Demand Creation Nurturing & Interest Development Market Education Qualify	Sales Management GTM Strategy Alignment Sales Goal Stewardship Coverage Model/Territory Development Recruiting, hiring onboarding plans
Product/Brand Management Requirements Pricing Strategy Competition Differentiators Training	Sales Enablement Lead Development Sales Process Sales Technology Sales Training
Access to the Buyers Direct Channels (Indirect) Digital Partners	Sales Operations Business Analytics and Reporting Proposal/Contract Development Incentive Sales Comp Plans

The sales and marketing resource plan provides a timeline for hiring, criteria for hiring each role in the plan, compensation expectations, recruiting strategy and onboarding expectations.

DEVELOPMENT & TRAINING

Training is a process not an event and requires constant assessment, planning and implementation. Training and developing your sales team is another critical part of improving sales performance and it greatly reduces sales turnover.

Making training a part of the corporation regiment will lead to many years of success and it helps create loyalty within the rank and file that results in higher employee satisfaction and improved profitability.

Build sales best practices and processes

- How to research and qualify prospects, cold calling, pitching, and the sales presentation, to closing techniques and account management policy
- Develop market, product, and sales skills



- Who your target market customers are and how to communicate with them in relevant, meaningful ways
- Spend time targeting the correct customers at the right time
- How your products or services can solve customer problems

ORGANIZATION DELIVERABLES

One of the biggest challenges every small business has, is hiring qualified, capable, and committed sales and marketing resources. Our outsourcing process works with your leadership team to establish the optimum resource requirements and plans to recruit and hire the best available resources, to ensure the revenue objectives can be achieved and a hiring plan with metrics is implemented to support the growth of the organization.

Our Sales and Marketing organization and hiring plan includes but is not limited to:

1. Assessment, stack ranking and skills gap analysis of existing sales and marketing resources
2. Create hiring criteria and growth timing metrics
3. Functional role, responsibilities and performance metrics
4. Sales and Marketing Staff Budget plan
5. Recruitment, hiring, training and onboarding plan



OPERATIONALIZE THE REVENUE PLAN

With the Go-To-Market Blueprint document complete and plans for the sales and marketing organization in place, the next step is to detail the actions and operations for driving revenues and profits:



1. DEMAND CREATION STRATEGY

- Build and deliver product/company/brand awareness campaigns to your target market
- Nurture and educate your target market with content, offers and information
- Success Metrics
 - New prospect inquiries
 - Growth of email opt-in list
 - Content / Media likes
 - Number of press releases and announcements
 - Number of interviews and or publications
 - Ratings on social media and referral sites

2. DEFINE THE PRODUCT MARKETING STRATEGY

- Product / Service requirements and priority
- Product / Service costing and pricing strategy
- Competitive Positioning
- Value Content
- Success Metrics
 - Time to Market
 - Gross Margin Targets

3. ESTABLISH THE SALES MANAGEMENT SYSTEM

- Oversee and manage a sale process
- Managing the Sales Team Funnel & Pipeline
- Build a hiring strategy
- Assess Sales Automation and Productivity tools
- Provide Sales Coaching
- Invest time in a Sales Training Strategy
- Establish, communicate and administer sales enablement and operations programs
- Sales Success Metrics
 - Attainment of revenue and profit goals
 - Revenue-per-rep
 - Opportunity Win Rates
 - Average Deal Size
 - Sales Cycle Metrics



- Cost of Sales to Revenue Ratio
 - Growth in sales (Location, Channel or Territory)
 - New selling partners
 - New Qualified Leads
 - Employee Satisfaction
4. IMPLEMENT SALES ENABLEMENT & SUPPORT
- Lead Generation process development
 - Funnel Management roles and responsibilities
 - Define and communicate the sales process steps and advancement criteria
 - Define, Assess, Select and implement a CRM and other sales support tools/systems
 - Success Metrics
 - Number of leads qualified sent to sales reps and converted
 - Lead Response Time
 - Sales Funnel Leakage
 - Adoption and Use rate of the CRM
 - Sales Training quality
5. SET UP THE SALES OPERATIONS SYSTEM
- Sales Metrics
 - Sales Forecasting
 - Proposal/Contract Development
 - Vendor Selection and Management
 - Planning Process Stewardship
 - Incentive Sales Compensation Plan Design
 - GTM Strategy Alignment with Roles and Components
 - Territory Analysis and Definition
 - Goal Setting
 - Success Metrics
 - Same as Sales Management



PLANNED DELIVERY

Outsourced sales and marketing services are delivered in a phased approach and with many of the services requiring process changes the measured effectiveness will require approximately one year or longer to realize the improvements. These services will provide measured deliverables along the way with the overall success taking a least a year to become a habit of your company.



The phases are itemized below and are estimates for planning purposes. Our outsourcing service includes a transition period after overall success has been established to find and staff replacements that will continue the growth and management of the new sales and marketing requirements. Finally, we offer a Sustaining Service that provides quarterly reviews and updates to best practices.

Expectations timeline for deliverables (estimated)

Project Start-Up



- | - Go-To-Market Blueprint
 - | - Sales and Marketing Organization Plan
 - | - Recruitment, Hiring and Onboarding Plan
 - | - Lead Generation Plan
 - | - Territory Analysis and Definition
 - | - Goal Setting
 - | - Incentive Sales Compensation Plan Design
 - | - Sales Training and Development Plan
 - | - Sales Automation and Productivity Tool Plan

On-going Sales and Marketing Activity and Deliverables



- | - Build and deliver product/company/brand awareness campaigns
- | - Lead Generation Process Management
- | - Target market content and offers
- | - Product / Service requirements, costing and pricing strategy
- | - Sale Process and Sales Forecasting
- | - CRM and other sales support tools/systems



- | - Funnel Management roles and responsibilities
- | - Proposal/Contract Development
- | - Sales Training
- | - Sales Management & Coaching

Transition Plan (estimated to begin at the anniversary or agreed to date)

A succession or transition plan to hire full-time sales and marketing management and support resources is the next phase of this outsourcing plan. This phase will take up to six months typically and will include:

- Recruit, hire and onboard Sales and Marketing Management
- Build and Implement management training and a support plan

Sustain and Grow Plan

The final phase of this outsourcing plan is sustaining and growth plan. This phase is important as it will provide on-going review against plans and updates to best practices that could affect your business metrics. This phase is an on-going phase that is executed once a quarter. And will deliver an assessment report on the health of the plans as well as recommendations for additional changes.

WHEN ONLY THE BEST WILL DO

Customer Acquisition Strategies and Marketing, LLC (CASM), is a business consulting company that helps small and medium-sized businesses grow revenues by employing a contemporary income producing system which distills the traditional sales and marketing undertakings into three essential integrated steps that delivers revenue growth.

Tracy Hawkey, Founder and President

A two-time entrepreneur and corporate sales and marketing executive with more than 30 years of successful sales, marketing and business development expertise working with small businesses, early-stage entities, and enterprise organizations with more than \$1B in personal revenue accountability.

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